

Empower Change Programme

Stakeholder briefing - March 2023



Warwickshire
POLICE

EMPOWER
People : Place : Technology





Background- The launch of Empower

In January 2022, Warwickshire Police commissioned a full review of its operating model. There were several reasons why a review was commissioned at this time, including:

- **Alliance Separation**– Two years on from the force's exit from its strategic alliance with West Mercia Police, the force had developed a good understanding of those business areas that were operating well and those under significant pressure.
- **Changing Demands** – Demands on policing change constantly, and in recent years we have witnessed increased demand in areas such as domestic abuse, cyber and digital, online child sexual exploitation, and trafficking and exploitation. Covid also changed the way in which the public interact with the police, creating new challenges and opportunities.
- **Officer Uplift**– The national investment in 20,000 additional police officers has led to Warwickshire Police reaching record numbers of officers, providing us with fresh opportunities to deliver improved services to the public.
- **Police and Crime Plan and Fit for the Future Strategy**– The Police and Crime Commissioner launched a new policing plan in November 2021. The plan is underpinned by the force's Fit for the Future Strategy.
- **HMICFRS Inspection** – HMICFRS inspected the force in 2022 and identified areas of the force that required improvement. These areas included 'responding to the public', 'investigating crime' and 'managing offenders'.

Our vision and values



Our force vision is enduring and remains the core outcome we strive to achieve in everything we do – Protecting people from harm.

Strategic Priorities

PP

Prevent and Protect

Working proactively to reduce crime and the harm experienced by our communities, particularly the most vulnerable

We will focus on:

- Reducing crime and the harm affecting communities
- Working proactively to prevent crime and understand the nature and causes of problems that affect communities
- Disrupting and dismantling serious and organised crime, including the threat from crime that originates outside our borders

EE

Effective and Efficient

The delivery of first class operational policing is underpinned by first class organisational support services

We will focus on:

- A growing workforce that is inclusive and representative of the communities we work within, with the right skills and equipment to do the job
- Ensuring the safety and wellbeing of officers and staff
- Being an employer of choice which attracts, recognises and retains the very best people

People

RR

Respond and Reassure

Ensure public confidence in Warwickshire Police by delivering a high quality service to all

We will focus on:

- Delivering quality investigations and improved criminal justice outcomes
- Ensuring victims have a positive experience
- Delivering an effective and appropriate response to all requests for service
- Engaging and reassuring our communities

Culture

- Embedding our values and ensuring a one team ethos
- Strengthening partnerships and collaboration with other forces and external agencies
- Promoting a learning culture

Infrastructure

- Developing an estate that reflects modern day policing requirements
- Offering modern digital services that meet the needs of communities, staff and partners
- Enhancing the use of data to provide insight, improve decision-making, and to drive performance improvement

Sustainability

- A commitment to a greener force, which positively contributes to a sustainable environment
- Delivering a good and balanced budget

In 2020 the force set out a clear five-year strategy for where the force was heading and what we were focused on delivering to be 'Fit for the Future'. This remains our overarching strategy.



Our priorities

How we will protect people from harm

PREVENT

Prevent harm
to keep people
safe

ENGAGE

Engage with
communities
to build
confidence

INVESTIGATE

Investigate
crime to bring
offenders to
justice

Providing consistent, high quality, locally delivered policing services

Supported by effective and efficient first-class professional services

We have delivered a lot in the last few years. From here, to fully realise our Fit for the Future plans, we need to leverage our new resources and technology to improve services for our communities.

To do this we are introducing a new operating model designed as part of our force's Empower Change Programme.

What will our new operating model deliver?

Increased officer numbers will ensure that we can improve services to victims without impacting our capacity for community engagement and resolution of community issues.

New teams in dedicated 'Patrol Investigation Units' will mean we can improve investigations of less severe but high-volume crime types that negatively impact on people's lives. The additional capacity also enables us to move to a geographic command model which brings together key areas of policing that we believe are best delivered locally.

This new model ensures greater accountability for local performance and will support a focus on local issues and crime patterns. Additional officers in Protective Services such as domestic abuse, rape, child abuse, trafficking and exploitation will also enable us to more effectively prevent these sorts of crime and safeguard vulnerable people, and we will be in a more positive position to investigate complex incidents – improving our services to victims.

Some of these changes have already been delivered, but many of the changes come online in April 2023. The key changes are summarised below.



PREVENT

ENGAGE

INVESTIGATE

New Local Policing areas

Local Policing functions such as Patrol and Safer Neighbourhoods are currently delivered centrally, under the command of one Superintendent and two functional Chief Inspectors.

In April the force moves to a geographic model, with three local policing areas (LPAs) – North, South and East. The three areas will be coterminous with Local Authority geographical areas, as follows

- North – Nuneaton & Bedworth, North Warwickshire
- East – Rugby
- South – Warwick, Stratford

Each area will have one Chief Inspector, supported by a team of Inspectors overseeing a range of Local Policing teams. The new geographic approach, along with the uplift in officers, will lead to improved engagement with local communities and a greater focus on local priorities.



New Investigation teams

While more serious crimes are investigated by CID or specialist teams, most crimes are currently investigated by our Patrol teams. When incident response demand is high, it can leave little time for patrol officers to progress existing investigations.

Under the new model, each Local Policing Area will have a dedicated Patrol Investigations Unit, with responsibility for investigating many of the crimes that do not meet the threshold for CID investigation.

The new teams will be separate from Patrol and will have more time to investigate offences such as assaults (ABH), burglaries and medium risk domestic abuse.

The new teams will increase the overall number of offences that the force detects and improve satisfaction rates amongst victims of crime.



Local Policing Resolution Centres

Each area will have a new Local Policing Resolution Centre, providing front counter services as well as recording and investigating certain lower level crimes.

The new teams allow the force to continue to deliver walk in front offices at Nuneaton, Leamington, Rugby and Stratford, seven days a week.

New Domestic Abuse, Rape and Serious Sexual Offending Teams

Recognising the very specific skills required to investigate high risk domestic abuse, rape and serious sexual offences, the force will create a new dedicated team of specialist detectives.

The teams will deliver first class investigations and ongoing support to victims. The force is working hard to increase the overall number of detectives within the organisation. This won't happen overnight, due to the training requirements, but plans are in place to significantly increase detective numbers throughout 2023.





New Trafficking and Exploitation Teams

As detective numbers increase, the force will bring online a new Trafficking and Exploitation team. Human trafficking of both adults and children is becoming an increasing concern for police forces, and the new teams will ensure the force is well placed to investigate offences, safeguard victims and ensure offenders are brought to justice.

Improved Offender Management capability

The force will strengthen its approach to offender management, through its Offender Management Unit alongside investing in an uplift in officers within the Registered Sex Offender Manager Unit (RSOMU).

Enhanced Road Safety Unit

We are investing in state-of-the-art technology to improve road safety, such as new mobile camera capabilities, additional road safety schemes, resources and new processes to enhance road safety and make Warwickshire's roads safer for everyone.

PREVENT

ENGAGE

INVESTIGATE

Cyber and Digital

Increasingly, investigations require analysis and investigation of digital media devices. The force will double the number of Digital Media Investigators, supporting the overall drive to deliver better and quicker investigations. A new Cyber Prevent role is also created.

Online Child Sexual Exploitation Team (OCSET)

The number of investigations into online child sexual exploitation continues to increase, and the existing team is no longer big enough. The OCSET sees a significant uplift in investigative resources to ensure offenders are brought to justice and children continue to be protected.

Prevention Hub

A new prevention Hub will be created with a focus on preventing crime before it happens. The new Hub will contain a range of skilled practitioners including Crime Prevention Officers, Design out Crime officers, a Youth Engagement team and Civil Orders officers.

Intelligence

A new and enhanced Intelligence Hub, providing live-time updates to officers, is created enabling more proactive intelligence development. We create an enhanced briefing and tasking function, central to our new policing model so we can improve our coordination and focus of resources on policing priorities.

What does this mean to our valued partners?



Warwickshire Police values its fantastic partners and colleagues we work with across the county and we firmly believe our new policing model will only seek to further grow and improve these important relationships.

Protecting people from harm is a joint effort and we need the ongoing support of our communities to achieve this.

We look forward to improving our engagement with people to better understand how best to support and protect people.

We recognise that nationally policing is rightly under significant scrutiny. However, we are committed to ensuring the highest levels of professionalism and standards and look forward to demonstrating these in everything we do in our county.

Engaging with you matters

Thank you for your time to read this briefing. If you have any questions in relation to the contents or our new policing model please contact:

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Warwickshire POLICE

For all other help:



Engaging with you
Your voice matters

Report non-emergency crime
Get advice & guidance



www.warwickshire.police.uk



Non-emergency
number
101

In an emergency
always call
999

Help us

Follow us on social media and via our website to help with appeals for information

Protect yourself

Go to our force website for the latest crime prevention advice and information

Engage with us

Find out what we're doing to tackle crime in your area and contact your local policing team via our community messaging service at warwickshireconnected.com

Report incidents

Go to our force website to report non-emergency incidents and crime

Call 999

If a crime is in progress, there is an immediate danger to life or concern for safety, call 999



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