

SOUTH WARWICKSHIRE
COMMUNITY SAFETY PARTNERSHIP

PARTNERSHIP PLAN 2021 - 2025



Working *Together*

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Acronyms

4 P's	Prepare, Protect, Prevent and Pursue
ASB	Anti-Social Behaviour
CGL	Change, Grow, Live
CIOG	Community Impact Operational Group
CSE	Child Sexual Exploitation
DHR	Domestic Homicide Review
EPI	Enhanced Patrol Initiative
GOSS	Going Out Staying Safe
MARAC	Multi Agency Risk Assessment Conference
MoRiLE	Management of Risk in Law Enforcement
NPCC	National Police Chief's Council
NTE	Night-Time Economy
OPCC	Office of the Police and Crime Commissioner
OWHR	Offensive Weapon Homicide Review
RASSO	Rape and Serious Sexual Offences
RoSA	Rape or Sexual Abuse Support
SARC	Sexual Assault Referral Centre
SDC	Stratford-on-Avon District Council
SOC	Serious Organised Crime
SWCSP	South Warwickshire Community Safety Partnership
SWOP	South Warwickshire Operational Partnership
SWPB	Safer Warwickshire Partnership Board
WCC	Warwickshire County Council
WDC	Warwick District Council
WRCI	Warwickshire Retail Crime Initiative

Document Control

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1.1	<p>May - September 2023: Update to reflect the mid-term Strategic Assessment review. Includes update of performance, links to related strategies and emerging themes. Includes revised Action Plans.</p> <p>References:</p> <ul style="list-style-type: none">• South Warwickshire CSP Strategic Assessment Priorities Analytical Overview - Feb 2023.pdf• OFFICIAL - Confirmed Priorities - South Warwickshire CSP Strategic Assessment 2021-22 Mid 4 Year Cycle Updated 2023 Version.pdf	South Warwickshire Community Safety Partnership Board – Thursday 28 September 2023

Produced by Karin Stanley & Liz Young: September 2021

Updated by Liz Young: Mid-Term Review - September 2023

1. VISION STATEMENT

The South Warwickshire Community Safety Partnership (SWCSP) vision for South Warwickshire is that it should be a safe place to live, work and visit with a sense of security which reflects the low risk of becoming a victim of crime in the area.

2. INTRODUCTION AND STATUTORY DUTIES

The Partnership Plan is the SWCSP strategy for reducing crime and disorder in South Warwickshire, covering the local authority areas of Stratford-on-Avon District and Warwick District.

The Crime and Disorder Act 1998 and subsequent legislation sets out the duties for Community Safety Partnerships, these are:

- To have a District level **Community Safety Partnership (CSP)** made up of 'Responsible Authorities' for the area, which are the District Council, County Council, Police, Fire, Probation, and the Integrated Care Board,
- To undertake a crime audit, the '**Strategic Assessment**'.
- To formulate and implement **strategies** to tackle crime and disorder, the misuse of drugs, to reduce reoffending and to reduce serious violence in the area.
- To **share information** with 'Relevant Authorities' for the purposes of preventing and reducing crime and disorder.
- To conduct **Domestic Homicide Reviews**.
- To conduct **Offensive Weapon Homicide Reviews**.
- A **Section 17** duty for Responsible Authorities to '*Without prejudice to any other obligation imposed upon it, it shall be the duty of each authority ... to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment) and the misuse of drugs, alcohol and other substances in its area.*'

In two-tier areas there is also a requirement for a countywide **Community Safety Agreement**.

There is also a duty for the CSP and the **Police & Crime Commissioner** to take each other's priorities into account and act in co-operation with each other.

2.1. South Warwickshire Community Safety Partnership

The SWCSP was formed in 2008, following the merger, approved by the Secretary of State, of the Stratford-on-Avon District CSP and the Warwick District CSP. The SWCSP is made up of the following Responsible Authorities with voting members:

- Stratford-on-Avon District Council x 2 (including the Portfolio Holder for Community Safety)
- Warwick District Council x 2 (including the Portfolio Holder for Community Safety)
- Warwickshire County Council x 2
- Warwickshire Police x 1
- Warwickshire Fire & Rescue Authority x 1
- Warwickshire Probation x 1
- Coventry and Warwickshire Integrated Care Board x 1

The Warwickshire Police and Crime Commissioner is an invited member of the South Warwickshire Community Safety Partnership, but without voting rights.

2.2. Strategic Assessment

The statutory Strategic Assessment provides an audit of crime, disorder and any other relevant evidence upon which to determine strategic priorities relating to current and emerging risks, threats, and vulnerabilities. From 2021/22, the full Strategic Assessment for South Warwickshire will be undertaken every four years, rather than annually, from which priorities will be identified and set.

In year 2 (2022/23) a countywide MoRiLE scoring exercise took place to identify emerging issues and priorities.

In the interim years 2 and 4 annual CSP specific update reports and ad hoc commissioned CSP strategic reports will be produced.

This change from an annual to a 4-year cycle will enable:

- Opportunity to develop longer term strategic plans, giving clear direction for action plans, funding, and work over a period of time.
- Maximise opportunities to influence commissioning intentions, PCC priorities and countywide Community Safety Agreement priorities in line with a typical 4-year cycle.
- Less focus on a lengthy written report provides more time for CSPs to deliver outcomes for the community.
- Increased capacity for CSP Analysts to work on the CSP work programme and ad hoc commissioned CSP strategic analysis in years 2 and 4.

2.3. Crime and Disorder Strategy 'Partnership Plan'

The production of a strategy (this Partnership Plan) is a statutory duty. The Partnership Plan lasts for four years (2021 to 2025) and is published following approval of the Countywide Community Safety Agreement.

The Partnership Plan provides performance data for the period 1 April 2022 to 31 December 2022, which will be refreshed annually. It confirms priorities for 2021 to 2025 and includes Action Plans setting out what partners will do to achieve the priorities. Action Plans will be subject to regular review in response to emerging trends.

The Partnership Plan takes into account a number of existing strategies and plans and contributes to their aims and objectives including:

- [Warwickshire Community Safety Agreement](#)
- Warwickshire Prevent Action Plan
- [Warwickshire Serious Violence Strategy](#)
- [Warwickshire Police and Crime Plan](#)
- [NPCC Wildlife Rural Crime Strategy](#)
- Warwickshire Drugs and Alcohol Delivery Plan
- Warwickshire Reducing Reoffending Strategy (in review)
- Warwickshire Hate Crime Plan (in review)
- [Violence Against Women and Girls \(VAWG\) Strategy](#)

2.4. Sharing Information

There is a [Warwickshire Information Sharing Protocol](#). The purpose of this protocol is to facilitate the lawful exchange of information in order to comply with the statutory duty placed on the 'responsible' and 'relevant' authorities (Local Authorities, Police, Fire, Health, Probation, and housing providers) to work together to develop and implement a strategy and tactics for reducing crime and disorder, anti-social behaviour, substance misuse, re-offending, and serious violence

2.5. Domestic Homicide Reviews

Domestic Homicide Reviews (DHRs) are a statutory requirement of Community Safety Partnerships and are conducted when the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse, or neglect by a relative, household member or someone they had been in an intimate relationship with.

A review Panel consisting of members from local and statutory agencies, led by an independent chair will review each agency's involvement with the individuals involved and consider recommendations to improve responses in the future. In doing this, agencies will improve their responses to domestic violence and abuse and work better together to prevent such tragedies occurring in the future. DHRs are not inquiries into how someone died or who is to blame. They are not part of any disciplinary process. They do not replace, but will be in addition to, an inquest or any other form of inquiry into the homicide. All Domestic Homicide Reviews are published on the [Safe in Warwickshire website](#).

2.6. Offensive Weapon Homicide Reviews

Offensive Weapon Homicide Reviews (OWHRs) are a statutory requirement on Police, Local Authorities, and Integrated Care Boards to review the circumstances of certain homicides where the victim was aged 18 or over, and the events surrounding their death involved, or were likely to have involved, the use of an offensive weapon.

The purpose of these reviews is to ensure that when a qualifying homicide takes place, local partners identify the lessons to be learnt from the death, to consider whether any action should be taken as a result, and to share the outcome. The intention is that these reviews will improve the national and local understanding of what causes homicide and serious violence, better equipping services to prevent weapons-enabled homicides, and in so doing, save lives.

3. GOVERNANCE

The SWCSP has a strategic Board and an operational group at the tactical/delivery level, called the South Warwickshire Operational Partnership (SWOP). Their respective roles are set out in the Terms of Reference ([Appendix B](#)).

3.1. South Warwickshire Community Safety Partnership Board

The **SWCSP Board** meets in order to fulfil its statutory duties 3 times a year, with additional extraordinary meetings as required.

- Mid-May – Review annual performance against the CSP priorities and approve strategic Action Plans
- Mid-November – Review 6 monthly performance against priorities
- Mid-February – Receive the Strategic Assessment (Year 1) or Executive Summary of emerging trends (Year 3) and agree priorities for the next 4 years.

Extraordinary meetings are convened as required, including for Domestic Homicide Reviews.

The CSP Board is responsible for receiving the Strategic Assessment, setting priorities, approving the strategy 'Partnership Plan' including strategic Action Plans, monitoring performance, holding partners to account on delivery of the strategy, commissioning DHRs and monitoring implementation of DHR action plans.

3.2. South Warwickshire Operational Partnership Group

The South Warwickshire Operational group (SWOP) meets quarterly:

- January
- April
- July
- October

SWOP is responsible for receiving approved priorities from the SWCSP Board, developing the Strategy and Action Plans to address the approved priorities, commissioning quarterly analysis of recorded crime, receiving detailed trend analysis and hotspots in relation to the strategic priorities, receiving quarterly reports on progress towards priorities, and evaluating the effectiveness of partnership action plans and report progress, performance and matters for escalation to the CSP Board.

SWOP is made up of senior officers from the Responsible Authorities and housing providers, collectively these are the Relevant Authorities for information sharing.

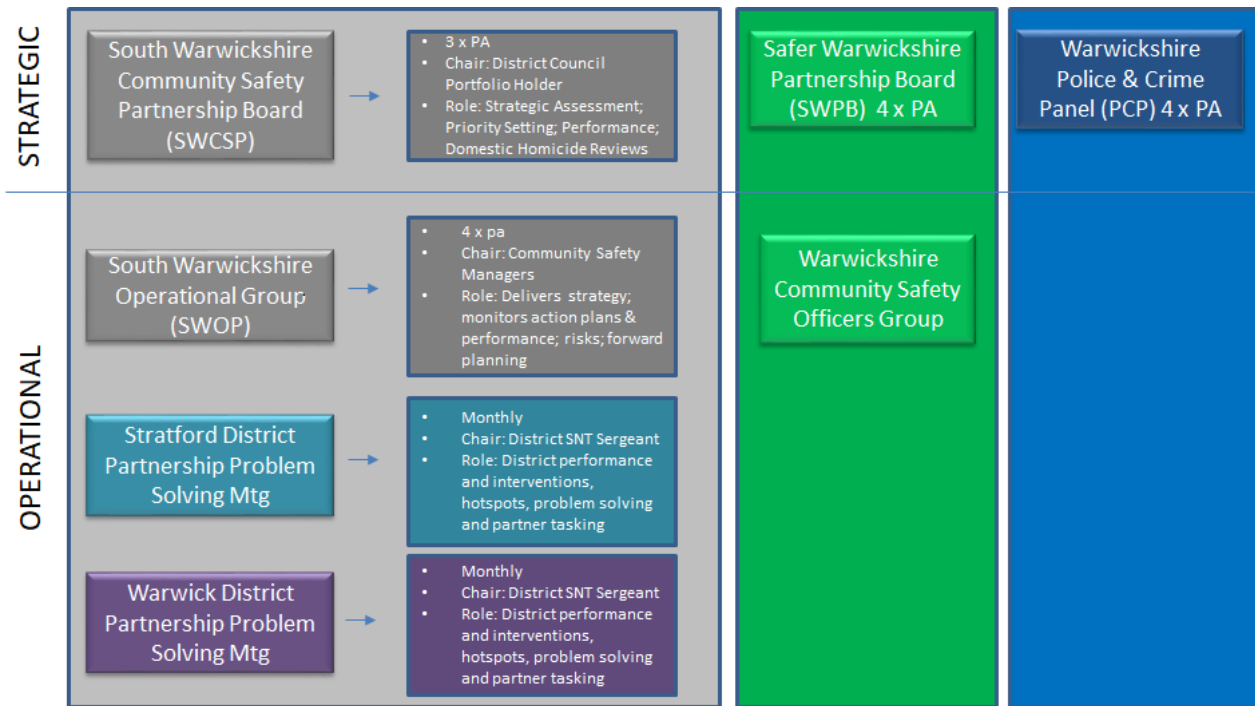
3.3. Domestic Homicide Review Sub-Group

The South Warwickshire DHR Sub-Group provides operational performance management of DHR Action Plans and assurance to the SWCSP Board.

3.4. Safer Warwickshire Partnership Board

At a county level the **Safer Warwickshire Partnership Board (SWPB)** sets out how the police, local authorities, fire and rescue, probation services, health and third sector partners will work together at the county level to address crime and disorder in their communities.

South Warwickshire CSP Governance Structure



4. PERFORMANCE

This Partnership Plan is formulated using the evidence base and performance presented in the South Warwickshire CSP Strategic Assessment 2021 to 2025 and the 2022 to 2023 Mid-term review. The action plans to deliver the strategic priorities are monitored by SWOP on a quarterly basis and performance reported to the SWCSP Board. Additionally the Scrutiny Committees of WDC and SDC receive annual performance reports from the SWCSP Board.

5. RESOURCES

The SWCSP has no independent resources. Each of the Responsible Authorities contribute to the CSP through their staff and services.

The Warwickshire Police and Crime Commissioner (PCC) has a grant scheme to which CSPs can bid to deliver their priorities which also support the Police and Crime Plan.

In 2023/24 the PCC awarded grant funding to the SWCSP of £64,000. The grant is used to address the priorities, in particular:

- County Lines (awareness raising, diversionary activities, target hardening and locational interventions)
- Drug-related street behaviours
- Going Out Staying Safe
- Street Marshals

6. SUPPORTING WORK AT A COUNTY LEVEL

The SWCSP also supports the following areas of work that are co-ordinated at a countywide level to address both local and national concerns.

- Reducing reoffending
- Violence against women and girls (includes Domestic Homicide Reviews)
- Counter Terrorism incl. Prevent
- Hate Crime
- Cyber Crime
- Exploitation incl. county lines, modern slavery and human trafficking, child sexual exploitation
- Serious Violence
- Business Crime
- Substance misuse (drugs and alcohol)
- Support for victims and survivors of crime

7. WARWICKSHIRE COMMUNITY SAFETY AGREEMENT

In two tier areas such as Warwickshire, there is a requirement to produce a countywide [Community Safety Agreement](#). This agreement should:

- Identify ways of co-ordinating across the county to address priorities
- Identify how responsible authorities might otherwise contribute to reducing crime, disorder and substance misuse through closer joint working across the county.

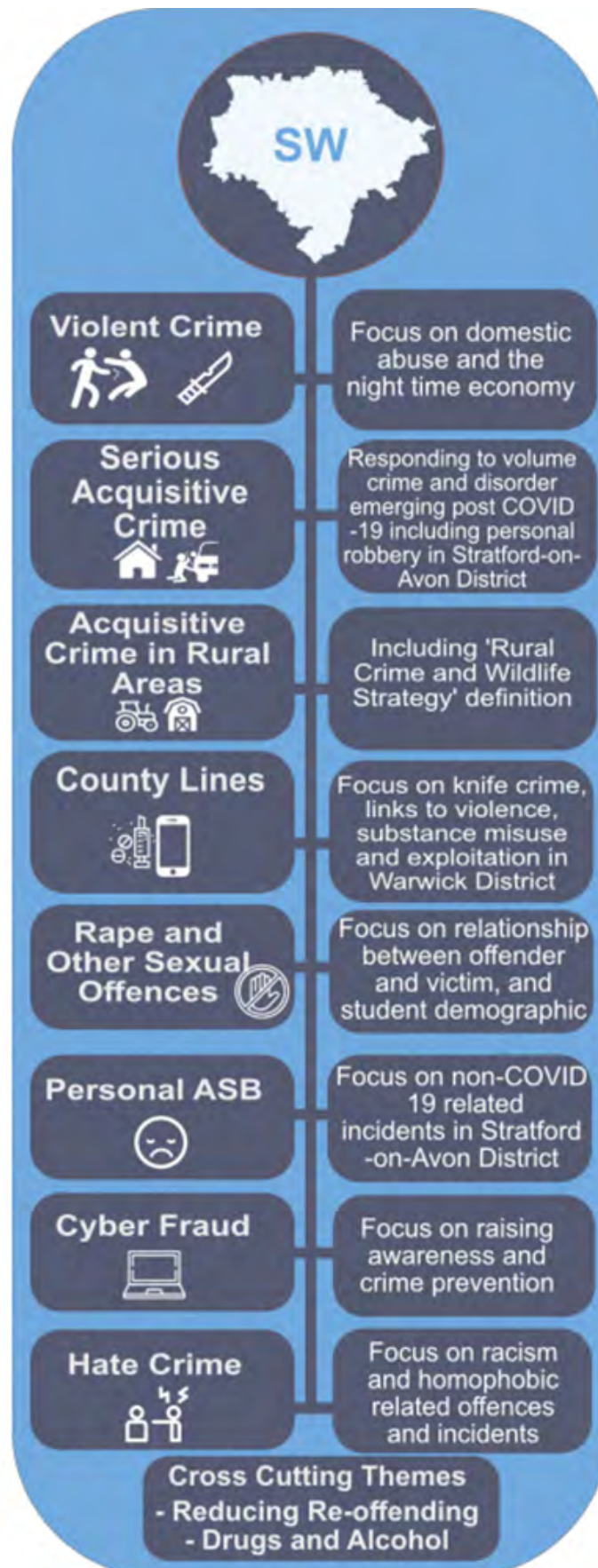
8. WARWICKSHIRE POLICE & CRIME COMMISSIONER – POLICE AND CRIME PLAN

There is a duty on Police and Crime Commissioners to have regard to the priorities of the CSPs in the police area, and for the CSP to have regard to the police and crime objectives set out in the [Police and Crime Plan](#), and to act in co-operation with each other in exercising their respective functions.

9. SOUTH WARWICKSHIRE CSP PRIORITIES 2021-2025

The Strategic Assessment 2021 - 2025 was presented to the SWCSP Board in February 2021, from which the following priorities were approved for the period 2021-2025. In March 2023, a mid-term review of the Strategic Assessment was presented to the SWCSP, where Rape and Serious Sexual Offences (RASSO) was added as an additional priority and Exploitation was also explicitly identified as an emerging threat, to sit under the County Lines Priority.

South Warwickshire Community Safety Partnership Priorities



10. SOUTH WARWICKSHIRE CSP ACTION PLANS (POST MID-TERM STRATEGIC ASSESSMENT REVIEW FEBRUARY 2023)

10.1. Serious Violence Action Plan

The SWCSP Serious Violence Action Plan is to be implemented under the new and broader Serious Violence Countywide Strategy and Delivery Plan as is legally required by the Serious Violence Duty that came into force early 2023.

The countywide serious violence delivery plan is a strategic document that has been constructed to incorporate all areas of Serious Violence for the county of Warwickshire and how we can work to improve our collective services to address harm. As a strategic overview it focuses specifically on the overarching themes of 'Prevention' and the 'Immediate response' from a Countywide perspective leaving the breakdown of the more granular detail in each area to be covered from a more tactical basis in the local CSP Serious Violence action plans for each area. Clearly, it is the intention that the South Warwickshire Serious Violence Action Plan will be looking to deliver or establish delivery of service at a local level in direct reference to the overarching Countywide delivery plan aims and objectives.

The plan recognises many direct overlaps between the areas identified and details a number of specific actions that the SWCSP will progress throughout 2023/25. It should be noted that given the breadth of subject matter relating to Serious Violence now included in this plan, there are a number of subject matter leads across all agencies, but specifically police departments, that we will be calling on for updates on delivery and progress. While this plan will be coordinated by police from South SNT's, we will be asking for this additional expertise and to inform quarterly updates over this next year. A significant amount of work has previously been delivered since the original CSP strategic assessment in 2021, and therefore the following plan tries to combine the work already done, with a review and refresh of past actions to ensure they're still current, and include new ones identified. Consequently, there are a significant number of ongoing actions taking place and will be delegated to all agencies involved for updates.

The SWCSP Serious Violence Action Plan encompasses 6 sub plans covering the following crime types:

1. Knife Crime

Previous consultation has highlighted a strong link between knife possession and young people involved in county lines activity, for defence and also as a status symbol. Although recorded volumes of knife related violence have decreased, it is evident that the impact of recent deaths involving knives in South Warwickshire will have a long-lasting effect on the community. MoRiLE scoring has highlighted the critical and catastrophic levels of physical and psychological impact on those involved in this activity and the wider community.

Knife related violence with injury offences in Warwick District have occurred in higher volumes in the main Leamington Spa town centre wards, mainly in the street or other public place locations, including three schools in the district.

Analysis of partnership data suggests that suspects are more likely to be those over 18 years old. Young people's involvement in this type of behaviour does not appear to be of specific concern, with schools' data showing that incidents involving possession of a weapon occurring in schools in the South Warwickshire districts is lower than the volumes seen in other areas of the county. In addition, the number of young people in the YJS (Youth Justice Service) cohort for Warwick District who have committed an offence involving a weapon this year has halved compared to the previous year. Victims and suspects are most likely to be males, aged under 40 years old.

Operation Sceptre knife amnesty weeks have become a regular feature within police events calendar, with different themes/ focus being driven in each week of activity nationally. Partners from across the CSP are now more involved in these activity weeks as this has become more embedded over the last two years.

2. Night time Economy

This type of offending peaks at the weekend, between 10pm and 11pm in Stratford-on-Avon District and between 2am and 4am in Warwick District. Post Covid last year has seen an increase in violent offences recorded between 10pm and 11pm with crimes/incidents returning to similar volumes as pre covid.

While the economic situation might have had some knock on effect in reducing violent crime, it is clear this is not so much of a reduction for it not to feature or need focus to prevent NTE related violence. Therefore, it needs to be a key focus of this plan to manage the impact of violent crime and consider pre-emptive measures to reduce or address the potential for alcohol related violence.

The Enhanced Patrol Initiative, a feature of the new Empower Model landing for Warwickshire Police from 24/04/2023, has been reinstated to target night time economy crime and violence over weekends across the force area. South Warwickshire will now see a combined number of officers made up from Patrol, SNT and PIU (Patrol Investigation Unit), dedicated to night time economy policing across both Districts.

This will include a significantly more visible police officer presence in hotspot locations during core times, licensing checks, walk throughs, public engagement and reassurance and proactive policing of alcohol related public order and violence. This dedicated provision will not only enhance the policing of our night time economy, but free up our patrol officers to respond more effectively to demand outside of this arena.

Going Out Staying Safe (GOSS) incorporates Enhanced Policing, Street Marshals, Street Pastors and CCTV in both Districts. The GOSS work is a coordinated team approach delivering early intervention in the Night-time Economy (Leamington & Stratford Town Centres). This model is intelligence led in terms of our known busiest nights but also trends and peaks in violent crime. It is aimed at the 18-30 age group who are the most likely perpetrators and victims of violence and most likely perpetrators of rowdy behaviour. A number of features of the GOSS work such as Street Marshalls, Street Pastors, additional CCTV crewings and policing are PCC funded and subject to the annual bidding process.

3. Domestic Abuse/Violence

Violence with injury has seen high volume increases compared to last year and the three-year average. Analysis suggests that the reason for this increase differs between districts:

Violence in Stratford-on-Avon District - The higher volumes of offences in Stratford-on-Avon District this year are largely due to domestic related violence with injury offences. This appears to be a return to the higher volumes seen prior to the pandemic, with volumes of reports last year being at unusually low levels. The increased volumes during 2022 may signify an increase in confidence of victims to report offences. Indeed, reports to Refuge reflect this, with a 21% increase in referrals in the district compared to the previous 12-month period. A strategic analytical report was produced for Stratford-on-Avon District at the end of 2021 to help to tackle this theme. Domestic abuse (and domestic violence) is MoRiLE scored as 'high risk' to the CSP.

The increase in violence with injury offences in Warwick District appears to suggest an emerging trend for more serious violence in the district, with higher volumes of knife related violence and possession of related items, compared to the three-year average. Hospital admissions data also suggests that assaults requiring hospital treatment are highest in Warwick District with victims tending to be aged between 10 and 39 years old.

Non-domestic violence with injury is most likely to occur in the street, as well as in the home, and in drinking establishments in the district.

4. Rape and Serious Sexual Offences (RASSO)

RASSO are of specific note this year due to high proportional increases compared to the previous year, and also higher volumes than the three-year average. These crime areas were also scored as 'high risk' to the victim and organisation in the 2022 CSP MoRiLE scoring sessions.

This theme is scored as 'high risk' due to the severe risk to the victim and moderate to high risk to the organisation. Volumes of reported rape offences in Warwick District and other sexual offences in Stratford-on-Avon District have seen greater increases than those at county level for the last 12 months. Volumes of both offence types are higher than the three-year averages recorded prior to the pandemic, and it is well known that this type of offence is widely unreported.

Since September 2021, responses to the Streetsafe tool in Warwickshire show the highest proportion of responses to be from residents of South Warwickshire, although this may be reflective of the higher volumes of population here. These respondents highlighted that 'feeling like you are being followed' was the top response.

Although this tool is specifically designed to identify locations where residents feel unsafe, it is also intended to be used to identify trends in violence against women and girls. Referrals to most support services for rape and sexual offences in the county show the highest volumes to be from residents in Warwick District. Safeline (a specialist sexual violence and abuse charity) recorded the highest number of their referrals so far this year from residents residing in Warwick District, with nearly half of those referrals relating specifically to incidences of rape (24 referrals). The majority of the other referrals in this district related to sexual assaults.

Data from the Parenting Project shows that the number of assessments/families dealt with by the project in Warwickshire in the last 12 months is highest in Warwick District, followed by Stratford-on-Avon District, where sexual abuse/assault is an identified theme (although in small volumes). Referrals to SARC (Sexual Assault Referral Centre) for sexual assaults between April and November 2022 were

also highest from Warwick District (as well as from Nuneaton and Bedworth Borough).

Also of note is the identified trend of drink-spiking in the latter part of 2021. Nightclubs in Leamington Spa were the main hotspots in the county. This type of offence is likely to be a precursor for a sexual offence, continuing to highlight this district specifically as an area of concern for sexual offences.

Rape offences were much more likely to be domestic abuse related than sexual offences in South Warwickshire (41% of all rapes). Knives were noted in four offences over the 12-month period and almost all were rape offences in Warwick District, with two offences being domestic related. With these small volumes it is not possible to draw any inferences in relation to usage of knives in these types of offences.

Caveats to this trend: One discrepancy in the data is the low proportions of referrals to RoSA from South Warwickshire compared to the high proportions of referrals to Safeline. Consultation suggests that this is likely to be due, in part, to the landscape of services. RoSA operates from within Rugby Borough and historically referrals from the north of the county tended to be referred to RoSA, whereas referrals from South Warwickshire tended to be made to Safeline.

Just over a quarter of the offences (29%) reported between April and December 2022 in South Warwickshire occurred prior to this time, with around 16% occurring longer than two years ago. This is a reduction compared to the previous 12-month period and suggests that residents are now reporting offences soon after they occur, which may indicate an increased confidence and willingness to report offences. This is likely to have contributed to the raised volumes of offences this year and is a positive trend.

70% of rapes and 56% of other sexual offences that were committed in South Warwickshire in the last 12 months occurred in the home. Although these proportions differed slightly between the districts, the overall trend shows that rape and other sexual offences were most likely to occur in the home. The exception to this is other sexual offences in Warwick District, where almost equal amounts occurred in the home and in a public place. Of note here are other sexual offences occurring in the street (39 offences) and in schools (18 offences) in this district. Schools were also locations of note in Stratford-on-Avon District.

Analysis indicates that Leamington Spa is the main area for rape and sexual offences to occur in South Warwickshire, with highest volumes in Leamington Clarendon Ward. It is evident that offences are more likely to occur in a public place (including public houses, nightclubs, in the street and in green spaces specifically) in wards covering a town centre area in both districts. This suggests a link to the night-time economy in these areas.

Offences and reports to support services peaked in July, August, October, and November over the last 12-month period. Responses from the Streetsafe data suggest evenings to be a specific period of the day when residents feel unsafe in the districts.

Although only limited information is available, victims of reported rape and other sexual offences in South Warwickshire were most likely to be female, aged between 10 and 25 years old. This is consistent with victims reporting to most support services. Referrals to Refuge in South Warwickshire suggests that older victims are likely to report domestic related sexual violence. However, volumes of reports of sexual violence from these older age groups (55 years and over) remain very low and research suggests that this is a national trend, due to many factors including societal influences, dependency on their perpetrator and fear of disclosure.

Analysis suggests that male victims in South Warwickshire were more likely to report offences to the police than other support services, with many victims being in the 10-20 years old age group. Ethnicity of victims was predominately described as 'white'.

Suspects of rape and sexual offences and incidents were predominately males aged 10 to 30 years old. A high proportion of offences had a linked suspect suggesting that the victim and offender were known to each other. This is also supported by a recent investigation into increased volumes of rape offences in Warwick District during Q2 2022/23 which highlighted that “the vast majority of these offences (91%) were incidents involving persons known to the victim and in a current or former relationship”. Indeed, 41% of rape offences in South Warwickshire were domestic abuse related.

However, information relating to the relationship between offender and victim in reported rape and sexual offences over a longer time period has not been made available to the analyst and as such it is not possible to identify any emerging issues relating to possible ‘stranger’ incidents. Of note is that reports to Safeline between April and November 2022 highlight 9 incidents where the victim did not know the offender, and all but one of the incidents occurred in Leamington Spa. This may represent a worrying trend and highlights the need to understand this issue further.

The increased reports and referrals to support agencies predominately in South Warwickshire suggests that one of the main reasons for higher volumes of offences is an increased confidence to report offences here. Indeed, the increased proportion of offences being reported soon after they occur is also an indication of this. In addition, in early 2021, the tragic murder of Sarah Everard led to significant public concern and interest in this issue, which in turn led to targeted campaigns and awareness raising which again is likely to have led to increased reports and victims seeking support. The high proportion of offences being reported as occurring in the home also suggests that residents are more willing to report these previously ‘hidden’ incidents. This points to a positive trend in South Warwickshire. However, the lack of reports from older residents in South Warwickshire may suggest many offences continue to be unreported.

There is a well-established night-time economy in Warwick District centered around Leamington Spa town centre. The demographic of those frequenting the town centre is consistent with the victim profile for rape and sexual offences, suggesting that many offences may be the end result of a night out. Indeed, the previous drink-spiking issue in the nightclubs supports this. Also, the student population of nearby Warwick University is likely to be a contributing factor to the increased volumes of offences reported in the district, with several known reports to the police and support services from students at this university during the last 12 months. The peaks in reports of rape and other sexual offences in October and November may coincide with this student demographic, with students returning to university in late September.

One further factor possibly contributing to raised volumes of reported rape and sexual offences includes police recording practices. The investigation into increased volumes of rape offences in Warwick District during Q2 2022/23 concluded that “a contributing factor to the uplift noted are issues with recording practices relating to Reported Incidents of Rape. Removing those incidents incorrectly recorded means Warwickshire Police supported 10 additional victims in this district in Q2 22 compared to Q2 21”. This therefore suggests an additional possible reason for higher volumes of rape and sexual offences this year in South Warwickshire.

In summary, the overall trend suggests that the higher volumes may not necessarily be due to a negative trend and is likely to be due to a number of explainable factors specific to South Warwickshire. However, the lack of information relating to the victim and offender relationship in the incidents is a cause for concern as it may hide any possible emerging issue relating to ‘stranger’ related incidents or any possible emerging series.

5. County Lines

Warwickshire Police and West Mercia Police produced a Serious and Organised Crime (SOC) Local Profile for South Warwickshire in January 2018. This recommended the development of a partnership 4Ps SOC action plan.

Based on this recommendation, a comprehensive SOC action plan for South Warwickshire was developed. This was signed off by partners in June 2018.

County Lines was selected as a CSP priority for the first time in 2019-20, and the action plan was subsequently refreshed with a focus on this activity.

A County Line is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas [within the UK], using dedicated mobile phone lines or other form of “deal line”. They are likely to exploit children and vulnerable adults to move [and store] the drugs and money and they will often use coercion, intimidation, violence (including sexual violence) and weapons.

Partnership Successes

Partnership working coordinated through the County Lines action plan for 2020-21 has resulted in a range of successful outcomes and activity. These include:

- The delivery of County Lines and Exploitation awareness raising events for professionals, third sector and community groups. Three sessions were delivered in Leamington in March 2020 and two in Stratford, with a total of over 500 attendees. Introductions and informative talks were given by elected members, senior police officers and the Police and Crime Commissioner. This was followed by thought provoking and powerful performances from the Loudmouth Theatre Company.
- A summit for professionals and elected members in Stratford District took place in January 2020 to increase understanding of how County Lines was impacting on services locally and how they could contribute to tackling it and was attended by approximately 50 representatives from a wide range of agencies.
- The embedding of activity to tackle County Lines within Policing core business and daily demand management. This includes days of action, the promotion of positive results on social media for public reassurance, the allocation of specific County Lines (OCGM County Lines plans) to an Officer to own, monitor and progress and the identification and management of addresses where vulnerable individuals are at risk of being cuckooed.
- The roll out of the Meaningful Change campaign to promote alternative ways of giving to support those on the street, particularly in Warwick District where over £8,500 has been raised to date (as at 31/03/21) from public donations and over £2,000 allocated to support vulnerable individuals with e.g. rehab placements, support into employment and essential items.
- The relaunch of the Warwickshire Retail Crime Initiative (WRCI), developing a strong network to tackle shoplifting linked to drugs and County Lines. The implementation of the DISC intelligence system has led to over 1,000 incident reports being submitted across the county, with the information used to obtain Criminal Behaviour Orders against prolific offenders and raise awareness of cross border offending.

- A campaign to increase awareness amongst the general public in South Warwickshire about anonymous reporting through the Crimestoppers and Fearless service that ran over a two week period in November 2020. The Crimestoppers campaign reached over 42,000 people on social media, with the Fearless messaging targeted at 13-17 year olds reaching approximately 80,000. The campaign also featured in a range of local publications and was promoted to local residents by partner agencies.
- The delivery of targeted sessions in priority schools by a theatre company, aiming to show how young people are exploited and groomed into County Lines activity and knife crime. These sessions were delivered in a pre-recorded format due to Covid restrictions, thus enabling a greater number of students to view them. An evaluation report on this project will be delivered by the end of July 2021.
- The provision of online County Lines training for all Warwick District Council staff. This complements the 'See Past the Obvious' module on vulnerability and Serious and Organised Crime available online to all partner agencies.
- The creation of a County Lines Z Card for use by Warwick District Council staff.
- The provision of information packs relating to criminal exploitation and knife crime and a high visibility uniform to targeted youth support workers in Warwick District.
- The delivery of drug and alcohol awareness training sessions to agencies involved in tackling County Lines, and the continuation of work to build close links between treatment services and criminal justice agencies. This includes the integration of two Compass workers into the Youth Justice Service to ensure young people at risk of / already accessing justice services receive the right support at the right time.
- The application of a new County Lines flag to all relevant offences on Police recording systems, thus enabling effective analysis to be commissioned.
- The establishment of regular meetings in both Warwick and Stratford Districts to identify vulnerable individuals and co-ordinate the support required from partner agencies.
- The establishment of a Community Impact Operational Group for Warwick District to be stood up in response to a critical incident and manage the partnership response. The group met six times in 2020-21 in response to serious offences and created action plans to assess and mitigate the impact on the local community.

County Lines continues to be an issue for the CSP having been adopted as a priority in last year's strategic assessment process. It is evident that this is still a predominant issue within South Warwickshire. The new plan incorporates issues outstanding from the original document alongside new actions agreed as priorities to tackle County Lines operations, provide support to those at risk of becoming involved as either offenders or victims and raise awareness amongst agencies working across South Warwickshire.

6. Exploitation

County Lines and Exploitation are known to be inextricably linked with a recognised practice amongst OCG groups and individuals involved to look to initially groom and/or intimidate the vulnerable whether children or adults and thus exploit further criminality from them in holding, dealing or transporting drugs or cuckooing addresses for the same practice.

However, County Lines is only one element of Exploitation led criminality – where we now see increased risk of child, sexual and trafficking risks, alongside modern day slavery as emerging trends.

Exploitation in Warwick District is an emerging risk area to the South Warwickshire CSP due to volumes of CSE related offences in Warwick District remaining the same as the previous year in contrast to reductions at county level. This has led to an increased MoRiLE risk score in the district compared to elsewhere in the county. This crime area is scored as ‘high risk’ to the victim and organisation in the 2022 CSP MoRiLE scoring sessions.

The most recent trends show that between April and December 2022, volumes of reported CSE offences and non-crimes investigations in the district have increased significantly and are at much higher volumes than the three-year average. However, the volumes remain small, and this is a countywide trend. Warwick District has the highest number of referrals to Children and Families Front Door (previously MASH) and this could be an indicator of increased awareness and identification which can be a positive trend. Indeed, proactive targeting of County Lines activity as part of the South Warwickshire CSP Strategic Assessment Priority in the district, is likely to identify vulnerable individuals which will then lead to increased referrals.

Reported adult protection related offences have increased in the district compared to the previous year and this is also likely to be a result of increased identification of vulnerable adults.

In contrast, volumes of reported modern slavery offences in Warwick District have more than halved over the last 9 months compared to the previous year, although again the numbers are very small. Domestic abuse is another identified vulnerability indicator and volumes of offences in the district are level with the three-year average, and among the lowest rates for the county. Referrals to Refuge also show average volumes for the county.

Offences relating to drugs and alcohol (including violence, trafficking, and possession) remain at volumes below the three-year average for the district, but this is a countywide trend. Referrals to CGL continue to be among the highest volumes in the county in Warwick District, suggesting a willingness to seek treatment for these addictions. Alcohol and Heroin are the main substances for adults in Warwick District who are engaging with CGL.

Exploitation can occur anywhere and anytime, including online. With this type of behaviour being largely hidden and unreported, it is difficult to identify any trends in location or time.

Analysis of indicators of exploitation relating to children and young people suggests that those who are excluded from secondary schools or those requiring SEN support are of specific note to Warwick District. The risk appears to increase between primary and secondary school, suggesting a need to support older children in the district as well as providing preventative support to those children in primary schools. Mental health and family relationships are also the most prevalent areas of concern for families engaging with the Parenting Project in the district, and mental health is also the main reason for homelessness in the district, as well as a history of domestic abuse.

Other indicators of exploitation amongst younger age groups include children and young people going missing or at risk of trafficking. Warwick District shows some of the highest levels with an increasing trend, although volumes remain very low in the county. This continues to indicate unreported exploitation amongst young people, as victims of CSE experience a higher rate of missing episodes, spending time with exploiters instead of attending school or the family home. In addition, there were 12 young people within the Warwick District Youth Justice Service Cohort with exploitation concerns identified during 2022. This is higher than the county average.

Victims of offences with an adult protection flag were most likely to be females between the age of 20-30 years old. Suspects were most likely to be males aged between 40 and 50 years old, although this is based on very small volumes of offences and may not be an accurate representation of the true profile.

It is evident that the COVID-19 pandemic has aggravated some aspects of vulnerability linked to exploitation, with residents now more reliant on technology and the online community, as well as the long-term effects of mental health, with some children still not returning to school. These factors all provide more opportunities for exploitation to occur, and in particular to remain unseen. In addition, the impending recession is likely to lead to increased unemployment and deprivation, making residents vulnerable to exploitation by offenders giving them money or a 'job'.

A large proportion of this activity is hidden and therefore the true volumes are unknown. Other data suggests that loneliness in the district could be a risk area with higher rates of loneliness than the county and national rates. This is likely to be another issue aggravated by the pandemic. However, analysis suggests that there is a good level of awareness and identification of exploitation in Warwick District, with increased reports to support services and the police possibly a result of proactive activity linked to the existing South Warwickshire CSP priority of 'County Lines'. Therefore, it is likely that increased volumes of reports and referrals linked to this type of behaviour is likely to continue in the district and can be an indicator of a positive trend linked to awareness and identification.

Other vulnerability indicators which may lead to exploitation include deprivation, young people claiming universal credit, children in care plans, suicides, income related issues, education attainment and free school meals. Analysis of data relating to these areas does not suggest that they are current risks for the district. Therefore, it is not recommended that the CSP adopt a new priority relating to exploitation but instead consider focusing support and prevention activity towards permanent exclusions, missing children.

10.2. ASB Action Plan

The core business of the Anti-Social Behaviour Officers at Stratford-on-Avon and Warwick District Councils is outlined in the respective ASB protocols.

The South Warwickshire Strategic Assessment 2021/22 identified:

1. ASB as an emerging trend due to volumes of non-COVID-19 related ASB in Stratford District showing the largest volume increase out of all boroughs/districts in Warwickshire compared to 2019. Most specific due to Personal ASB.
2. Although trends last year were showing the lowest levels of ASB across the county, most boroughs and districts have seen returns to these volumes as the pandemic eases, but this is not the case for personal ASB in Stratford-on-Avon District which shows 32% increase compared to last year.

3. The highest rate of incidents has been reported from Clopton Ward, Hathaway Ward and Avenue Ward in Stratford.
4. MoRiLE scoring has identified ASB as a standard risk to the CSP due to the moderate volumes of incidents and the low impact and harm on the community and environment. However, the psychological impact and harm to the victim has been identified as substantial and this is the aspect of note for Personal ASB.

Over the last year (22/23) there have been 347 personal ASB incidents recorded in Warwick District and 309 reports in Stratford District.

10.3. Rural Crime Action Plan

Crime occurring in rural areas accounts for one third of all recorded crime in South Warwickshire. This is due to the large areas classified as rural in Stratford-on-Avon District, with nearly two thirds of the total recorded crime in this district alone occurring in rural areas.

Within South Warwickshire there are two dedicated Rural Crime Advisors within the Community Safety Team at Stratford-upon-District Council who carry out dedicated work to prevent and protect victims, businesses, and communities in South Warwickshire from Rural Crime.

The Warwickshire Police Rural Crime Team is a dedicated policing team who operate across the county and work closely with local policing teams to coordinate and respond to incidents of rural crime and carryout proactive operations.

The team have operated to a Warwickshire Police Rural Crime Strategy and have now adopted the national 2022-2025 NPCC Wildlife & Rural Crime Strategy. Within the Rural Crime Team there are individual four P plans (Prevent, Prepare, Protect, and Pursue for each thematic area within the strategy.

The thematic areas are:

- General
- Theft of/from motor vehicles
- Farms/rural businesses
- Anti-social behaviour
- Criminal damage
- Sheep worrying
- Fly tipping
- Repeat locations
- Community engagement

10.4. Warwickshire-wide Partnership Work

Cyber Crime Action Plan

Partnership work is coordinated at a county level through the Warwickshire Cyber Crime Delivery Plan (2023/24) with a focus on raising awareness and crime prevention.

As of January 2021, the Strategic Assessment identified: Cyber fraud is the crime committed via a computer with the intent to corrupt another individual's personal and financial information stored

online. Examples include phishing, hacking, malicious software, DDOS attacks (distribution denial of service). Cyber fraud is the largest volume and most common category of cyber-crime.

Cyber fraud occurs on a daily basis although it is largely unreported. Consultation has highlighted that this type of crime increases when online activity and presence increases. This therefore highlights seasonal increases linked to Christmas shopping, January sales, Cyber Monday and Black Friday Deals between November and January; online holiday bookings between June and September; and romance scams linked to online dating around February on the approach to Valentine's Day. Also highlighted are specific cyber fraud scams targeting specific demographics e.g., university rent fraud where students pay money unknowingly to a fraudster posing as a landlord, to secure a student let. This may represent a specific risk to South Warwickshire with a high proportion of university students temporarily residing in the local area. Half of the theft offences recorded with a cyber flag by

Warwickshire Police were reported from residents of South Warwickshire, with both districts showing the highest numbers of offences, although the volumes still remain low. It is likely that the higher volumes of reported cyber fraud offences in South Warwickshire is due to residents being more likely to report it. This is reinforced by the results of the Your Say Survey indicating that residents are more aware of the dangers of this crime type.

Hate Crime Action Plan

A multi-agency approach to tackling Hate Crime is delivered through the Warwickshire Hate Crime Partnership Action Plan (currently undergoing revision)

As of January 2021, the Strategic Assessment identified: Hate offences and crimed incidents are at their highest recorded levels for South Warwickshire, with Stratford-on-Avon District seeing the second highest proportional increase out of all the boroughs and districts in Warwickshire. This has been most noted in racist and religious related hate crime in this district. However, two thirds of the hate crime offences in South Warwickshire occurred in Warwick District. Indeed, reports to the Police for Warwick District showed an all-time peak in September 2020. The increased volumes identified hate crime as an emerging issue for South Warwickshire within the MoRiLE scoring process, with high public interest and severe levels of psychological harm upon the victim.

The majority of offences and incidents reported to partners in South Warwickshire were racially motivated although homophobic incidents in Warwick District are of concern due to raised volumes. Reports of disability related hate crime have increased in Warwick District and may represent an emerging issue. The most common type of hate crime or incident related to verbal comments towards the victim, including via social media.

Circumstances and events that are likely to have contributed to further awareness raising of hate crime and consequent reporting of related offences and incidents are:

- Origins of the COVID-19 pandemic
- LGBTQ1+ awareness month
- Black Lives Matters demonstrations

It's also suggested that the all-time peak in reports for Warwick District coincided with the return of students to university accommodation in the district. With different nationalities returning to university locally, and also the perceived 'fault' placed on young people for not adhering to government COVID guidelines possibly contributing.

Reducing Reoffending

Warwick District has higher proportions of reoffending than the county average suggesting a risk area for the CSP. This is compounded by the increase in the number of offences per reoffender in this district compared to the county trend. This suggests that despite reoffending reducing, those who do reoffend in Warwick District are likely to commit more offences. This is particularly significant with adult offenders here and highlights the need to work with those more prolific offenders in the district.

Partnership work is coordinated at a county level and overseen by the Warwickshire Reducing Reoffending Board with targeted actions included in relevant strategies including the Serious Violence Strategy, Drugs & Alcohol Strategy and Housing strategies.

Drugs and Alcohol

Drug and alcohol abuse continues to be a cross cutting theme across all the CSP priorities and is picked up in the respective action plans.

The concerning trend of increased MARAC cases involving drugs and alcohol, again exacerbated by the changes to lifestyle as a result of the pandemic likely to have resulted in increased pressure in domestic settings.

County Lines activity thrives on the addictions of the most vulnerable. Alcohol and drugs misuse also accentuates violence linked to the night-time economy.

A countywide drugs and alcohol strategy and development plans are in place. Partnership activity is also reflected in a number the South Warwickshire Action Plans included above.

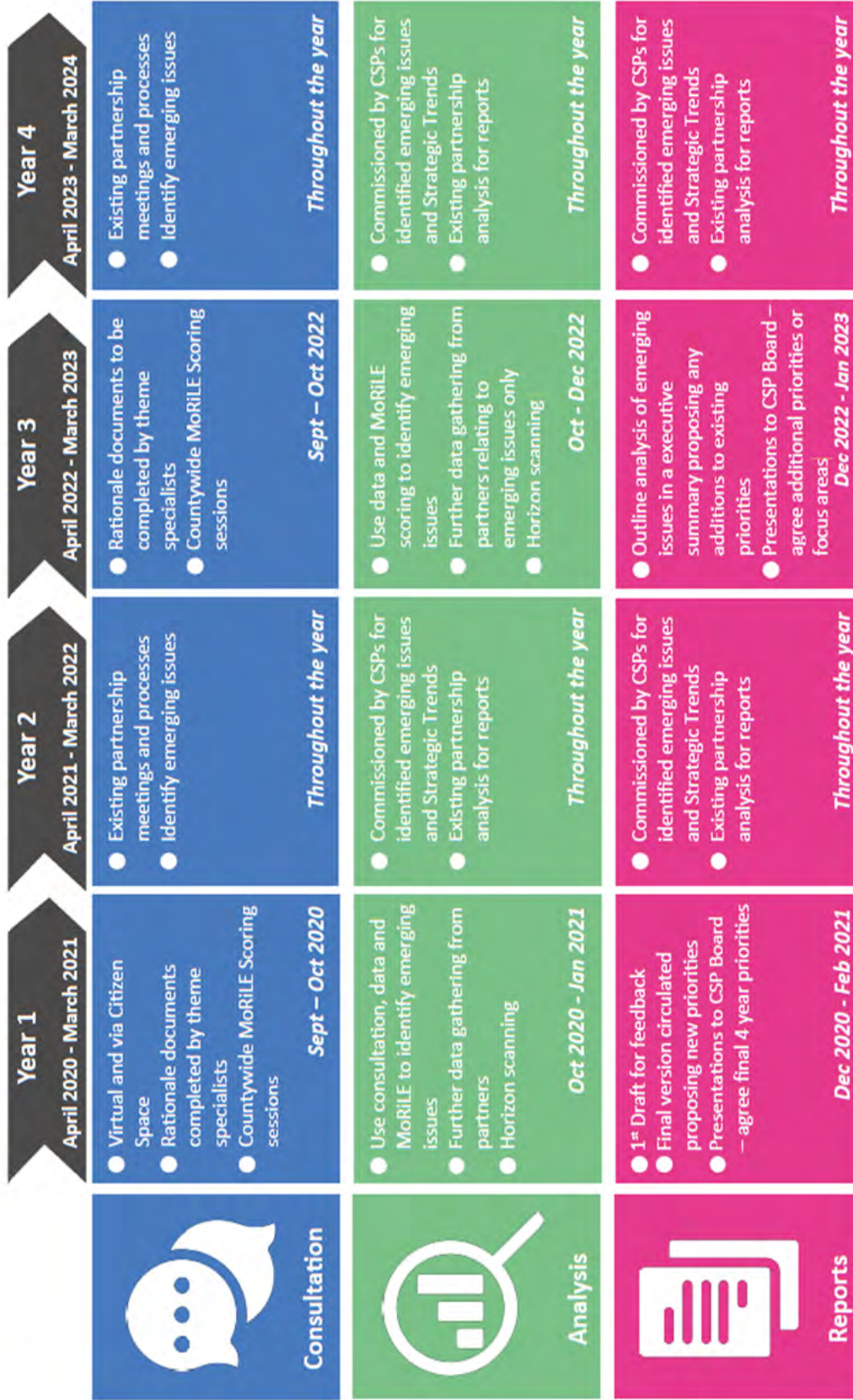
11. MONITORING AND REVIEW

The South Warwickshire CSP action plans and performance dashboard are monitored through the quarterly SWOP meetings and reported twice yearly to the SWCSP Board along with the DHR action plan monitoring.

APPENDIX A

Community Safety Partnership Strategic Assessment Process 2021 onwards...

Across September and October 2021 the CSP Boards and Safer Warwickshire Partnership Board approved the new Strategic Assessment process which will operate on a four year cycle and be led by the Community Safety Partnership Analysts



The next set of Community Safety Partnership priorities will be agreed early 2025.

APPENDIX B

South Warwickshire Crime and Disorder Reduction Partnership Terms of Reference

Contents:

1. South Warwickshire Community Safety Partnership Board (SWCSP)
2. South Warwickshire Community Safety Partnership Operational Group (SWOP) – text in blue.

Overview:

The two Crime & Disorder Reduction Partnerships for Stratford-on-Avon & Warwick Districts were formally merged in September 2008.

The South Warwickshire Community Safety Partnership (SWCSP) has a Board at the Executive /Strategic level and the South Warwickshire Operational Group (SWOP) at the tactical/delivery level.

The Strategic Member Board meets in order to fulfil its statutory duties as follows:

May – Review annual performance against priorities

November – Review 6 monthly performance and consider additional priorities

January – Receive and agree the Strategic Assessments, endorse any new priorities, set and targets, and refer any strategic issues to the relevant forums for consideration and action.

*Special meetings may also be convened as required.

SWCSP is charged with developing and agreeing realistic and challenging targets annually to address crime and disorder. Based on factors which will include past performance, trend analysis, PESTELO considerations and comparison with family groups SWOP will propose targets to the Strategic Member Board for endorsement and adoption. Once agreed, SWOP incorporates those targets into the individual delivery plans for each district based action plan.

SWOP meets quarterly in February, May, August and November monitoring progress against each action plan and identifying remedial action where performance and projection analysis indicates that the partnership is in danger of missing a target. Should SWOP be unable to take the necessary action to bring performance back on track, because, for example, additional partnership resource is required, or a partner is not contributing as required, this will be referred to the Strategic Member Board for action.

1. Strategic /Executive Level – SWCSP Strategic Member Board

Notes:

- The Crime and Disorder Act (CDA) Review proposed a split between the strategic and operational decision making responsibilities of CDRPs/CSP's. This was supported by the Department for Communities and Local Government (DCLG) as it fits with the overall role for the Local Strategic Partnerships established in their consultation.
- The CDA review encourages CDRP mergers as a means to creating greater co-terminosity across agency boundaries where it is clear that the results will benefit local communities by facilitating the delivery of better outcomes for them, whilst maintaining local focus.
- The CDA review requires an ongoing strategic intelligence assessment to replace the 3-year audit.
- The CDA review requires Portfolio Holders for Community Safety to sit on the CDRP. The Portfolio Holder's participation in the strategic decision making process is mandatory.

How does this governance structure address these issues?

- The six-monthly meetings, with elected members/senior officers, is where the strategic direction will be decided for the CSP, based on the latest strategic intelligence data and advice, thus clearly separating strategy from operational delivery
- This top-level strategic meeting will include the portfolio holders and other key elected members, with representation from all the responsible authorities as defined by the Crime and Disorder Act (1998)

Terms of Reference and Role of the Strategic Member Board

This is the Member-led Board giving high-level strategic direction and is responsible for:

- Receiving the annual Strategic Assessment
- Setting the strategic priorities for the next 12 months
- Directing the work of SWOP (delivery)
- Receiving exception reports on progress towards overall SWCSP strategic targets
- Continuous improvement of partnership performance

In order to facilitate the achievement of the above, meetings will operate as follows:

- Frequency & Timing – meetings will be six-monthly, the timing dictated by the production of the Strategic Assessment. Agenda and papers will be sent out at least one week prior to the meetings. The venue will alternate between Stratford and Warwick districts.
- Chair – the Chair shall be nominated by the Strategic Member Board. It is suggested that the Chair could rotate between the portfolio holders from the county and the two districts. The chairing of the group to be reviewed every two years.
- Vice Chair - the Vice Chairs shall be the other two portfolio holders.
- Membership – membership (10 in total) shall be as follows:
 - » 2 elected members from Stratford-upon-Avon District Council
 - » 2 elected members from Warwick District Council
 - » 2 elected members from Warwickshire County Council (1 from each Area Committee)
 - » 1 Warwickshire Fire Authority representative
 - » 1 South Warwickshire Clinical Commissioning Group Member
 - » 1 Warwickshire Probation Trust representative
 - » 1 Warwickshire Police Officer- South Warwickshire Superintendent

Voting – should a vote be required only the above members will be allowed to vote and if votes are tied the Chairman will have the casting vote.

Also invited to attend: Ronald Ball (Police & Crime Commissioner), Eric Wood (Deputy Police & Crime Commissioner) & Roger Laws (Magistrate)

Officers attending to include representatives from

- » Stratford-on-Avon District Council (a Senior Officer)*
- » Warwick District Council (a Senior Officer)*
- » 2 x Chairs of SWOP
- » Warwickshire County Council Group Manager Community Safety & Substance misuse)
- » Warwickshire Police –Chief inspector Neighbourhood Policing
- » Fire & Rescue (Principal Officer)
- » Probation (Senior Officer)
- » Warwickshire Observatory(Research Officer Crime & Community Safety)

Substitution arrangements – if any of the substantive members are unable to attend a scheduled meeting, they may nominate an appropriate representative to attend that meeting in their place. The name of this substitute should be notified to the officer support to the meeting in advance.

2. Delivery/Operational Level – South Warwickshire Operational Group

Notes:

- The CDA review requires CSP's to adopt an intelligence-led, problem-solving and outcome-orientated approach to community safety along the lines of the National Intelligence Model
- There is a requirement to produce an annual rolling three year community safety plan, underpinned by strategic intelligence assessments and informed by consultation and engagement with communities

How does this governance structure address these issues?

- SWCSP is taking an intelligence-led, problem-solving and outcome-orientated approach. This second tier group, comprising only officers, will be concerned with this approach guided by the strategic assessment and monthly intelligence.

Outline Terms of Reference and Role of the South Warwickshire Operational Group

This is the operational officer group responsible for:

- Receiving annual priorities from the Strategic Member Board
- Developing an intelligence-led action planning approach based on the priorities agreed at the Strategic Board as a result of the findings of the Partnership Strategic Assessment
- Commissioning quarterly analysis of recorded crime
- Receiving quarterly reports on progress towards strategy targets
- Receiving detailed trend analysis and hot-spotting in relation to the strategic priorities agreed at the Strategic Board
- Evaluating the effectiveness of action plans

In order to facilitate the achievement of the above, meetings will operate as follows:

- Frequency & Timing – meetings will be quarterly during February, May, August and November with the May and November meeting shortly after the six monthly Strategic Member Board meeting in order to respond promptly to any new directions. Agenda and papers will be sent out at least one week prior to the meetings. Venues will alternate between Stratford and Leamington.
- Chair - the Chairing of the meetings will alternate between the respective district council community safety lead officers.
- Vice Chair – the Vice Chair shall be the Warwickshire Police Inspector Neighbourhood Policing

Membership – membership shall be officer representatives from the responsible and relevant authorities and other agencies as follows:

- Stratford-on-Avon District Council (Community Safety Lead Officer)
- Warwick District Council (Community Safety Lead Officer)
- Warwickshire County Council (South Warwickshire Community Safety Lead/Project Officers)
- Warwickshire Police(South) Inspectors Neighbourhood Policing
- Warwickshire Police(South) Safer Neighbourhood Sergeants
- Warwickshire Police (South) ASB/PCSO's
- District Council, Anti-social behaviour, environmental health and licensing
- Warwickshire Observatory (Research Officer Crime & Community Safety)
- SW CCG
- Fire & Rescue (Group Commanders)
- Registered Social Landlords

3. Substitution arrangements – if any of the substantive members are unable to attend a scheduled meeting, they may nominate an appropriate representative to attend that meeting in their place. The name of this substitute should be notified to the officer support to the meeting in advance.

For any further information regarding the South Warwickshire Community Safety Partnership contact

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SWCSP PARTNERSHIP PLAN 2021 - 2025