

Warwickshire Police and Crime Panel

Date: Thursday 23 June 2022
Time: 2.00 pm
Venue: Council Chamber, Shire Hall

Membership

Councillor Barbara Brown
Mr Andrew Davies
Mr Andy Davis
Councillor Ian Davison
Councillor Jenny Fradgley
Councillor Clare Golby
Councillor John Holland
Councillor Dave Humphreys
Councillor Ray Jarvis
Councillor Christopher Kettle
Councillor Derek Poole
Councillor Bhagwant Singh Pandher

Items on the agenda:

1. **Appointment of Chair to the Warwickshire Police and Crime Panel**
To appoint a Chair of the Police and Crime Panel for the 2022/23 municipal year.
2. **Appointment of Vice Chair to the Warwickshire Police and Crime Panel**
To appoint a Vice Chair of the Police and Crime Panel for the 2022/23 municipal year.
3. **General**
 - (1) **Apologies**
To receive any apologies from members of the Panel
 - (2) **Disclosures of Pecuniary and Non-Pecuniary Interests**

(3) Minutes of the Previous Meetings

5 - 18

To consider the minutes of the meetings held on 7 April 2022 and 25 April 2022.

(4) Public Speaking

4. Report of the Police and Crime Commissioner

19 - 30

The Report is attached for consideration and comment by the Panel.

5. Annual Report of the Police and Crime Commissioner 2021/22

31 - 60

The Report is attached for consideration and comment by the Panel.

6. Appointment of Working Groups

61 - 66

To confirm the continued establishment of the Budget Working Group and the Planning and Performance Working Group and confirm their membership. A minimum of three members is advised for each Group.

7. Annual Report of the Police and Crime Panel 2021/22

67 - 82

The Report is attached for consideration and comment by the Panel.

8. Areas of Community Concern

A regular item at Panel meetings to consider issues flagged by residents that may require the intervention of the PCC. It is not proposed to raise single local issues, but rather provide a means to evaluate the strategic implications of residents' concerns.

9. Work Programme

83 - 88

To consider and review the Panel's Work Programme.

10. Dates of Meetings

To note the arrangements for future meetings. All Police and Crime Panel meetings start at 2pm, unless specified otherwise. The following meetings are scheduled at Shire Hall, Warwick:

- 22 September 2022
- 17 November 2022
- 6 February 2023
- 6 April 2023

11. Any Urgent Items

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

12. Reports Containing Confidential or Exempt Information

To consider passing the following resolution:

“That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 7 of Part 1 of Schedule 12A of the Local Government Act 1972.”

13. Complaints

To consider any complaints received and considered regarding the conduct of the Police and Crime Commissioner.

Monica Fogarty

Chief Executive

Warwickshire County Council

Shire Hall, Warwick

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Disclaimers

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Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

Any member of the public who is resident or working in Warwickshire may speak at the meeting for up to three minutes on any matter within the remit of the Panel. This can be in the form of a statement or a question. If you wish to speak, please notify Democratic Services in writing at least three working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Panel's Terms of Reference and Rules of Procedure.

COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

Warwickshire Police and Crime Panel

Thursday 7 April 2022

Minutes

Attendance

Committee Members

Councillor David Reilly (Chair) (North Warwickshire Borough Council)
Councillor Barbara Brown (Warwickshire County Council)
Andrew Davies (Independent Member)
Andy Davis (Independent Member)
Councillor Ian Davison (Warwick District Council)
Councillor Jenny Fradgley (Warwickshire County Council)
Councillor Christopher Kettle (Stratford-on-Avon District Council)
Councillor Sue Markham (Nuneaton and Bedworth Borough Council)
Councillor Bhagwant Singh Pandher (Warwickshire County Council)
Councillor Derek Poole (Vice Chair) (Rugby Borough Council)
Councillor Adrian Warwick (Warwickshire County Council)

Officers

John Cole, Democratic Services Officer
Caroline Gutteridge, Team Lead Senior Solicitor, Planning & Litigation
Virginia Rennie, Strategy and Commissioning Manager (Strategic Finance)
Tatenda Taruvinga, Trainee Solicitor

Others Present

John Anderson, Chair of Warwickshire Joint Audit and Standards Committee
Richard Long, Head of Policy and Partnership, Office of the Police and Crime Commissioner
Dave Patterson, Assurance and Scrutiny Officer, Office of the Police and Crime Commissioner
Polly Reed, Chief Executive, Office of the Police and Crime Commissioner
Philip Seccombe, Warwickshire Police and Crime Commissioner
Councillor Bryn Turner, Beaudesert & Henley in Arden Joint Parish Council

1. General

(1) Apologies

Apologies were received from Councillor Clare Golby and Councillor Dave Humphreys.
Councillor Sue Markham and Councillor Adrian Warwick were present as substitutes.
Apologies were also received from Councillor John Holland.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

(3) Minutes of the previous meeting

Polly Reed (Chief Executive, OPCC) requested an amendment to the minutes in respect of the third paragraph on page 7 of the agenda pack to clarify that it was collection fund surplus money “which accounted for part of the improved funding position” which constituted a one-off payment.

Polly Reed requested that the word “targeted” be removed from the final paragraph on page 7; and that the word “target” be removed from the sixth paragraph on page 8 of the agenda pack.

Subject to the amendments above, the minutes were approved as a true and accurate record of the meeting.

There were no matters arising.

(4) Public Speaking

Councillor Bryn Turner of Beaudesert & Henley in Arden Joint Parish Council was welcomed to the meeting and invited to put his question to the Police and Crime Commissioner.

Councillor Turner referred to the findings of the recently published Independent Inquiry into Child Sexual Abuse (IICSA) report into child sexual exploitation and organised networks. The report had concluded that “this investigation has revealed extensive failures by local authorities and police forces to keep pace with the pernicious and changing problem of sexual exploitation of children by networks.” He stated that an assessment of services in Warwickshire had formed part of the case study work for the report; where there were causes for concern, an effective response was required.

Councillor Turner asked that the Commissioner work with Warwickshire Police to implement a more proactive strategy to address sexual exploitation of children by organised networks, as exemplified by Avon & Somerset Police’s ‘Operation Topaz’.

The Commissioner thanked Councillor Turner for his observations and underlined the importance of enacting a robust strategy to counter child sexual exploitation (CSE). He highlighted that the case study work undertaken by IICSA had examined approaches to CSE by both Warwickshire County Council and Warwickshire Police. He stated that the report had also shown examples of good practice in Warwickshire.

The Commissioner stated that there was an opportunity to learn from good practice being undertaken elsewhere, such as in Avon and Somerset. It would be necessary to work closely with Social Services in Warwickshire. He highlighted the effectiveness of the Warwickshire Multi Agency Safeguarding Hub (MASH) which was focused on detecting and countering CSE.

Richard Long (Head of Policy and Partnership, OPCC) underlined the importance of enacting a robust strategy to address CSE. He stated that, at its core, CSE was a societal issue. To intervene effectively, a holistic, partnership approach was required across public sector organisations with an understanding of respective roles and responsibilities. He highlighted

the importance of the role of Warwickshire Police to identify and safeguard victims of CSE and bring perpetrators to justice.

Richard Long stated that the Commissioner and his Office welcomed the findings of the IICSA as well as the work of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which sought to identify good practice and areas where improvements could be made. It was clear that improvements, locally and nationally, were required in the multi-agency response to CSE as outlined in the recent report. He advised that the Commissioner had a responsibility to hold the Chief Constable to account and had actively used this power with a focus specifically on issues relating to CSE. The Force accepted that more work was required, including problem profiling; recording and analysis of networks involved in perpetrating CSE; recording of disruption tactics, when used; and improvements to the operation of the risk assessment process.

Richard Long emphasised that the IICSE report had also focused on good practices within Warwickshire, including training aimed at eradicating victim blaming; a progressive approach to assessing risks; the adoption of the National Working Group CSE Assessment Tool; the 'Something's Not Right' multi-agency campaign; the multi-agency CSE Team; dedicated resources in place for victims of CSE, funded by the Commissioner; and a well-established audit and review process.

Richard Long emphasised that it was not accurate to conclude that Warwickshire Police had failed to take a proactive approach to CSE. However, it was clear that there was scope for improvements to be made. He stated that, throughout the period of the IICSE case study, the Commissioner had allocated additional funding to increase the capacity of Warwickshire Police to address CSE, including creation of dedicated child abuse trafficking and exploitation teams who would be a forefront of driving continuous improvement. He advised that the Commissioner also funded schemes to provide dedicated, long-term support for victims and survivors of CSE.

The Chair thanked Councillor Turner for raising the issue which would continue to be an area of interest to the Panel.

Councillor Turner stated that the Operation Topaz scheme had significantly increased rates of detection of CSE in Avon and Somerset. He urged the Commissioner to examine the strategy in detail.

The Commissioner emphasised his commitment to address CSE. The Force was focused on the issue; it was clear that there was more to be done. He highlighted the differences between Avon & Somerset and Warwickshire; however, he would examine the Operation Topaz strategy in detail.

2. Report of the Police and Crime Commissioner

The Police and Crime Commissioner (PCC) presented his report which provided an update on key activities since the Panel meeting in November 2021. The report included an overview of national issues, including initiatives emerging from the Home Office Police and Crime Commissioner Review, and the recently published State of Policing Report 2021.

The Commissioner provided an outline of the key priorities emerging from the recently introduced National Policing Measures, stating that the Police and Crime Plan 2021-25 enabled a focus on these areas. He provided an overview of the implications of the recent amendment to the Specified Information Order 2011 which placed a duty on PCCs to publish information on their contribution to achieving improvements against key priorities. He suggested that this could be a useful resource for the Panel and others.

The Commissioner reported that the Chief Constable had recently appointed a Deputy Chief Constable, Alex Franklin-Smith.

The Commissioner advised that the Evolve Programme was reaching its conclusion. The Programme had been established to support the transition of Warwickshire Police to a standalone Force following termination of the Strategic Alliance. He reported that Warwickshire Police had largely achieved this objective; a small number of legacy software applications would continue to be hosted by West Mercia Police until the end of June 2022.

The Commissioner reported that migration of Warwickshire Police's Operations Communication Centre from Leek Wootton to a refurbished facility at Stuart Ross House had been completed successfully without significant interruption to services. However, rates of COVID-19 had recently surged, affecting around 25% of control handlers. He reported that the upgraded facility had been well-received by staff; it would contribute to better contact with the public and improved outcomes. He invited the Panel to visit Stuart Ross House.

The Commissioner reported that the Evolve Programme would be succeeded by the 'Empower' Programme, with a focus on the three workstreams of People, Place, and Technology to drive continuous improvement. It would enable a means to deliver on the Force's 'Fit for the Future' Strategy and the ambitions of the Police and Crime Plan.

The Commissioner reported that plans were in place to achieve a Force establishment figure of 1100 officers before the end of the year. This would be supported by recruitment of 55 officers appointed through the national Uplift Programme.

The Commissioner announced that he had selected a Deputy Police and Crime Commissioner; a confirmation hearing would be scheduled in April 2022 to enable the Panel to review the appointment.

The Commissioner reported a meeting had recently been held to finalise arrangements for the Grants Scheme. He advised that the allocation of funding towards small grants had been increased by £60,000 which would support initiatives across Warwickshire and contribute towards delivery of priorities outlined within the Police and Crime Plan. He advised that attention would be given to allocations to Commissioned Services, including contracts for larger organisations due for renewal in 2023.

In response to the Chair, the Commissioner expressed his support for the government's intention to grant greater powers of competence to PCCs; it would provide improved scope to achieve specific objectives, delivering wider benefits. The changes proposed by government constituted a 'levelling up' of PCCs' powers to ensure parity with the equivalent powers held by other public sector agencies.

In response to Councillor Kettle, the Commissioner advised that his report summarised the conclusions of Part Two of the Police and Crime Commissioner Review, including measures to ensure effective local scrutiny. He stated that it was likely that there were police and crime panels in England and Wales that did not enact scrutiny to the same standard as Warwickshire PCP. For example, not all PCPs supported working groups. It was likely that the government would seek to learn from best practice shown by panels nationally.

The Chair stated that consideration by the Panel of options to increase its capacity to better support scrutiny processes was ongoing. It was encouraging that the Home Office was considering approaches to provide additional support to police and crime panels.

In response to Andy Davis, the Commissioner advised that the Warwickshire Local Criminal Justice Board (WLCJB) brought together multiple agencies, including the Police, Crown Prosecution Service, Her Majesty's Court and Tribunal Service, National Probation Service, Youth Justice Service, and others. It provided an informal setting for partnership working with the aim of improving local criminal justice outcomes. He stated that the PCC's role was to ask questions and 'hold to account' criminal justice agencies. The Review proposed to take steps to support a more data-confident culture, bolstering the abilities of PCCs to use this information confidently. The Commissioner stated that, as Chair of WLCJB, he was well-placed to seek information from different public bodies. He expressed confidence in the measures outlined by government; more information was anticipated in due course.

In response to Andrew Davies, the Commissioner stated that the changes proposed by government would expand the role of the PCC and were part of a broader drive to level-up across the public sector. He stated that the OPCC was a lean organisation; however, it would continue to prioritise efficient working and evaluate ongoing resourcing requirements should the changes proposed result in increased demand.

In response to Councillor Poole, the Commissioner stated that public confidence in policing was influenced by the performance of the 101 Service; however, it also depended upon perceptions of legitimacy. He stated that examples of poor conduct by the Metropolitan Police Service had a detrimental effect on public confidence in policing nationally. He advised that public confidence could be supported by organisational transparency, effective scrutiny by the Panel, engagement by elected members with residents, and escalation of concerns to Safer Neighbourhood Teams as well as his Office.

The Commissioner highlighted the challenges of transition to the new Police ICT system. Overall, the process had been completed with minimal disruption; however, it had impacted on call centre response times. He stated that performance of the 999 service had been good, but 101 performance required improvement. He drew attention to the high demand experienced by call handlers. Consideration would be given to increasing staff numbers; however, recruiting call handlers could be challenging and levels of staff turnover were high.

In response to Councillor Davison, the Commissioner advised that he regularly monitored 999 and 101 response times and would continue to hold the Force to account for its performance. He would continue to promote digital platforms such as 'Single Online Home' which enabled residents to report crimes online. He encouraged members to also promote this resource.

It was determined that the Planning and Performance Working Group would continue to focus on 101 response times, including analysis of the quality of call handling.

In response to Councillor Kettle, Polly Reed (Chief Executive, OPCC) advised that it had been resolved to retain two legacy applications hosted by West Mercia Police until June 2022 to enable a smoother transition to the new standalone Warwickshire ICT system. However, day-to-day policing was not dependent on these applications; the Force was now operationally independent of the West Mercia network.

In response to Andrew Davies, the Commissioner stated that the population of Warwickshire was growing. The Force would need to serve more residents who would expect an efficient service which provided value for money. He advised that the focus of the Empower Programme on People, Place and Technology would support a police presence across communities in Warwickshire; improved environmental sustainability; and better engagement, making use of the functionality of new ICT systems.

In response to Councillor Fradgley, the Commissioner advised that the Force was on-track to reach the target of 1100 police officers by December 2022. However, it was not possible to anticipate how many officers would leave and how many applications would be made to join the organisation.

Councillor Fradgley reported that, following advice from the Police, residents in Stratford-upon-Avon had collated evidence of specific antisocial behaviour. Meetings had been arranged to discuss the findings with a local police officer; however, each meeting had been cancelled at short notice due to operational pressures.

The Commissioner advised that such instances demonstrated the need for additional officers. He highlighted the operational pressures brought about by incidents such as the recent disruption at Kingsbury Oil Terminal. He asked Councillor Fradgley to supply details of the proposed meetings, enabling him to raise the issue with the Chief Constable.

In response to Councillor Davison, the Commissioner advised that there were approximately 80 Police Community Support Officers (PCSOs) in Warwickshire, many of whom aspired to become police officers, leading to vacancies. He stated that there was a need to prioritise retention of PCSOs. He would raise the query relating to the timing of recruitment arrangements with the Chief Constable.

In response to Councillor Kettle, the Commissioner advised that COVID-19 had affected deployments to the Rural Crime Team, leading to a temporary reduction in the number of allocated vehicles. He highlighted the continued effectiveness of the Rural Crime Team; it would be restored to full operational capacity as soon as practicable. He agreed to raise the issue with the Chief Constable.

The Chair highlighted the importance of the role performed by Community Safety Partnerships (CSPs), stating that these bodies provided a means for effective joint working, problem solving and identification of vulnerabilities. The Commissioner underlined his support for CSPs and agreed to provide an update in his next report to the Panel.

3. Joint Audit and Standards Committee Annual Report 2021

Mr John Anderson (Chair of Warwickshire Joint Audit and Standards Committee) introduced the Joint Audit and Standards Committee (JASC) Annual Report 2021. He advised that the report set out the work of the Committee for the year ended 31 December 2021, including how the Committee has met its Terms of Reference and demonstrated compliance with the Home Office Financial Code of Practice and relevant Chartered Institute of Public Finance and Accountancy (CIPFA) guidance. The report provided the Police and Crime Commissioner (PCC) and Chief Constable with a measure of assurance on the adequacy of governance arrangements.

John Anderson advised that the report outlined key areas of focus for 2022, enabling the JASC to discharge its responsibilities and oversee the ongoing effectiveness of governance, risk management and internal control arrangements. The Terms of Reference would be updated accordingly.

The report provided an outline of measures to monitor delivery of the Evolve Programme. John Anderson stated that the transition of services had been accomplished within a short timescale with a positive outcome. The JASC would continue to monitor the Empower Programme.

John Anderson advised that the CIPFA Financial Capability and Resilience report had awarded Warwickshire Police a rating of three stars, consistent with other forces. This was a commendable achievement as, at the time of the CIPFA report, a standalone Finance Department for Warwickshire Police had only recently been established.

John Anderson highlighted that, since writing the report, the external audit timetable had been revised to accommodate pressures on the External Auditor. It was a challenging time for the external audit sector, particularly in recruiting appropriately skilled personnel. He advised that external audit fees had increased by 20%; however, other police forces had experienced an increase of up to 80%.

In response to Councillor Davison, John Anderson advised that analysis of key strategic risks was supported by risk registers supplied by the Force and PCC. Strategic risk registers drew upon the Police and Crime Plan, providing an overview of measures proposed to mitigate risks.

In response to Councillor Kettle, John Anderson advised that JASC monitored recommendations emerging from CIPFA, the external auditor, internal audit processes and others. It sought to evaluate the effectiveness of the response of Warwickshire Police and the Commissioner. He advised that good progress had been made, as indicated by the clear report issued by the External Auditor, as well as a significant decrease in the number of outstanding recommendations from Internal Audit over the course of 2021.

The Chair thanked John Anderson, stating that alignment between the Panel and JASC supported ongoing effective scrutiny.

John Anderson stated that JASC attendance of Panel meetings had proved to be informative and insightful.

Resolved:

That the Police and Crime Panel notes the Joint Audit and Standards Committee Annual Report 2021.

4. Performance Framework (Police and Crime Plan 2021 - 2025) Task and Finish Group - Update Report

The Chair introduced the report which provided an update on the work of the Task and Finish Group. He thanked the Office of the Police and Crime Commissioner (OPCC) for their support of the Task and Finish Review, stating that high-quality resources had been provided. He advised that the findings of the Review would be utilised to inform the development of the Panel's Work Programme for 2022/23.

The Chair stated that the material considered by the Group demonstrated the complexity of the Panel's role to scrutinise effective and efficient delivery of the Police and Crime Plan.

The Police and Crime Commissioner indicated his support for continued development of a Performance Dashboard to monitor delivery of the Police and Crime Plan. He emphasised that, as the role of PCC expanded, the Framework would need to adjust and adapt accordingly. For example, a greater emphasis on criminal justice outcomes would need to be accommodated within a flexible performance framework.

Councillor Davison highlighted that development of the initiative depended upon collaboration with the OPCC. He suggested that the Panel's resolution be revised to reflect this. He emphasised that the Performance Dashboard required flexibility; it may need to be refined over a longer period to arrive at the most effective means of representing performance.

Andy Davis, Chair of the Planning and Performance Working Group, expressed support for the revised resolution. He stated that the Working Group would seek to develop an approach that recognised the nuances of measuring performance, including the proposed national changes to the role of the PCC.

Polly Reed (Chief Executive, OPCC) stated that the Planning and Performance Working Group would provide an effective forum to develop proposals.

Andy Davis proposed that the Panel resolve "that the initiative to develop a Performance Dashboard for monitoring of delivery of the Police and Crime Plan 2021 – 25 be progressed by the Planning and Performance Working Group in collaboration with the Office of the Police and Crime Commissioner".

Councillor Kettle seconded the motion which was unanimously supported by those present.

Resolved:

That the Panel:

1. Notes the progress made by the Performance Framework (Police and Crime Plan 2021 – 2025) Task and Finish Group.

2. Agrees that the initiative to develop a Performance Dashboard for monitoring of delivery of the Police and Crime Plan 2021 – 25 be progressed by the Planning and Performance Working Group in collaboration with the Office of the Police and Crime Commissioner.

5. Work Programme

The Chair highlighted the diversity of the Police and Crime Commissioner's oversight of policing and crime. To be most effective, the Panel had resolved to focus on six key areas in 2022/23:

- **Budget Setting, Public Engagement and Consultation** – the Chair thanked the Commissioner for his offer to engage with the Panel to support promotion of the public consultation for the 2023/24 budget and precept. He stated that there was an opportunity to consider issues affecting the tax base to ensure that proposals take account of latest information.
- **Needs Based Commissioning** – the Chair suggested that the Budget Working Group examine Needs Based Commissioning to develop an understanding of the effectiveness of funding allocations by the PCC. This would encompass joint commissioning with partners.
- **Performance Framework** – providing a means for the Planning and Performance Working Group to progress performance monitoring initiatives with a focus on effectiveness and efficiency as well as outcome rates. The Chair commented that this could help to inform prevention strategies such as interventions to address Child Sexual Exploitation.
- **Equality, Diversity and Inclusion** – to ensure that the organisational makeup is inclusive and fit for purpose.
- **Domestic Abuse and Domestic Violence** – to enable the Panel to take a detailed overview of strategies in place to respond to a complex area of crime. The Panel would seek to develop its understanding of partnership arrangements, ensuring that commissioned services contributed to improved circumstances for victims.
- **Areas of Community Concern** – to enable scope to consider issues consistently raised by residents that may require input by the Panel. For example, 20mph speed limits around schools.

The Commissioner stated that he was content with the Panel's proposals. However, he emphasised that the Panel was strategic in nature; it would not be appropriate to consider single local issues.

The Chair provided assurance that the Panel would not seek to raise specific single issues, instead it would focus on the objective of raising public confidence in policing by providing a means to consider the strategic implications of residents' concerns, taking an holistic view.

6. Review of 'On Tour' Arrangements

The Chair introduced this item, stating that the Panel had previously resolved to hold its meetings 'on the road' to encourage public participation and improved local engagement. The initiative had shown limited success. He suggested that the Panel continue to consider opportunities to make meetings publicly accessible whilst holding future meetings at Shire Hall, Warwick.

In response to the Chair, members expressed support for future meetings to be held in Shire Hall.

7. Dates of Meetings

Future meeting dates were noted.

8. Any Urgent Items

There were none.

9. Reports Containing Confidential or Exempt Information

As there were no complaints to consider, there was no requirement to enter confidential session.

10. Complaints

There were none.

The meeting rose at 15:56.

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Chair

Warwickshire Police and Crime Panel

Monday 25 April 2022

Minutes

Attendance

Committee Members

Councillor David Reilly (Chair) (North Warwickshire Borough Council)
Andy Davis (Independent Member)
Councillor Jenny Fradgley (Warwickshire County Council)
Councillor Clare Golby (Nuneaton and Bedworth Borough Council)
Councillor John Holland (Warwickshire County Council)
Councillor Dave Humphreys (Warwickshire County Council)
Councillor Christopher Kettle (Stratford-on-Avon District Council)
Councillor Bhagwant Singh Pandher (Warwickshire County Council)
Councillor Derek Poole (Vice Chair) (Rugby Borough Council)

Officers

John Cole, Democratic Services Officer
Caroline Gutteridge, Team Lead Senior Solicitor, Planning & Litigation
Tatenda Taruvinga, Trainee Solicitor

Others

Emma Daniell, Preferred Candidate
Polly Reed, Chief Executive, Office of the Police and Crime Commissioner
Philip Seccombe, Warwickshire Police and Crime Commissioner

1. General

(1) Apologies

Apologies were received from Councillor Ian Davison and Mr Andrew Davies.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

2. Appointment of a Deputy Police and Crime Commissioner

Following notification by the Police and Crime Commissioner (PCC) of his intention to appoint a preferred candidate, Mrs Emma Daniell, to the role of Deputy Police and Crime Commissioner (DPCC), the Panel held a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.

The Panel noted the report on the selection process for the appointment of a DPCC provided by the Commissioner, which included:

- A copy of the advertisement to publicise the post;
- The job description and person specification;
- Details of the selection process including pre-arranged interview questions enabling candidates to outline their relevant knowledge, skills and experience;
- An introduction to the preferred candidate from the Commissioner; and
- The proposed terms and conditions of the appointment.

The Panel had also been provided with a copy of the preferred candidate's application covering letter and curriculum vitae.

The Commissioner gave an overview of the process followed to select his preferred candidate. After shortlisting, two candidates were interviewed. He stated that Emma Daniell had demonstrated her aptitude for the role, including the requisite personal skills. He highlighted Emma Daniell's extensive knowledge of policing, stating that she had served as a police officer in another force area for 16 years, achieving the rank of Sergeant. During this time, she had demonstrated an aptitude for engagement work with community groups and partner agencies. As a Staff Officer at West Mercia Police, she had developed a strong understanding of operational policing.

The Commissioner commended Emma Daniell to the Panel.

The Panel then asked wide-ranging questions of the candidate related to her professional competence and personal independence. Emma Daniell provided detailed responses enabling the Panel to assess her suitability for the role.

The Hearing was adjourned at 10:56 to enable the Panel to deliberate privately before arriving at a resolution.

At 11:23, the meeting was reconvened. The Chair announced the Panel's resolution to approve the appointment of Emma Daniell as DPCC. This would be confirmed in writing as specified by the relevant legislation.

The Panel's letter to the Police and Crime Commissioner of 25 April 2022 is appended to these minutes.

The meeting rose at 11:25.

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Chair



**Warwickshire
County Council**

Councillor David Reilly
Warwickshire Police and Crime Panel Chair
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www.warwickshire.gov.uk

Mr Philip Seccombe
Warwickshire Police and Crime Commissioner
3 Northgate Street,
Warwick
CV34 4SP

By email: philip.seccombe@warwickshire.police.uk
cc: Polly Reed (OPCC) polly.reed@warwickshire.police.uk

25 April 2022

Dear Mr Seccombe,

Appointment of Deputy Police and Crime Commissioner

Thank you for attending the Confirmation Hearing held this morning and introducing your preferred candidate for the role of Deputy Police and Crime Commissioner, Mrs Emma Daniell, to the Police and Crime Panel.

In accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011, I write to confirm that the Panel has resolved to approve the proposed appointment of Emma Daniell to the role.

The Panel was grateful of the detailed responses Emma Daniell provided to the wide-ranging questions posed by members. In reaching its conclusion, the Panel identified two key areas for development.

It is the Panel's recommendation that the induction programme for the Deputy Police and Crime Commissioner give specific attention to finance and budget management, including governance processes and monitoring of outcomes; as well as measures to support development of a detailed understanding of the geographic, social, and economic profile of Warwickshire.

On behalf of the Panel, I would like to wish Emma Daniell every success in carrying out her role.

This letter will be published on the [Panel's website](#) on Tuesday 3 May 2022.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'David Reilly', followed by a period.

Councillor David Reilly
Warwickshire Police and Crime Panel Chair

OFFICIAL



Police and Crime Panel

23 June 2022

Report of the

Police and Crime Commissioner

Report Author	OPCC Warwickshire
Report Date	15 June 2022
Security Classification	Official
Disclosable under Freedom of Information Act?	Yes

OFFICIAL

1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel with an update on my key activities as the county's Police and Crime Commissioner (PCC) since the Panel's last meeting on Thursday 7 April 2022.

This period excludes the meetings of the Panel on Monday 25 April 2022, convened solely to consider my appointment of Emma Daniell as my Deputy Police and Crime Commissioner (DPCC). I thank the Panel for the scrutiny they applied and for their support in confirming this appointment. I also note and affirm the Panel's recommendation that the induction programme for the DPCC gives specific attention to finance and budget management, including governance processes and monitoring of outcomes; as well as measures to support the development of a detailed understanding of the geographic, social, and economic profile of Warwickshire.

2. Progress against police and crime plan objectives

2.1 Assurance / Performance Framework

The OPCC has introduced a Quarterly Assurance Meeting to assess progress against the objectives and the success measures of the Police and Crime Plan 2021-2025. This meeting is scheduled to be held in July 2022 and as such the outcome of the meeting cannot be reported upon at this time. I nonetheless hope that the following narratives are informative in summarising some of the activity that has taken place.

2.2 Violent Crime

A key priority of my Police and Crime Plan 2021-2025 is to '**fight crime and reduce reoffending**', one of the focus areas for which is to tackle Violent Crime, including county lines and knife crime.

My office has worked closely with Warwickshire County Council (WCC) and other partners to develop a new county Violence Reduction Strategy that delivers the requirements of the new Serious Violence Duty as set out in the Police, Crime, Sentencing and Courts Act 2022.

Through my annual grant awards, I have also provided funding to WCC and all local Community Safety Partnerships (CSPs) to support initiatives and activities that divert young people away from such crime.

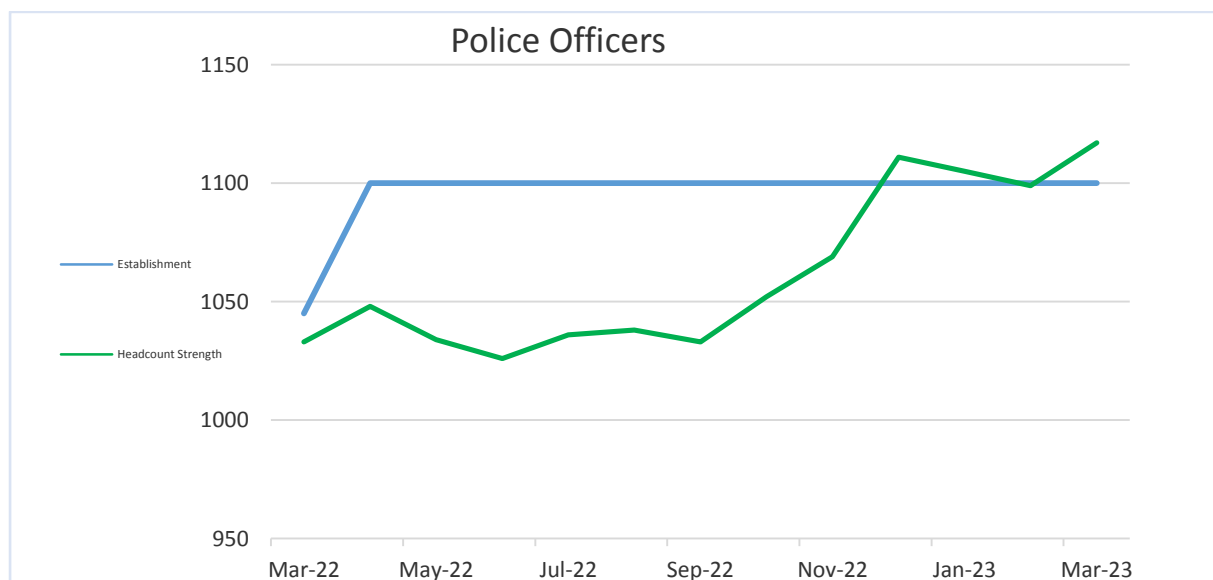
My office also continues to support the work of both the Serious Organised Crime Joint Action Group (SOCJAG) and the Violence Against Women and Girls (VAWG) Board.

2.3 Police Establishment

A key priority of my Police and Crime Plan 2021-2025 is to '**deliver visible and effective policing**', with a focus on having more police officers in Warwickshire.

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I am pleased to be able to report that this ambition continues to be progressed, where in May 2022 the number of police officers stands at a head count of 1,034. This number is projected to further increase through the Government's 'Uplift' programme of police officer recruitment to achieve a force establishment of 1,100 officers during 2022/23, as the following graph illustrates: -



Graph 1 - Police Officer Establishment

2.4 Road Safety

Another key priority of my Police and Crime Plan 2021-2025 is to **'keep people safe and reduce harm'**, one of the focus areas for which is to reduce death and serious injury on our roads.

I am doing this in conjunction with the Warwickshire Road Safety Partnership, which I chair. The Partnership has adopted a formal road safety strategy, at the core of which is the aim of reducing by 50% the number of death and serious injury (KSI) incidents on our roads by the year 2030. My 2025 priority is in keeping with an incremental approach to the 2030 target.

Achieving the 2030 target will be underpinned by applying the principles of 'safe systems'. The partnership has now established working groups for safe speeds, safe vehicles, safe roads, and post collision response. Performance indicators are being developed to ensure each of these groups contributes to achieving the 2030 target. The challenge that lies ahead in achieving this target should not be underestimated.

As society emerges from the pandemic and road usage returns to pre-pandemic levels, casualty statistics project a clear warning. In Quarter 4 of 2020/21 there were 32 KSIs (1 fatal, 31 serious injury). In Quarter 4 of 2021/22 there were 53 KSIs (4 fatal, 49 serious injury). Whilst this is a short-term snapshot, positive initiatives and vigilance will continue to be applied under my strategic leadership.

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2.5 Crime Prevention and Partnership Working

Another key priority of my Police and Crime Plan 2021-2025 is to '**strengthen communities**', with focus areas that include supporting communities to deter criminal activity and working collaboratively to improve community safety.

My office has recently reviewed and renewed its ongoing successful collaboration with Warwickshire County Council's Community Safety Team to ensure that the focus of activity conducted over the next few years supports shared priorities in my Police and Crime Plan 2021-2025, and in the County's Community Safety Agreement. This collaboration continues to see my office and Warwickshire County Council's working together to support local Community Safety Partnerships, including the securing of additional funding from central Government to support crime prevention and community safety initiatives.

2.6 Criminal Justice

Another key priority of my Police and Crime Plan 2021-2025 is to '**deliver better justice for all**', one of the focus areas for which is achieving better investigations and timelier results.

In addition, the Panel have requested as an agenda item an update on the current delays to the Court service, which I am able to provide in my position as the chair of the Local Criminal Justice Board (LCJB).

The most recent meeting of the CJB occurred on 9th June and was the first in-person meeting since before the pandemic. The agenda, in addition to standard updates from agencies regarding present challenges and projects, included a special focus on women in the criminal justice system. There were also papers presented concerning operational issues with the Warwickshire Specialist Domestic Violence Court, and a proposal for future staffing arrangements for the LCJB.

With regards to the women in the criminal justice item, this paper was presented due to current attention focused on this issue nationally. There is an emphasis on the Violence Against Women and Girls strategy, a focus on women in prisons in a white paper on prisons, together with a recent report from the Young Women's Justice Programme. The Ministry of Justice has recently released a data toolkit which enables comparison between women and men in the criminal justice system, and the Ministry is also preparing a Young Women's Strategy.

Considering narratives and statistics from various sources, research papers and reports, the overarching message of the paper was this: Women, and particularly women from minority groups, are disproportionately represented in punitive criminal justice outcomes compared to men. Also, women often do not have tailored support services or intervention packages in place. Essentially, women face a double standard whereby it is far easier to be punished, and also harder to get help.

Work will now take place ahead of the next LCJB in September 2022 to look at this cumulative effect from a local perspective. My office will seek to facilitate a discussion at the regional Disproportionality Committee to consider a regional piece of work on gender disproportionality.

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An update was provided on the work of the three LCJB subgroups:

- **Ancillary and Civil Orders Working Panel.** The new panel had been established and had highlighted some issues around non-molestation orders. There is also general consensus that the range of orders currently being utilised, compared to those available, could be greatly improved. Work will be undertaken before the next LCJB to start to address these issues.
- **Victims & Witness Forum.** This group is well established and is currently working on compliance with Victims Code.
- **Restorative Justice.** The aim of the group is to reinvigorate provision for adult and youth restorative justice in Warwickshire and the group has now met twice. Excellent progress has been made, with a number of training sessions delivered by Victim Support to the Probation Service and police. My office is also considering how best to provide for restorative justice in the new commissioned services, to ensure the resource is available to service the anticipated higher referral rates as a result of the subgroup's efforts.

At the meeting, the representative from Her Majesty's Court and Tribunal Service (HMCTS) gave reassurances in respect of re-examining the return of Warwickshire magistrate cases to Warwickshire venues, stating that some rooms in Warwick Justice Centre may become available to do so imminently. My office will continue to monitor and update on progress.

With regards to in the Magistrates Courts, they are in a much better position than Crown Courts. This position has been helped by recent changes to sentencing powers, enabling Magistrates to deal with slightly more serious offences and keeping them out of Crown Court

In respect of backlogs in Crown Court, they are attempting to get back to normal with all restrictions around social distancing removed. They are now able to sit two courts every day in Coventry. Unfortunately, the latest issue which is having a significant impact is the Bar strike involving defence barristers. In essence, defence barristers who are held-up in trials that overrun are not passing on their cases for their next trial to colleagues, resulting in trials being cancelled with little notice due to lack of availability.

3. Communications and engagement activity

Since the beginning of this financial year 2022/23, I have participated in a diverse range of meeting with elected officers, partner agencies, third sector organisation and members of the public, including: -

April 2022

- 11/4/22 - Visit to the Citizens Advice Witness Service
- 14/4/22 - High Sheriff Inauguration
- 25/4/22 - Snitterfield Parish Council Meeting

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May 2022

- 08/5/22 – Rugby Street Pastors Commissioning Service
- 10/5/22 – Hartshill Parish Council Meeting
- 20/5/22 – Warwickshire Police Detectives Forum
- 24/5/22 – Police Volunteer Celebration Event
- 26/5/22 – Grant Recipients Event
- 27/5/22 – Kickstart Celebrations

June 2022

- 04/6/22 – Kenilworth Show
- 05/6/22 – Lord Lieutenant and Chairman of WCC Meeting
- 06/6/22 - Beaudesert & Henley in Arden Parish Council Meeting

I would also like to highlight in particular two face-to-face engagement events that my office organised in May 2022.

The first event, which was held jointly with the force, was a celebration of the many volunteers across policing. The event recognised the efforts that volunteers continued to make during the pandemic, where they continued to provide their time and energy despite the considerable pressures on everyday life that we all experienced. Volunteers from across the force area attended Leek Wootton and awards were presented to several individuals for their outstanding contribution. Among those recognised were members of the Independent Custody Visitors and the Appropriate Adults, both schemes are administered by my office.

Later that week we held our first Police and Crime Commissioner's Grant Recipients' event since 2019 due to the pandemic. The event was very well attended, and the attendees heard from previous grant recipients on the positive impact that my grants have made to their service users. The event also offered a networking opportunity for delegates to understand each other's work. It also allowed me to meet with representatives of many of the organisations receiving a grant through my scheme and to thank them for the excellent work they conduct across the county.



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Media communications during this period have primarily focused on the appointment of my Deputy Police and Crime Commissioner; new funding opportunities for domestic abuse and sexual violence support services; the announcements of the recipients of my grants scheme funding, and publicity for a national survey being run by the Association of Police and Crime Commissioners that aims to get public feedback on the 101 and 999 service.

4. Grants and Commissioning

The grants approval process has now been completed, some grants have been paid and some are nearing completion of the due diligence checks by my office. I have approved payments totalling £0.47m on grants, in addition to over £1.35m on commissioned and co-commissioned services. This funding is in addition to the partnership working funding that I have made available to fund key areas including business and cyber-crime, Prevent and the work of local community safety partnerships analysts.

A further £0.250m of funding to support a number of road safety initiatives has also been approved, and a number of projects have received some of this funding already. I will continue to visit and support all these organisations over the coming year, and my team will be monitoring the performance of key contracts and projects.

Work is also progressing by my office to recommission some services from April 2023. A detailed independent needs assessment report has been produced for general victim services, which has informed a new commissioning cycle to ensure that services are fit for purpose and meet the needs of victims. Work will continue to progress this through market engagement sessions and a full procurement exercise over the coming months. An executive summary of this report is published on the OPCC website at: [Warwickshire-VNA-Executive-Summary-redacted.pdf](https://warwickshire-pcc.gov.uk/Warwickshire-VNA-Executive-Summary-redacted.pdf) (warwickshire-pcc.gov.uk)

Following the success in 2021/22 of securing over £1m of additional funding into Warwickshire from the Ministry of Justice and the Home Office through the submission of various bids, my office has in 2022/23 submitted applications to the Home Office for additional funding under the Safer Streets 4 programme. Also, to the Ministry of Justice (MOJ) for additional funding for domestic abuse and sexual violence services. Over £0.400m of additional funding has been confirmed already by the MOJ for such services in 2022/23, it is possible that this will increase when the outcome from all submissions is received over the next few weeks. This funding will help to secure improved services, including counselling delivered by partners to more victims and help to reduce wait times. The Home Office have also confirmed that the domestic abuse perpetrator funding allocation of £0.200m will continue in 2022/23 following our successful bid for funding last year and the continuing positive outcomes from the scheme.

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5. Holding to account activity

5.1 Governance and Performance Board

To facilitate my statutory duty under the Police Reform and Responsibility Act 2011 to 'hold to account' the Chief Constable of Warwickshire Police for policing services, I hold a Governance and Performance Board (GPB) each month with CC Tedds and senior officers from the force. The GPB is an amalgamation of the previous Performance Accountability Meeting and Force Governance Board that served a similar purpose. At each GPB a topical subject of particular interest or concern is selected for additional scrutiny. Minutes of all these meetings are published on the OPCC website.

5.2 National Policing Measures

As part of the Government's strategic priority for there to be a relentless focus on cutting crime and to improve police performance, the National Policing Measures have been introduced. The measures therefore set out the Government's key national priorities on crime: -

1. Reduce murder and other homicides
2. Reduce serious violence
3. Disrupt drugs supply and county lines
4. Reduce neighbourhood crime
5. Tackle cyber-crime
6. Improve satisfaction among victims – with a particular focus on victims of domestic abuse

These National Policing Measures are monitored on a quarterly basis against a national baseline of June 2019, as selected by the Home Office.

In April 2022, this subject was discussed as the focus topic at the Governance and Performance Board. The format detailed the current position of the force in terms of its performance against the National Policing Measures in both graphical and table format, with a commentary box for the force to provide further information and context to the data. An additional commentary box was available for the addition of comments from my office. In accordance with the Specified Information Order 2011, this information has subsequently been published in on the on the OPCC website at: [National Policing and Crime Measures - Office of the Police and Crime Commissioner for Warwickshire \(warwickshire-pcc.gov.uk\)](https://warwickshire-pcc.gov.uk/national-policing-and-crime-measures)

5.3 Roads Policing

In May 2022, this subject was discussed as the focus topic at the Governance and Performance Board. The presentation provided by the force explored its response to the recommendations arising out of the thematic review by HMICFRS in its July 2020 report 'Roads Policing: Not Optional'. It covered several issues including analytical

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capacity, strategic threat, ANPR coverage and the Community Speed Watch scheme.

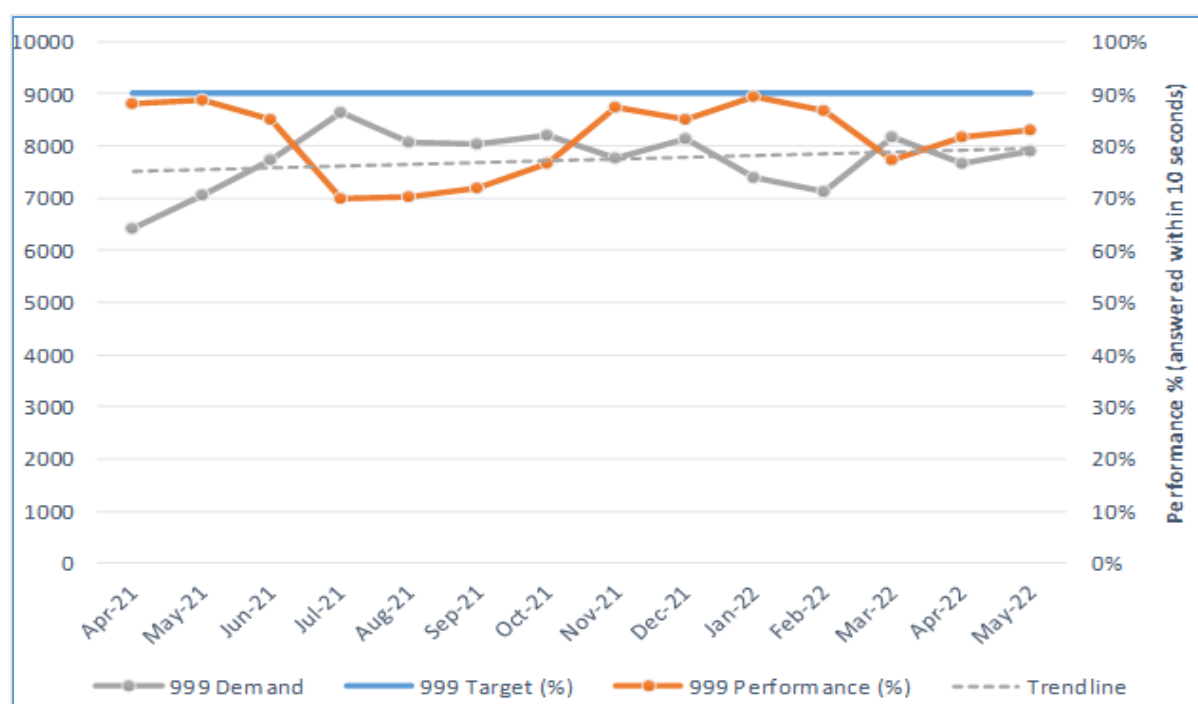
5.4 Health and Wellbeing

The subject of Health and Wellbeing is the topic area for the Governance and Performance Board to be held on the 28 June 2022.

5.5 Operations Communications Centre

The Panel have previously expressed an interest in the Warwickshire Police's performance in respect of 999 emergency, and 101 non-emergency contact, which is managed by the Force's Operations Communication Centre.

The following information is from May 2022, the latest monthly data available illustrating the timeframes by which calls are answered.



Graph 2 – Warwickshire 999 Emergency Contact

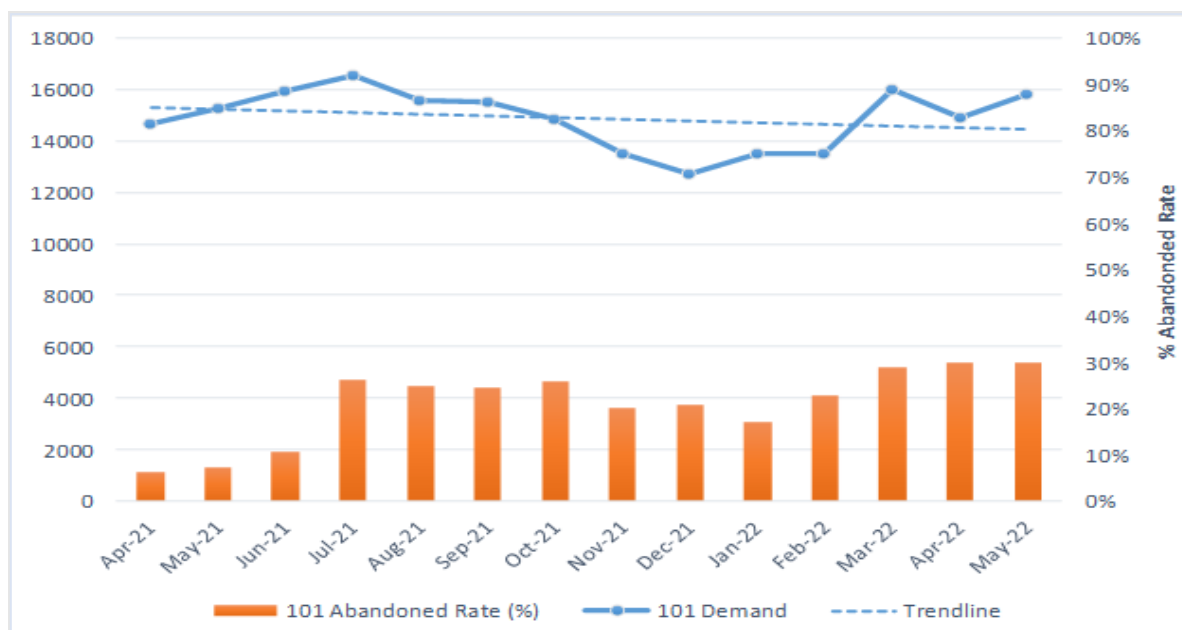
On the 31 May 2022, the Home Office launched the 999 performance league tables as part of the Government's commitment, as set out in the Beating Crime Plan, for greater transparency on how long it takes police forces to answer 999 emergency calls.

The performance data, provided by BT, shows the total number of calls received monthly and the data is broken down into percentages of calls answered within the Home Office target of 10 seconds; the percentage of calls answered between 10 seconds to 60 seconds; and the percentage of calls answered over 60 seconds. The data is only focused on the call waiting time and does not look at anything outside of this e.g., response times, outcomes from the call, etc.

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The national data shows that forces across the UK received 5,218,350 calls between 1 November 2021 and 30 April 2022, averaging a call every three seconds. It took forces an average of 16.1 seconds to answer the calls, with 71% of calls being answered in under 10 seconds and 23% being answered in under 60 seconds. Warwickshire Police's performance is above the national average. This information can be found on the website [Police.uk](https://www.police.uk)

The Home Office intend to further evolve this reporting in due course to also include 101 non-emergency contact.



Graph 4 – Warwickshire 101 Non-Emergency Contact

In May 2022, the average time it took to answer a 101 call was 00:03:50.

The OPCC closely monitor both emergency and non-emergency performance on a weekly basis, with any concerns being raised with the Chief Constable and her senior officers as part of my 'holding to account' responsibilities.

5.6 Empower

I am waiting for further information from the Chief Constable as regards the recommendations arising out of the 'Empower' change programme, which is a review of the operating model of the force, and I will update the Panel in due course.

6. Finance

Since the last meeting I have received a report detailing the final outturn for 2021/22, which shows an increased contribution to reserves of some £2.424m, at year end, being £1.540m above the budgeted level, due primarily to increased income from commercial vetting. This has proved to be a successful source of income, through work to commercialise the contractor vetting service, which has received ISO accreditation and is undertaken for a number of forces across the country. The

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ongoing challenge will be to plan, forecast and manage this work to mitigate any risks and to support sound commercial and financial planning over the medium term.

There have been a number of other variations notably in police staff pay and transport which was considerably underspent, offset by increased officer pay and overtime, and increased direct revenue financing to fund capital costs. Income streams were healthy and included mutual aid income for support for the G7 and COP26 events, in addition to additional funding received for undertaking additional work on County Lines as part of the regional response. The outturn included an additional payment for contingency ICT services of £1.570m to ensure that the digital service transition could take place smoothly and reduced risk to a suitable level. By the end of March 2021, the ICT transition was completed from the former alliance infrastructure as planned, except for a small number of national applications that are due to be 'moved' before June 2022.

The Police and Crime Panel Budget Working Group have met periodically during the year and have previously discussed many of these variances in more detail. Contributions to the general reserve, budget and transformation reserve, infrastructure reserve and safer roads reserve have all been approved in the light of the improved outturn. Reserves levels are healthy and will be used to manage risk in an increasingly uncertain economic environment.

The 2022/23 position will be closely monitored, a number of emerging issues, including cost pressures arising from the ongoing operation to police protests at Kingsbury Oil Terminal, the increased cost of the staff pay award, in addition to ever increasing inflation and various supply chain issues, have created a challenging financial environment early in the financial year.

The medium-term financial plan (MTFP) was last refreshed and approved in February 2022 and has identified various cost pressures and saving requirements. Chief Officers will be reporting on the findings of the Empower review in the coming months to provide information which will assist with future decision making in the lead up to the next budget setting round for 2022/23.

7. Office of the Police and Crime Commissioner

Since the last meeting of the Panel, Claire Morris has joined the OPCC as Head of Business Services and Assurance.

8.National matters for consideration

8.1 Police Funding Formula

The Government are continuing with their work on reviewing the funding allocations to territorial police forces and have committed to completing this work by the end of Parliament. Whilst there are very few outputs from the review at this stage, I and members of my team have arranged to meet with colleagues from the Home Office in June to discuss progress and to use this as an opportunity to share views on any changes from a Warwickshire perspective.

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Annual Report 2021/2022

Report Date	June 2022
Security Classification	OFFICIAL
Disclosable under Freedom of Information Act?	Yes

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OFFICIAL**Foreword by the Police and Crime Commissioner**

This is the sixth annual report during my time as Warwickshire Police and Crime Commissioner and the first released during my second term of office. I am naturally delighted to have been re-elected to the position and remain humbled by the faith electors have placed in me to deliver on their behalf.

This report outlines the progress made over the course of 2021-22, an exciting period which marked the end of the delivery of my first Police and Crime Plan for Warwickshire and the launch of my new plan which sets out my key ambitions for policing, criminal justice and community safety through to 2025.



You will see over the following pages that a huge amount of activity has taken place across the year to improve the efficiency and effectiveness of policing, ensure that Warwickshire Police has a sustainable financial future, communities are protected from crime and the most serious of harms, with strong support in place to help victims cope and recover.

That is achieved not only by the police but also through strong partnership working, which has been strengthened in a number of key areas and continues to form a large part of the work of my office.

Equally important is ensuring that I can engage effectively with communities of all kinds across Warwickshire. I was pleased that, with the relaxing of Covid-19 restrictions over the course of the year, I was able once more to get out and about around the county, meeting people face-to-face and hearing their concerns and suggestions.

The year also included the retirement of Warwickshire Police's Chief Constable, Martin Jelley QPM. I want to place on record my thanks for his exemplary leadership of the force, particularly over the period that it transitioned away from the former alliance with West Mercia Police.

I was delighted to be able to appoint Debbie Tedds to succeed Martin, the first female Chief Constable in the force's long history. Debbie is Warwickshire through-and-through and has the benefit of having served at all levels within her home force over a distinguished policing career. She is both well-known and well-respected locally, regionally and nationally and that can only serve Warwickshire well.

Philip Seccombe TD

Police and Crime Commissioner for Warwickshire

1. Introduction

The year 2021/2022 was an eventful year for all working in public services including for myself and my office. A number of key events took place which shaped the year and will continue to have an impact into the future. The global pandemic continued to provide a backdrop, affecting both the work and home lives of all who live and work in Warwickshire. For that reason some of my activities were curtailed or delivered in a different way; as the year drew to a close the constraints of the pandemic began to lift and a sense of optimism grew.

This annual report describes some of the highlights of the year, with links for more information where appropriate.

2. The year in headlines

April

- The office was in the pre-election period, with the election due to take place in May.

May

- On Thursday 6 May the election took place – there were four candidates and I was elected for a second term.
- Relaunch of the Independent Custody Visitor Scheme.

June

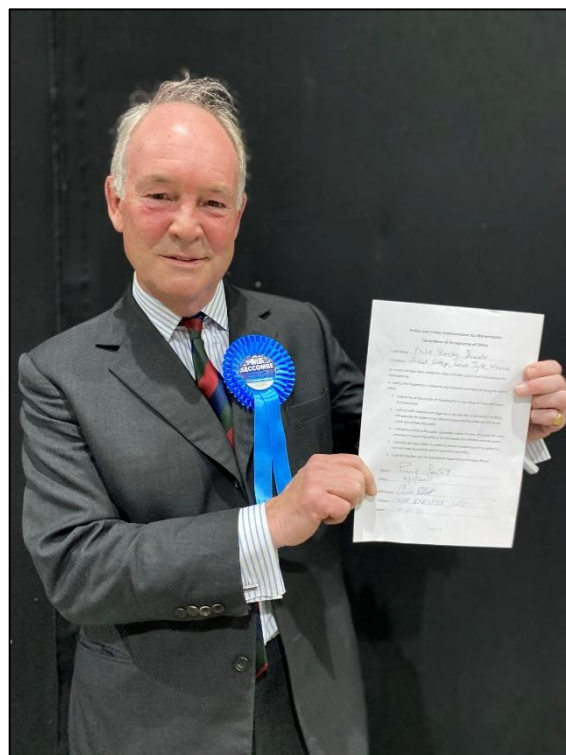
- Recruitment took place for a new Chief Constable – Debbie Tedds was selected as the first female Chief in Warwickshire.

August

- Beating Crime Plan launched by the Home Office.

September

- The first draft of the Police and Crime Plan for 2021-25 was shared with the Police and Crime Panel and other partners.
- Domestic Abuse Perpetrator Programme launched.
- The Appropriate Adult Scheme was launched.



Philip Seccombe holding the Oath of Office following his re-election in May 2021.

OFFICIAL**October**

- The restructure of the OPCC took shape.

November

- The Chief Constable delivered her first annual statement to the Police and Crime Panel, outlining her priorities for the year.

December

- The Commissioner's Grants Scheme was launched, with organisations invited to bid for funding.

January

- The Commissioner held a briefing for all interested in applying for grants, and facilitated networking between partners.

February

- Recruitment for a Deputy PCC was launched.
- Review of approach to Holding to Account took place.
- Victim's Needs Assessment published.

March

- The 2021-25 Police and Crime Plan for was published.

3. The Police and Crime Plan

With a new term of office comes the statutory responsibility of preparing a new Police and Crime Plan which ensures police and other community safety partners are focussed on the issues which are of greatest concern to the public across Warwickshire.

As a re-elected Commissioner, I was keen to build on the successes of my first term which delivered, among many other achievements, record numbers of police officers for Warwickshire Police; strengthened the teams tackling crimes against the most vulnerable in society; saw increased investment in victim services; introduced improved forensic services; and delivered much-needed new IT systems across the force to help improve the efficiency and effectiveness of policing.

In formulating the new plan it was crucial to gain a full understanding of the public's priorities, so an extensive online and telephone survey was carried out across a representative sample of respondents from all parts of the county. This helped assess perceptions of policing within Warwickshire, as well as identifying the key issues in communities that required greater focus.

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Originally commissioned in early 2020 in anticipation of elections that year, the survey was supplemented by questions in the subsequent budget consultations to test if public perceptions had changed, after the election was moved to 2021. The surveys also captured any new emerging priorities.

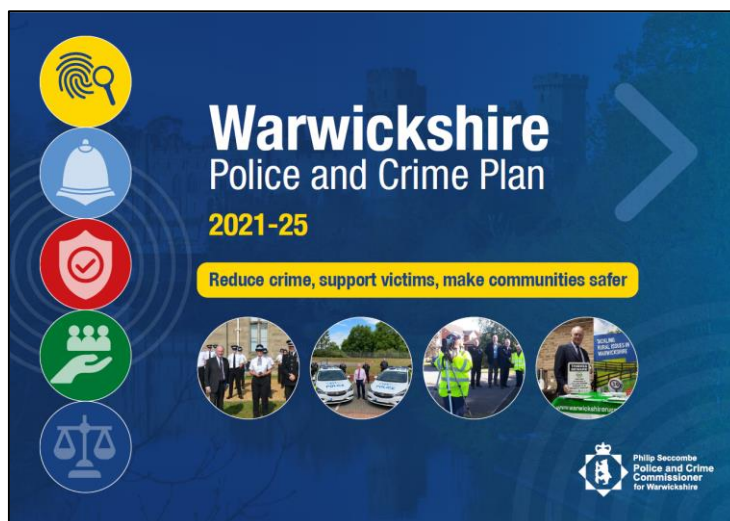
Other research, such as Warwickshire County Council's 'You Say' Survey 2020, the Crime Survey of England and Wales and feedback from victims of crime also helped to shape my understanding of perceptions of policing and the criminal justice system.

The work of sector advocates, such as the Victim's Commissioner, has also been considered along with input from the Chief Constable and partners across Warwickshire.

The research was rigorously analysed to ensure there was a strong evidence base to draw conclusions from. It means that the new plan for 2021-25 is carefully derived from the priorities highlighted by the public and aligned with the expert opinions of those involved in the frontline of community safety.

The five priorities of the new plan are:

1. Fight crime and reduce reoffending
2. Deliver visible and effective policing
3. Keep people safe and reduce harm
4. Strengthen Communities
5. Deliver better justice for all.



Each priority has an additional three areas of focus to direct activity. The plan can be viewed in full at: www.warwickshire-pcc.gov.uk/police-and-crime-plan/

4. Engagement with communities

One of my main roles is to be the voice of the public on matters of policing and public safety. To do that, I need to engage widely and truly understand the issues that concern local people. I am passionate about listening to the people of Warwickshire and hearing first-hand how they feel about crime and policing in their area.

I adopt a wide range of different approaches to engaging with communities, including media engagement, online events and through social media, though my preference has always been to meet people and community groups face-to-face whenever possible. The pandemic therefore presented challenges in being able to do this across the year, though I am delighted to now be able to meet people without restrictions.

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I have, for the first time, recruited a Communications and Engagement Officer to help me deliver a structured programme of engagement with communities across the county. This will build upon the activity I have previously carried out and ensure my office has the capacity and resilience to deliver more events and opportunities to engage with the public across the year.

Already this is having a beneficial effect, with two online engagement events held with local parishes and for applicants to my Grants Scheme in December 2021 and January 2022 respectively, alongside a greater number of visits in person as restrictions have eased. These have included my attending parish council meetings in person to engage with residents around local issues in their area, including since November 2021: Whitnash, Eathorpe, Rowington, Leek Wootton, Southam, Stoneleigh, Snitterfield and Hartshill. I plan to continue these across the course of the year.



The Commissioner talks to members of the Safer Neighbourhood Team and a Town Warden during a walkabout in Rugby.

I have also attended numerous events organised by Warwickshire Police and partner organisations, including events on issues as diverse as County Lines crime, walkabout engagement visits in Stratford-upon-Avon and Rugby and events for young people in Nuneaton and Leamington Spa.

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Through my grants scheme I fund projects that work with vulnerable members of the community and I have been able to visit a number of these to meet with service users during the latter half of the year, to help me understand their personal journeys and how the organisations I fund support them.

In addition to this I continue to receive considerable correspondence from members of the public. This comes into the office mainly via email, but occasionally in the form of handwritten letters or telephone calls. Correspondence is dealt with in a timely manner, and many who contact us are responded to that same day. Where I am unable to be of direct assistance, I encourage my team to constructively signpost individuals to a useful response.

During the last year I received:

Summary Statistics:	Total
Casework Opened	1822
Casework Closed	1855*
Emails Received	6282
Subject Access Requests	2
Freedom of Information Requests	60

* Includes some casework opened in the previous year which was closed in 2021/22.

5. Policy and partnership activity

In the last year I have built capacity for policy and partnership work through the establishment of the specific team within my office. They will support me by working collaboratively with colleagues from statutory and third-sector organisations to achieve the shared strategic outcomes that reduce crime, support victims, and make communities safer. The team has mapped out how it will contribute to achieving delivery of the plan's strategic priorities. This has included an evaluation of the office's commitments and contributions to partnership meetings and arrangements to ensure these remain relevant and effective.

As the nature of crime, criminality and community safety changes, so does the need to evolve and develop partnership arrangements in response. To that aim I, and my office, have a close working relationship with local government across the county, in particular in relation to community safety, crime prevention and providing support to help victims and survivors of crime to cope and recover. Over the last year, in partnership with the County Council, we have launched a new Domestic Abuse Support Service. In addition, we have supported District and Borough Councils and their local Community Safety Partnerships in a review of their strategic community safety priorities and the development of initiatives to achieve them. I have provided a range of grants to support this partnership work across the county.

Some new areas of interest for the Policy and Partnership Team are homelessness (in particular, its links to offender management and drugs/alcohol) and broadening work on addiction to include gambling. The team has been supporting the County

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Council's Homelessness Board through attendance at and contributions to the work of its Offending Subgroup. The team has invested time into learning more about gambling addiction and its crossover links to other areas of business such as offending, domestic abuse, and drugs and alcohol. Both issues appear in the Police and Crime Plan for the first time and will be reflected in guidance to services bidding against future commissioning contracts to encourage robust understanding and referral pathways for these issues across the board.

Tackling violence against women and girls continues to be a key activity, and I have contributed to the development of a new county-wide strategy to bring partners together. The team will have a renewed focus on hate crime, modern slavery and fighting organised and violent crime. Modern slavery and human trafficking exists in many forms and often a regional and national response is best in the longer term. But Warwickshire needs to be responsive and effective in partnership working in its own right. I am committed to being an active member of the West Midlands Anti-Slavery Network and supporting the use of the National Referral Mechanism.



The Commissioner signs a pledge to never commit, excuse or remain silent about violence against women or girls during White Ribbon Day in November 2021.

Locally I continue to work with partners to tackle serious organised crime; this work is enhanced by the activities of the regional organised crime unit (ROCU). The ROCU has been particularly beneficial in tackling county lines, providing a robust and coordinated regional response to the activity of drug dealers from urban metropolitan areas who use communities in the shire counties as a market for controlled drugs. The Regional Policy Officers have been working closely with the ROCU to enhance the performance framework, the prevent approach within the ROCU and to facilitate PCC engagement in the strategic developments.

Also working regionally and nationally I take very seriously my role to ensure that Warwickshire Police and the West Midlands Counter Terrorism Unit (WMCTU) are effectively tackling threats of terrorism locally and that those vulnerable to radicalisation are being safeguarded appropriately. In 2021/22, the national threat level from terrorism moved from SUBSTANTIAL to SEVERE following the tragic attacks on the Liverpool Women's Hospital and the murder of Sir David Amess. It has since moved back to SUBSTANTIAL. During this time, through the RGG and my local Counter Terrorism briefing, I sought reassurance that the system was working effectively to counter the threat and ensure the safety of Warwickshire's communities.

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In October 2021, the four PCCs held a second “deep dive” session with the WMCTU. This focused on the progress made to improve the management of terrorist offenders in light of the learning that came out of the Fishmonger’s Hall attack inquiry. We were pleased to see the changes that have taken place in the last 12 months since our first deep dive on this topic but will continue to monitor this. I also engaged in the delivery of a national project which saw the Special Branch functions of local police forces move into counter terrorism policing. I have been active in seeking assurance that this arrangement has a positive impact on the service to Warwickshire’s communities and will continue to do so.

More locally, and coming out of remote working, Victim Support were able to re-establish themselves within Bedworth Police Station’s Victims Harm Hub. The benefits of working in the same physical location are felt by all, following the enforced isolation, with the prevailing view that this approach offers the best approach to support victims of crime. My mission to put victims and witnesses at the very heart of the criminal justice process is demonstrated by the scale of the contract delivered by Victim Support, who have offered emotional and practical support to over 9000 victims of crime over the year. Most support yields positive feelings and better life outcomes over a relatively short time frame. Many victims need practical and emotional support and assistance with advocacy. However, some traumatised victims need more in depth support and guidance to help them cope and recover in the longer term. Victim Support regularly receive strong feedback from their clients and the following piece of commentary is not untypical:

“You have been brilliant thank you so much for all your support, I really appreciate it. The Investigator had asked about yourselves and I said you had been brilliant and he said a lot of people had given the same response.”

Victim Support also attract very high satisfaction ratings from the public when Warwickshire Police undertake independent telephone surveys to gauge public satisfaction in policing response to reported crime.

My office continues to lead the Victim and Witness Forum, which sits within the Criminal Justice arrangements. The work of the Forum has been particularly focused on delivering the recently revised government [‘Code of Practice for Victims of Crime’](#) in which 12 rights for victims have been clearly defined and explained. My office also engages with the national arrangements and leadership coming from the Victim’s Commissioner.

The effectiveness of the Local Criminal Justice Partnership is a critical factor not only in delivering justice, but in ensuring the confidence of victims, witnesses and the wider community in criminal justice arrangements. As the pandemic recedes, the impacts to victims and survivors as a result of court backlogs and other demands in the system has become increasingly concerning. I continue to support improvements in this area of work, both as the Chair of the LCJB, and through the work of my team.

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The partnership has been refreshed under my leadership and with strong commitment from local system leaders. The stage is now set for the delivery of shared activity, with focused resource to achieve this. Two new areas of focus have been identified - Restorative Justice and Ancillary Orders, with priorities identified for both. Beyond these local arrangements, through the team I also contribute to APCC groups and discussions regarding criminal justice, supporting the Regional Criminal Justice Collaboration Forum, the Regional Disproportionality Committee, and a group looking at the response to improving rape and serious sexual offence outcomes for victims. These will be ongoing pieces of work in 2022/23.

In the drugs landscape, Dame Carol Black's reviews and the subsequent publication of the government's 10 Year Drug Strategy has allowed partnership work in this area to further evolve, encompassing the importance of partnership working. In late 2021 the Drug and Alcohol Strategic Partnership was established – a front runner of this government policy. [The Needs Assessment](#) I commissioned this year by Tonic was also timely in this regard and provided us with greater insight into the current needs profile of people in the criminal justice system in Warwickshire presenting with drug or alcohol misuse. The present service providers, Change Grow Live and Compass, have maintained good delivery against their contracts, and a current focus is ensuring the Drugs Testing of Arrest programme is resilient. The appointment into the regional team of a Strategic Drugs Coordinator has provided expertise and capacity into the office, to enable partners to deal with this issue that causes significant harm in the county.

Rural Crime remains a key priority of mine. Many Warwickshire areas are rural and relatively isolated and at risk from criminals who stalk the countryside seeking agricultural plant and machinery. There are those also who heed no respect for private farmed land and see it as a haven for barbaric sports such as hare coursing and other acts aimed at the brutalisation of animals. Historic buildings and places are also seen as lucrative targets by criminals many of whom are organised and have no interest in protecting our heritage. I remain committed to supporting the efforts to combat rural crime developing good partnership strategy, working with Historic England and ensuring the Warwickshire Rural Crime Team continue to be properly resourced and are proactive in targeting rural crime gangs and recovering stolen goods.



An example of the publicity the Rural Crime Team uses to show the results of its activities on social media. This stolen caravan was recovered after a vehicle stop on the A46 near Stratford in June 2021.

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There were many successes in 2021/22 many of which were publicised on very effective social media publications by the team aimed at reassuring Warwickshire communities and showing determination to do more.

Also working with communities, I maintain a focus on bringing partners together to encourage harmony between travelling and settled communities. I encourage partners to work with the force in dealing with short term unauthorised encampments and note a reduction in the frequency of such encampments causing issues. I also bring people together to work collaboratively to address longer term matters such as establishing temporary stopping arrangements for travelling people and developing better relationships and understanding between travellers and settled communities. However, it is anticipated that a new offence of criminal trespass will become law via the government's Police, Crime, Sentencing and Courts Bill that will become a new statute soon. The Commissioner does not condone law breaking by any individuals or groups. However, there will be much work to be done between all interested parties to ensure expectations are managed sensitively and effectively following enactment of the Bill and the realisation of the new offence.

Continuing the theme of matters at the heart of community interest, I maintained my focus on road safety over the last year both locally and regionally. There are 143 miles of major roads and motorways in Warwickshire and in 2020 14 people were killed and a further 228 were seriously injured on them. As chair of the Warwickshire Road Safety Partnership I am bringing partners together to achieve the ambition of reducing death and serious injury on Warwickshire roads by 50% by 2030. I work with partners to support initiatives and make grants to make roads safer, and I ensure that support is there for victims of road accidents, in post-crash response and victim care.



Launching the Warwickshire Road Safety Partnership in August 2021 with, from left, Chief Fire Officer Ben Brooks, Councillor Martin Watson from Warwickshire County Council and Chief Constable Debbie Tedds.

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I have funded BRAKE for a second year to provide a specialist Independent Road Victims Advocate. This service continues to be ground-breaking and innovative and is leading the way nationally in road victim care and support. In 2021/22 the Brake IRVA service supported 41 individuals from 25 road trauma events involving fatality and most serious injury. Support involved emotional support, practical support and advocacy. Providing such support attracts comments such as:

'I live by myself and there was a lot to organise, with the police, NHS and solicitor on top of the trauma. I have a best friend who has been amazingly supportive, but we were both finding everything emotionally overwhelming. Trying to co-ordinate everything, as even the hospital doesn't liaise with my GP, was something we were both struggling with. Being able to speak face-to-face was the first time we felt properly supported. After this meeting we felt stronger and more able to carry on.'

Road victims are not forgotten either and this year I took part in an online service for the World Day of Remembrance for Road Victims on Sunday 21 November 2021, where we heard from Sheila Vale who received life changing injuries as was hit by a car in a country lane South Warwickshire.

I continue to be a passionate supporter of Community Speed Watch, which enables communities to help themselves. There are now nearly 70 groups around the County with over 600 volunteers helping to make Warwickshire roads safety by deterring excess speed.



Henley-in-Arden was among the communities to benefit from new laser speed devices funded through the Commissioner's Grants Scheme in December 2021. Joining the Commissioner are, from left, Chief Inspector Faz Chishti and Community Speedwatch Volunteers John Clarke, Peter Glaze and Alison Owen.

6. Commissioned services and grants

6.1 Commissioned services

I continue to commission services to victims and survivors of crime in Warwickshire. In excess of £1.2 million annually is provided for our commissioned services to meet the needs of victims and survivors across the county. These are the current contracts:

- General Victim Cope and Recovery Services delivered by Victim Support;
- Sexual Abuse and Violence Recovery Service delivered collaboratively by Barnardos and RoSA;
- Child Sexual Exploitation Recovery Service delivered collaboratively by Barnardos and RoSA;
- Adult Substance Misuse Services for Criminal Justice Service Users delivered by Change Grow Live (CGL);
- Children and Young People Substance Misuse for Criminal Justice Service Users delivered by Compass.

These contracts were awarded on 1 April 2019 and some were due to end on 31 March 2022, however I have taken advantage of the opportunities outlined in the original specifications to extend the contracts to improve the alignment of the commissioning cycle. As such I have extended the contracts to end in March 2023 and my office is working with procurement professionals in Warwickshire Police and Warwickshire County Council as appropriate to devise, procure and establish new services to be operational from April 2023. The specifications will focus on achieving the priorities in my Police and Crime Plan 2021-25 'to reduce crime, support victims and make communities safer'.

In preparation for this I commissioned Tonic Consultants to undertake a comprehensive Victims Needs Assessment for Warwickshire. Following a tender process this started in October 2021 and reported in February 2022. The Needs Assessment analysed victimisation in the county, reviewed existing services and assessed how well existing commissioned services meet victims' needs. The [final report is available on our website](#) and has provided insight to inform the specifications being prepared for the planned commissioning activity to ensure that we are still commissioning the services most needed by victims in Warwickshire. Following on from this I then commissioned a separate needs assessment to understand the requirements of road victims. Staffordshire University will complete this in early 2022

6.2 Commissioner's Grant Scheme

Grants, both large and small, are a key way that I contribute directly to making Warwickshire safer. I build capacity within organisations which deliver on-the-ground services to those who need them most, at the time that they need them. During 2020/21 I streamlined the process for applications to reach the widest audiences.

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Successful projects are spread across Warwickshire and tackle a range of issues such as domestic abuse, rural crime, victims of crime, cybercrime, county lines, mental health, sports diversion and youth justice, mentoring ex-offenders and more.

The 2021-22 grants round yielded:

	Total	Detail
Applications received	78	51 for the Small Grants Scheme and Road Safety Fund 17 from Community Safety Partnerships 10 for Direct Awards
Applications awarded	58	26 for the Small Grants Scheme and 5 Road Safety Fund 17 from Community Safety Partnerships 10 Direct Awards

Funding¹ was allocated as follows:

- £158,841 for general Small Grants
- £173,381 for Community Safety Partnerships
- £68,983.34 for Roads Safety Fund projects
- £59,995 for a Domestic Abuse Victims Programme
- £68,000 for a Domestic Abuse Perpetrator Programme
- £25,000 for Sports, Youth Diversion & Youth Justice projects
- £15,000 for Reducing Reoffending projects
- £477,647 for Direct Awards to support partnership working – to Warwickshire County Council, Stratford District Council and National Probation Services

Throughout the year my team monitor grant recipients to ensure that the funding is being put to good use and that projects provide value for money. Each organisation must provide quarterly reports on outcomes and expenditure.

6.3 National funding opportunities

In 2021/22 I applied for and was successful in securing the following external funding from the Ministry of Justice and the Home Office:

¹ Individual Grants are [available on my website](#)

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Funding stream	Amount	Project Details	Process for securing
Critical Support Funding, including the late Covid top-up critical support funding (MOJ)	£219,720	To specifically provide improved services for the victims of domestic abuse and sexual violence. This much needed funding has helped to reduce waiting times, deliver improved counselling and support services across the county and crucially enabled more victims to receive the support that they need.	Expression of interest submitted by OPCC
ISVA/IDVA uplift funding (MOJ)	£372,155	To provide additional ISVA and IDVA capacity to work with victims	Expression of Interest submitted by OPCC
Safer Streets 3 Funding (Home Office)	£249,000	To deliver projects in key hotspot areas across the County to address the violence against women and girls agenda (VAWG).	Application submitted by OPCC, supported by partners
Domestic Abuse Perpetrator Funding (Home Office)	£200,000	To deliver an intervention service, which supports domestic abuse perpetrators to change their behaviour and therefore reduce reoffending.	Application by OPCC, supported with PCC match funding.

In total over £1.4m of victim service and other related grants from the Ministry of Justice were received. This was used to commission services for victims of crime, in addition to providing part funding of specialist victims services in the high harm areas such as domestic abuse, rape and sexual assault. Much of this funding was awarded through a bidding process, with some elements of the funding being provided over multiple years to ensure that service provision is sustained over the medium term. These services provide crucial support to some of the most vulnerable people in our communities through outreach services and referral centres. The level of need amongst clients, both adult and child, increasingly isolated due to the pandemic rose significantly, a trend which has been seen nationally, and this has impacted on the capacity of services to cope with demand during the year. The funding will help to reduce waiting times, provide additional counselling for sexual assault victims and offer improved support services to more victims of these terrible crimes, all of which are key priorities in my Police and Crime Plan.

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In May working with partners, specifically including the County Council, my office completed an application for £249,000 from the Home Office under the [Safer Streets 3 Programme](#), which was successfully awarded. The funding sought to create interventions to reduce Violence Against Women and Girls and increase feelings of safety in public spaces across the County, summarised here:

- Leamington Spa, Brunswick: developing a virtual reality programme, educating students on staying safe and identifying locations that can be made safer;
- Nuneaton, Meadow Street and Riversley Park: improving two parks and nearby streets as places where women and girls reported feeling unsafe;
- Rugby town: intervening in two areas to address specific concerns, including a communication campaign and situational crime prevention techniques;
- Rural communities. Working with local communities, using situational crime prevention techniques to address the specific issues identified.



I also provided match funding of £100,000 to support a successful bid submitted to the Home Office for £200,000 to fund a Domestic Abuse Perpetrator Programme for Warwickshire. Once received, the funding was awarded to a local charity, the Family Intervention Counselling Service, which delivers an intervention service that supports domestic abuse perpetrators to change their behaviour and therefore reduce reoffending, whilst also offering parallel therapy and counselling support to connected victims. The service was launched on in September 2021 and in the eight months following, 79 perpetrators and 76 victims were referred to the service.

2022/23 is still in the process of being finalised by the MOJ. However, in addition to approximately £700,000 of core victims grant allocated to Warwickshire, over £400,000 of additional funding has already been confirmed through the bidding process. I remain optimistic that other bids made by my office, the results of which are not yet known, will be successful and again result in further funding for these critical services. This will supplement the local funding that I have made available, specifically for domestic abuse, sexual violence and critical support services. For 2022/23, the Home Office have also confirmed an ongoing commitment for a further £200,000 of domestic abuse perpetrator funding given the success of the scheme. My office has submitted and is awaiting the results of a bid to the Safer Streets 4 programme, working with partners to further this important area of work in new areas across the county.

In looking ahead, the totality of the victim services and related grants receivable in

A new emergency contact point was installed in Court Street, Leamington Spa thanks to the Safer Streets funding which was secured by the OPCC and county partners.

7. Holding to account

7.1 Holding to account activities

During 2021/2022 I continued with the established arrangements for holding the force to account, adhering to the detail set out in the Policing Protocol 2011. I continued to meet with the Chief Constable and senior officers and staff on a weekly basis for the duration of the year, returning to face-to-face meetings as soon as possible, in order to maintain the strong working relationships in place. The meetings covered wide ranging topics, relating to current strategic and operational matters and open minutes of these meetings are published on my website.

In addition to this I also met monthly with the force for a more formal set of meetings, namely:

- Performance and Accountability Meeting;
- Force Governance Board.

At each Performance and Accountability Meeting I considered a specific topic of interest, alongside current policing performance data. The full schedule of topics considered is offered below: each topic was determined from the (previous) Police and Crime Plan with consideration of the force's own Fit for the Future Strategic Plan. I want to ensure I have a good understanding of the successes and challenges the force faces across the range of policing topics, to understand how the force's work meets the articulated requirements of the Police and Crime Plan and to enable dynamic scrutiny when issues arise.

Schedule of topics for 2021/22:

April	Repeat Victims
May	Criminal Justice
June	Diversity
July	County-lines
August	Evolve Programme
September	Public Contact
October	Domestic Abuse and Violence Against Women and Girls
November	Road Safety
December	Strategic Assessment
January	Sustainability
February	Investigations and Outcomes / VAIWG Strategy
March	Homicide and National Policing Measure

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The purpose of the Force Governance Board was to consider governance matters in which both parties have an interest and to make decisions in a clear and transparent way. Standing agenda items included recruitment and establishment, finance, estates, and Alliance transition.

Minutes and other papers of these meetings are published on my website. Although the meetings are not public, there are always opportunity for interested parties to review what has been discussed and to submit matters of interest to the Commissioner, using the standard methods of contact.

In addition to these formal meetings, I have also approached holding to account through my programme of visits and meetings with force personnel and regular conversations with the Chief Constable. I utilise the insight offered by my team to build my knowledge and understanding of how the Chief Constable is approaching her operational responsibilities. I deploy members of my team strategically to attend force meetings; interacting with the force governance to ensure I direct resources where they are most needed.

For 2022/2023 a review took place of my approach to Holding to Account. The review concluded that we were carrying out the functions outlined in the Police Reform and Social Responsibility Act 2011 and described in the Policing Protocol appropriately but suggested some improvements to the approach. In 2022/2023 a new approach to the monthly meetings has been initiated, with a Governance and Performance Board replacing the Performance and Accountability Meeting and Force Governance Board.

7.2 Scrutinising police performance

In addition to the holding to account activities set out above I have also conducted routine scrutiny of Warwickshire Police's performance. Through my team I have established a protocol where the Force send a monthly report of performance data to the office, which is considered and used as the substantive discussions at the monthly meetings. As this is an area of growing importance nationally, I have invested in further performance capability in the office to build capacity in this area. The team are able to review datasets and work with the force to understand the explanations for trends and to be able to use the information effectively to seek improvements where identified. The Police and Crime Panel has provided another layer to this process, continuing to show a commitment to understanding the force's performance and requesting regular updates on my office's activity in identifying areas to probe and issues arising.

I am also supportive of the Government's strategic priority for there to be a relentless focus on cutting crime and to improve police performance, monitored through the National Policing Measures. These set out the Government's key national priorities on crime and the measures fall under the following headings:

- Reduce murder and other homicides
- Reduce serious violence

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- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber-crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse.

The measures are intended to help focus effort on key national priorities, allow performance to be measured and help to demonstrate value for money in policing. As required by the amended Specified Information Order² there is an expectation that I publish on my website commentary on Warwickshire's progress against the policing measures. I did this for the first time in April 2022 and will continue to do so quarterly.



Meeting newly recruited police officers

Recruitment of Police Officers, against the 20,000 national target set out by the government, continues to be a key driver in my holding to account activity. I want to ensure that Warwickshire is adequately resourced to meet the changing needs of the local communities and that policing continues to work to reflect the communities it serves. The regional approach to the provision of training for new police recruits is proving to be really successful. Across the region, over 2800 officers have been recruited onto either the Police Constable Degree Apprenticeship course or the Degree Holder Entry Programme and we are now starting to see those recruits complete their courses. In 2021/22, the course received a positive inspection from Ofsted but I will be keen to ensure there is continuous improvement going into the next phase of the contract.

7.3 Professional services and complaints

High standards of behaviour of those working in policing is essential to ensuring that people have trust and confidence in those who serve them. I hold the force to account on their approaches to finding and addressing those who do demonstrate the values of the profession.

I, and members of my team, meet with the Professional Standard Department on a quarterly basis to monitor and review complaints performance data and raise any issues of concern. In addition, I am represented at a force meeting to discuss Ethics, Culture and Conduct, which enables me to have a broad understanding of current issues and matters of interest.

² Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021

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Since February 2020, I have had responsibility³ for carrying out appeals of complaints that have been dealt with by Warwickshire Police. These are called Complaint Reviews and enable members of the public dissatisfied with the outcome of the process undertaken by Warwickshire Police to make a representation for it to be reviewed. In 2021/22, my office conducted 38 complaint reviews and made recommendations in 14 cases. Any recommendations arising from the review are referred to Warwickshire Police and monitored by us. Learning is also an integral part of every complaint and any lessons learned are used to continuously improve the service provided to Warwickshire communities.

Complaint Reviews are a mandatory responsibility, but there are further areas in which I could have a role if I determine this would offer a better service to the public. I continue to keep this under consideration.

In addition to Complaint Reviews, I also have a further role in Police Appeal Tribunals (when a police officer is dismissed) and in Pension Forfeiture. I have reviewed the processes for both activities in preparation for action.

7.4 Custody Visitors and Appropriate Adults

Volunteers have continued to offer significant capacity and capability to the office, and I am very grateful to every individual who has played a role in the criminal justice system. After more than a year of restricted physical Custody access, and many custody visits being completed virtually, I relaunched the Independent Custody Visiting Scheme in May 2021. Recruitment took place to replenish the number of volunteers, following some stepping back during the pandemic and numbers currently stand at 16, with further recruitment planned. Volunteers continue to undertake visits, with the south panel conducting visits weekly and the north panel (due to current low numbers) every two weeks. Issues arising are fed back to the Custody Inspector or escalated as appropriate. Additionally, volunteers also gave their time to support learning for custody personnel at away days and training sessions.

In addition to the longstanding Custody Visiting scheme, I now host a new volunteer Appropriate Adult scheme, in order that Warwickshire can provide best practice provision for vulnerable adults in custody. The scheme launched in November 2021 and is going from strength to strength. Most occasions where a vulnerable adult requires an Appropriate Adult in custody are now serviced by our dedicated volunteers, rather than the private company previously relied upon. There are plans to review and expand the scheme in early summer 2022.

8. The Office of the PCC

Over the last year there have been a number of changes to the structure of the Office of the Police and Crime Commissioner, all with the aim of improving the support offered to the Commissioner to deliver his role effectively and efficiently. The Office completed an exercise in which it clarified the statutory responsibilities of the

³ Police (Complaints and Misconduct) Regulations 2020

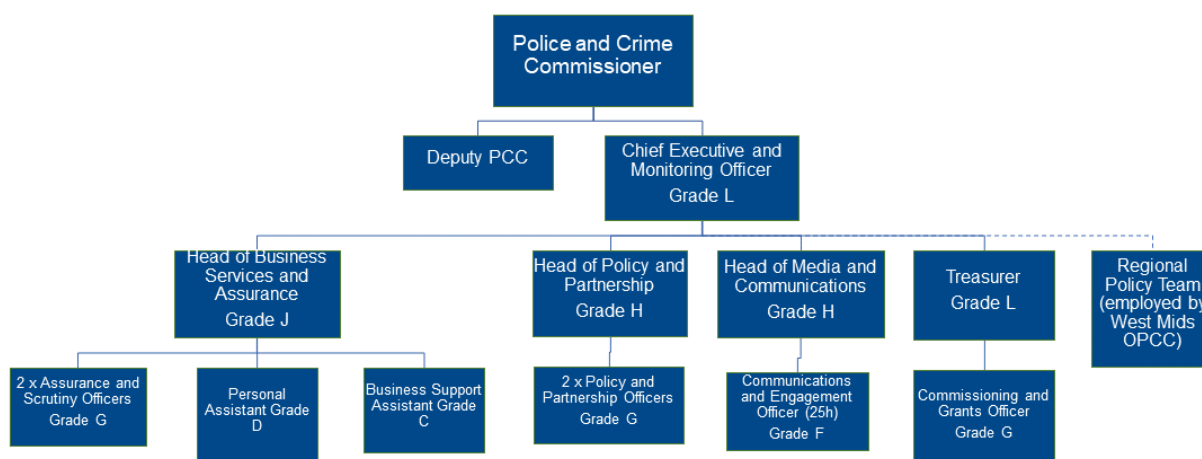
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role and identified the priorities set out in the Commissioner's manifesto and Police and Crime Plan and worked to deliver an office structure to deliver this.

In order to build resilience and capability there is now a layer of management across the organisation and the work functions have been split into four teams. These are:

- Business Services and Assurance
- Policy and Partnership
- Finance and Commissioning
- Communications and Engagement.

Each team has an agreed set of priorities which delivering the key statutory functions of the office and the priorities of the Police and Crime Plan in an appropriate proportion. The headcount of the office has remained largely unchanged, standing at 13 currently, with a small regional team also becoming more integrated into the office.



9. Spending the Police Fund

Under the Police Reform and Social Responsibility Act 2011 I have a statutory duty to set the force budget and determine the policing precept. In properly exercising this responsibility it is essential that I achieve value for money and seek to drive out inefficiencies and maximise effectiveness wherever possible for 'A safer, more secure Warwickshire'.

Over 95% of the annual budget is delegated to the Chief Constable to deliver operational policing.

9.1 The annual budget

The following table provides a high-level comparison between the approved revised budget for 2021/22 and actual expenditure at the aggregated group level – the Office of the Police and Crime Commissioner and Chief Constable. The outturn shows that

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an increased contribution to reserves was made of some £2.424m, at year end, being £1.540m above the budgeted level, due primarily to increased income from commercial vetting. This has proved to be a successful source of income, through work to commercialise the contractor vetting service, which has received accreditation and is undertaken on a national basis. However, the ongoing challenge will be to plan, forecast and manage this work to mitigate any risks and to support sound commercial and financial planning over the medium term.

There have been a number of other variations (notably in police staff pay and transport which was considerably underspent in 2021/22 but was offset by increased officer pay and overtime) and increased direct revenue financing to fund capital costs. Income streams were healthy and included mutual aid income for support provided at the G7 and COP26 events, in addition to additional funding received for undertaking additional work on County Lines as part of the regional response.

The 2021/22 budget was good and balanced and this remains the financial strategy into 2022/23 and beyond. Contributions to the general, budget and transformation, infrastructure and safer roads reserve have all been approved in the light of the improved outturn. The Medium Term Financial Plan was last refreshed and approved in February 2022 and has identified various cost pressures and saving requirements over the next three years, and early planning is therefore taking place to identify options. My team and I will be monitoring the 2022/23 budgetary position over the coming year to help aid future financial decisions, to ensure that these are taken appropriately and in good time.

	Budget 2021/22	£m	Outturn 2021/22 £m	Variance £m
Pay costs – officers, staff and PCSO's	87.974		88.263	0.289
Other employee expenses	0.711		1.055	0.344
Premises costs	3.065		3.166	0.101
Transport	2.754		2.417	(0.337)
Supplies & services	12.649		14.854	0.205
Third party payments	8.963		9.954	0.991
Capital financing	3.262		3.592	0.330
Gross Expenditure	119.378		124.301	1.923
Income - general	(6.605)		(8.276)	(1.671)
Vetting unit - net	(1.036)		(2.738)	(1.700)
OPCC - net	2.624		2.557	(0.067)
Net force/PCC Budget	114.359		112.844	(1.515)
Safer Roads - net	0.107		0.002	(0.105)

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Total net budget	114.466	112.846	1.620
Funding available	(115.350)	(115.270)	0.080
Contribution to/(from) reserves	0.884	2.424	1.540

The table below provides a high-level summary of the 2021/22 Police and Crime Commissioner controlled budget and expenditure, which showed an overall underspend against the budget of £67,000 in 2021/22.

	Budget 2021/22 £m	Outturn 2021/22 £m	Variance £m
Office pay and running costs	1.056	0.958	(0.098)
Commissioned services and grants (net)	1.568	1.599	0.031
TOTAL	2.624	2.557	(0.067)

The outturn for 2021/22 was lower than budgeted due to a number of staff vacancies during the course of the year, including the Deputy Police and Crime Commissioner position. Aside from staff salaries, the office running costs budget also includes a variety of costs including internal and external audit costs, bank charges, specialist treasury management services and legal fees, along with more general running costs associated with the office.

Over the last year, the financing of projects across Warwickshire that help victims of crime, improve community safety and reduce reoffending has never been more crucial. One of the key functions of my office is to deliver these objectives through the management of the commissioned services and grants budgets, including road safety grants in line with my Police and Crime Plan objectives. These costs are budgeted for and are shown as a net cost in the table above, being offset by core Ministry of Justice victims services grant and other grant funding bid for and received from the Home Office and MOJ, as described earlier in this report.

9.2 Reserves

As a result of the 2021/22 outturn, Warwickshire's reserve balances stand at £15.041m at the end of the year, which represents approximately 13% of core funding. The general reserve has been increased from £5m to £6m in line with the reserves strategy to manage risk and increase resilience, reflecting our growing gross expenditure and increasing reliance on commercial income. Reserve levels are a local decision, and they are essential for managing risk, especially in the current uncertain times.

The financing of the capital programme is a medium-term challenge and the identification of sustainable funding, rather than relying predominantly on borrowing will remain a key focus. Steps to address this are already being taken through direct revenue financing and contributions to the infrastructure reserve in 2021/22 will also

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facilitate this strategy. In Warwickshire, our reserves will be used to support the ongoing transformation of the police force over the medium term through the Empower programme which will consider people, place and technical work to ensure that services remain effective and responsive to local needs, are efficient, fit for purpose and continue to keep our communities safe. I continue to monitor our reserve balances and they are formally reviewed annually to ensure that they remain adequate against current risks, such as rising inflation and uncertainty regarding the outcome from the Government's review of the funding formula.

9.3 Capital

The capital programme is an important element to enable the ongoing transformation of the force. During 2021/22, £15.974m of investment in our assets was made across ICT, vehicles, estates, plant and equipment. The majority was spent on digital services under the Evolve programme which included the extensive replacement of ICT infrastructure and devices, in effect accelerating the ICT replacement programme, which has allowed access to contemporary ICT sooner than anticipated.

There has been some slippage with estates and vehicle investment, partly due to supply chain issues affecting the supply of materials and vehicles, but also due to some pausing of work pending the outcome of the internal estates review. These areas of work will begin to progress more swiftly once the national supply chain and local strategic issues are resolved.

Funding of the capital investment in 2021/22 is mainly through borrowing but also through capital receipts from the sale of excess land at Leek Wootton and also from revenue contributions, capital grants and some Section 106 funding (funding paid by developers for community infrastructure projects). Sustainable capital financing in the medium term will be essential to ensure capital investment in services is secured given that central government capital grant funding from 2022/23 has been removed, and this will be a focus of future budget setting work.

9.4 Value for money

The Government pledged to recruit 20,000 police officers nationally over a three-year period which will offer improved value for money, operational resilience and service improvements in Warwickshire. In 2021/22 the force successfully recruited 41 additional officers financed through this programme and funding for a further 55 officers is also available in 2022/23 as part of the third and final tranche of the programme. This will increase officer numbers in Warwickshire to over 1,100 officers, being some of the highest levels in recent years. Precept funding in each year has helped to fund the essential equipment and support services that these increases in officers bring, to increase their productivity and this investment will help to drive down crime and deliver operational improvements across the county.

The new collaboration for delivering forensics services with West Midlands Police from September 2021 is also offering improved value for money, by providing state of the art services at reduced cost compared to previous levels and avoiding the

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significant capital investment that would have been required for the service, had it continued through the previous arrangements.

The Medium Term Financial Plan (2022/23 to 2026/27) includes further cash savings of approximately £3m over the next three years, to deliver our good and balanced budget which will secure long term sustainability for the force. The Chief Constable is currently working on plans to deliver these through the Empower programme, but the success of our commercial contractor vetting service will also have a bearing on the level of savings required. The position on this and other spending and income will be monitored closely during the course of the coming year.

The estates review has considered the operational estate need over the medium term and the force will begin to access new vehicle replacement contracts, agreed nationally through Blue Light Commercial, when they are fully operational and the current supply chain issues are resolved, benefitting from economies of scale and national buying power.

In pursuance of achieving value for money, my office has recently recommenced the process of recommissioning key services and work will continue throughout 2022/23 to ensure that the services that are provided are fit for purpose and meet local needs. My office has secured additional funding for key services in Warwickshire for victims and to improve safety for Women and Girls and to work with Domestic abuse perpetrators to reduce reoffending, in addition to securing more funding for additional services to support the victims of domestic abuse and sexual violence. This work will continue with all opportunities for gaining additional funding being explored. The commissioners general and road safety grants process is delivered through a robust, formal application, evaluation and award process to ensure that value for money is driven out of all expenditure.

I set a good and balanced budget in 2021/22 which has been underspent and has therefore contributed to reserves. It allowed for no routine reliance on reserve funding for day-to-day costs, and the force is now operating in a sustainable manner where costs are matched by available funding. The challenge for Warwickshire Police will be to operate within the boundaries of the approved revenue budget for 2022/23, recognising that transfers from reserves can only be undertaken to meet one-off costs where there is a recognised earmarked reserve being held. I will continue to hold the Chief Constable to account for this as Warwickshire Police navigates the continuing economic uncertainty, including the effects of rising inflation; challenges in recruiting police officers and also in filling some key vacancies; supply chain shortages for some goods; while also awaiting the outcome of the Government's review of funding for territorial police forces and how this may impact on medium term financial plans.

10. Governance and statutory functions

Most notably in July I appointed a new Chief Constable. A thorough recruitment process took place, and Debbie Tedds was appointed as the successful candidate. The first female Chief Constable in the history of Warwickshire Police, Debbie has made her career in Warwickshire and was able to demonstrate the leadership approach that I require to see Warwickshire Police through the coming years. As the year draws to a close, I have just commenced recruitment for a Deputy Police and Crime Commissioner to add resilience and capacity to my role.



Chief Constable Debbie Tedds was appointed in June 2021.

The role and powers of Commissioners are likely to expand in the coming years and I have continued to pay close attention to this changing landscape. In March 2022 the Government published the second part of the review into the powers and responsibilities of Police and Crime Commissioners. My office and I contributed evidence to the review, which built upon the reforms announced in part one, which focused on strengthening the role of PCCs and making it easier for the public to hold their PCC to account. Part two seeks to further strengthen the role of PCCs, particularly with regards to partnership working and the wider criminal justice system.

The reforms suggest that there will be enhanced collaborative working with the Probation Service, including better access to data, while also strengthening the influence PCCs have within the wider criminal justice system. Guidance to further underpin the role PCCs have in convening partners to fight crime and drugs misuse is also set to be published. I welcome these reforms and will continue to monitor the implications locally of the legislation as it is enacted over the coming months and years.

Across my role, I continue to ensure strong governance arrangements are in place to enable me to meet my statutory responsibilities. I have robust internal arrangements to ensure that my work is conducted with openness and transparency and is always directed at providing the best service for the residents and communities of Warwickshire, offering high quality activity, while using public funds wisely. I am responsible for ensuring that my business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. This includes ensuring the maintenance of a sound system of internal control through the year and that arrangements are in place for the management of risk.

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The Joint Annual Governance Statement reflects the established governance framework, and it is published alongside the annual accounts of the PCC. A joint corporate governance framework also sets out how governance operates for both the Chief Constable and the PCC.

You can find significant information on my website – including a full list of the formal decisions I have taken, with details included where possible. I have also ensured that I have complied with the wider requirements around transparency and the publication of information, including the newly-brought-in requirements for publishing complaints and performance information. CoPaCC (Comparing Police and Crime Commissioners) are a body which advises and supports police and criminal justice organisations and monitors policing governance in England and Wales. This year, for the seventh year in succession, the Warwickshire OPCC was awarded the ‘CoPaCC Quality Mark’ in recognition that we have met our statutory requirements of openness and transparency.



The OPCC achieved the CoPaCC Quality Mark for the seventh year in succession

I report to the Joint Standards and Audit Committee, who continue to meet quarterly to consider matters relating to internal and external audit, corporate governance, monetary management, standards and ethics, risk registers and HMICFRS action plans. The Audit Committee consists of five members, all independently recruited for their professional skills and expertise; the newest member joined in September 2021.

Over the year, a programme of internal audit activity was completed by Warwickshire County Council as part of the contract in place. Topics considered were Complaints Reviews, commissioned services and the financial return to the Ministry of Justice.

At the regional level, the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police and their respective PCCs collaborate across a number of specialist areas of policing, in order to increase efficiency and effectiveness and to meet their obligations under the Strategic Policing Requirement (SPR). There are formal collaborations in place across regional organised crime, counter terrorism, police air support, public order training and the delivery of police training to the new recruits. The four forces also work together across a number of other specialist policing capabilities such as firearms and roads policing, and Warwickshire has a bi-lateral collaboration with West Midlands Police for the provision of forensic services.

In March 2022, PCCs and their Chief Constables participated in an exercise to help us understand our respective roles should there be a major incident, such as terrorist attack. As a PCC, it's my role to provide civic and community leadership during a major incident but also to ensure the provision of support services to victims and

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witnesses. We will continue to build on our approach in 2022/23 to ensure we sufficiently prepared and joined up with our partner agencies.

Governance of the collaborative activity takes place at the Regional Governance Group made up of the four PCCs and four Chief Constables. The structure enables oversight and collective decision-making in respect of the formal collaborations. It also provides a forum for oversight of national programmes that may have local and regional implications. This activity is facilitated by two Regional Policy Officers, jointly funded by the four PCCs. They provide policy support and scrutiny of the regional collaborations and also lead the coordination of regional criminal justice governance arrangements.

Another area of collaborative activity with partners has been bringing the joint activities of the Alliance to a final position. As of March 2022, the separation of Warwickshire Police and West Mercia Police into two separate police forces is almost complete. The separation has taken considerable time due to the complexity of the alliance arrangements established, with IT and data being the last areas to be disentangled. Over the year I have supported and worked with the Chief Constable during the final stages of the transition of services following the termination of the former strategic alliance. The final three areas of service – transactional finance and HR services, forensics and digital services – completed this process during the year and are now being delivered in a variety of ways under a new operating model to ensure that the Warwickshire force remains affordable, efficient and sustainable into the future. These key projects were achieved within the available capital and revenue budget and in a timely fashion, before the end of the financial year, which has represented a significant achievement, particularly so given the pandemic and the ongoing challenging economic environment.

Warwickshire Police now stands alone and has an established direction of travel for its continuing development, taking on board the lessons learnt from the collaboration. As part of the separation, Warwickshire Police invested in a significant IT change programme, which has now been fully implemented, with personnel now able to access the most up-to-date technology; delivering efficiencies and improvements to the entire workforce. Looking forward I will work with the force on their new transformation programme, “Empower”, which will consider how to gain further benefits from the new technology, deliver a new estates strategy and carry out a review of the police operating model.

Nationally another collaboration is being reviewed and reconsidered - the National Police Air Service. This is an important part of the policing response in Warwickshire and over the last year, I have actively contributed to debates with my PCC counterparts in the region regarding the future development of this service. I have been focused on ensuring the service delivers value for money, whilst at the same time providing the best support to operational police officers in Warwickshire.

I also continue in my role as a Director for Blue Light Commercial and throughout the year I was a trustee for the Road Safety Trust.

11. Conclusion

I hope that you have enjoyed reading this report, and that it goes some way to demonstrate the breadth and volume of activity I have been involved in. I am always keen to hear from residents and communities and to have an opportunity to listen to the matters that concern people. I commit to using my role to make Warwickshire safer, influencing strategically where I am able.

Looking forward to 2022/2023, I have set a clear direction of travel through the new Police and Crime Plan and have committed to strategic activity, working with and holding to account the force, while also working in partnership with others on shared priorities.

Warwickshire Police and Crime Panel

23 June 2022

Appointment of Working Groups

Recommendations

That the Police and Crime Panel:

1. Confirms the continuation of the Planning and Performance Working Group and the Budget Working Group.
2. Confirms the terms of reference of the two working groups.
3. Confirms the membership of the two working groups.

1.0 Summary

The Panel has established two working groups on a permanent basis to give detailed consideration to budget and performance issues and enable more proactive scrutiny. The membership has been a minimum of three members and the Chair of the Police and Crime Panel is an ex-officio member on each group. The working groups have met quarterly since their inception.

The Panel is invited to consider the reappointment of the groups for 2022/23.

2.0 The Budget Working Group

- 2.1 The terms of reference of the Budget Working Group are set out in Appendix A.
- 2.2 The Office of the Police and Crime Commissioner (OPCC) has been contacted to coordinate prospective meeting dates for the municipal year ahead. Once dates have been established, a view will be sought from members appointed to the Budget Working Group.
- 2.3 The following Panel members made up the membership of the Working Group in 2021/22:

Councillor Christopher Kettle (Chair)
Councillor Jenny Fradgley
Councillor John Holland
Councillor Derek Poole
Councillor David Reilly (ex Officio)

3.0 The Planning and Performance Working Group

- 3.1 The terms of reference of the Planning and Performance Working Group are set out in Appendix B.
- 3.2 The OPCC has been contacted to coordinate prospective meeting dates for the municipal year ahead. Once dates have been established, a view will be sought from members appointed to the Planning and Performance Working Group.

Consideration has been given to the advantages of scheduling meetings in alignment with the quarterly Assurance Meetings between the Commissioner and the Force. This would allow the Working Group to receive up-to-date information and limit duplication of work on the part of the OPCC. The Working Group would be able to report its findings to the wider Panel on a timely basis by provisionally scheduling meetings around the following dates:

- Early September 2022 ahead of the Panel meeting on 22 September 2022
- Early November 2022 ahead of the Panel meeting on 17 November 2022
- February or March 2023 ahead of the Panel meeting on 6 April 2023

The terms of reference refer to quarterly meetings. There could be scope to meet in January 2023; however, the fourth meeting could be left open to be utilised when required.

- 3.3 The following Panel members made up the membership of the Working Group in 2021/22:

Mr Andy Davis (Chair)
Councillor Barbara Brown
Mr Andrew Davies
Councillor Clare Golby
Councillor Dave Humphreys
Councillor Christopher Kettle
Councillor David Reilly (ex-Officio)

4.0 Conclusion

The Panel is recommended to reappoint members to the Budget Working Group and the Planning and Performance Working Group for the 2022/23 municipal year.

Appendices

Appendix A – Budget Working Group Terms of Reference

Appendix B – Planning and Performance Working Group Terms of Reference

	Name	Contact Information
Report Author	John Cole	johncole@warwickshire.gov.uk Tel: 01926 736118
Assistant Director	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk

Appendix A

Budget Working Group Terms of Reference

Working Group	Budget Working Group
Working Group Membership	3 members as a minimum
Key Officers / Departments	<u>Office of the Police and Crime Commissioner:</u> Polly Reed, Chief Executive Sara Ansell, Treasurer <u>Warwickshire County Council:</u> John Cole, Democratic Services Officer Virginia Rennie, Financial Advisor
Frequency	To meet on a quarterly basis in line with the production of the quarterly budget monitoring reports.
Rationale (Key issues and/or reason for the Working Group)	<p>The Budget Working Group was established by the Police and Crime Panel to:</p> <ul style="list-style-type: none"> a) undertake detailed review of the budget and quarterly finance reports; b) Evaluate the Commissioner's proposed precept and make recommendations, if considered appropriate, to the Panel at the annual precept meeting. c) undertake quarterly monitoring of the Commissioner's financial plans, including the capital and revenue programmes; <p>The Police and Crime Panel will receive the minutes of each working group meeting, together with a highlight report identifying key issues.</p>
What information is needed?	<ul style="list-style-type: none"> • Quarterly budget reports, including information on the capital and revenue budget position, and any under/overspends. • Timely sight of the Commissioner's precept proposals. • HMIC Value for Money Reports. • Detail of Home Office funding and grant allocations, as necessary.
Indicators of Success	<ul style="list-style-type: none"> a) That the PCCs approach to budget spending is robustly monitored and challenged where necessary. b) That the PCC acts on recommendations put forward by the Police and Crime Panel.

Appendix B

Planning and Performance Working Group Terms of Reference

Working Group	Planning and Performance Working Group
Working Group Membership	3 members as a minimum
Key Officers / Departments	<p><u>Office of the Police and Crime Commissioner:</u></p> <p>Polly Reed, Chief Executive Claire Morris, Head of Business Services and Assurance David Patterson, Assurance and Scrutiny Officer</p> <p><u>Warwickshire County Council:</u></p> <p>John Cole, Democratic Services Officer Caroline Gutteridge, Legal Advisor</p> <p><u>Warwickshire Police</u></p> <p>A senior officer as and when required</p>
Frequency	To meet on a quarterly basis in line with the production of the quarterly performance reports.
Rationale (Key issues and/or reason for the Working Group)	<p>The Planning and Performance Working Group was established by the Police and Crime Panel to:</p> <ul style="list-style-type: none"> a) Monitor the Commissioner's performance against the objectives of the Police and Crime Plan and its associated Delivery Plan. b) Analyse the latest performance reports from Warwickshire Police in order to identify any key issues to raise with the Commissioner at future Panel meetings. c) Review the Work Programme of the Police and Crime Panel and make recommendations to the Panel regarding areas of business for future meetings and task and finish group reviews. <p>The Police and Crime Panel will receive the minutes of each working group meeting, together with a highlight report identifying key issues.</p>
What information is needed?	<ul style="list-style-type: none"> • Police and Crime Plan 2021 – 2025 and the Delivery Plan • Warwickshire Police performance data • Police and Crime Panel Work Programme • Information from other police and crime panels, as necessary. • Where appropriate, information from agencies overseen or funded by the OPCC.

Indicators of Success	<ul style="list-style-type: none">a) That the delivery of the Police and Crime Plan is monitored, and outcomes reported to the Police and Crime Panel.b) That the working group provide the Police and Crime Panel with recommendations on work programming, ensuring that each meeting has sufficient business for the Panel to robustly exercise its duties.c) That the PCC acts on recommendations put forward by the Police and Crime Panel.
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Warwickshire Police and Crime Panel**23 June 2022****Police and Crime Panel Annual Report 2021/22****Recommendation**

That the Police and Crime Panel comments on and endorses the Annual Report for 2021/22.

1.0 Key Issues

- 1.1 The Annual Report highlights the Panel's key activities and achievements during 2021/22 and looks ahead to issues that the Panel will examine in the coming year.

2.0 Financial Implications

- 2.1 None for this report.

3.0 Environmental Implications

- 3.1 None for this report.

4.0 Timescales and Next Steps

- 4.1 The Panel is asked to consider the Annual Report; any suggested changes can be incorporated into a revised draft for future consideration. Alternatively, the Panel may endorse the Report.

Appendix

Annual Report of the Police and Crime Panel 2021/22

	Name	Contact Information
Report Author	John Cole	johncole@warwickshire.gov.uk Tel: 01926 736118
Assistant Director	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk

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Warwickshire Police and Crime Panel

Annual Report 2021/22



North Warwickshire
Borough Council

Nuneaton
&
Bedworth



Chair's Foreword



Councillor David Reilly

Chair of the Warwickshire Police and Crime Panel 2021/22

The 2021/22 municipal year has been an eventful period for policing nationally and across Warwickshire. The Panel has sought to engage positively as a critical friend of the Police and Crime Commissioner, to provide challenge and support; representing and amplifying the voices of Warwickshire residents.

As COVID-19 restrictions eased, the Panel was once again able to meet 'in person'. I would like to thank my colleagues for observing the social distancing measures in place and maintaining a steadfast 'business as usual' approach during an uncertain time.

This Report provides a summary of the Panel's work over the past twelve months; a period during which members have had cause to consider the implications of rising costs of living, delivery of an upgraded ICT system for Warwickshire Police, ongoing pressures of the Pandemic, public confidence in policing, a government review into the role of the police and crime commissioner, and much more.

My thanks go to the Police and Crime Commissioner, his Office, and the Chief Constable, for their hard work over this last year. The Panel has benefitted from a constructive working relationship with the Commissioner which it will seek to build upon in the year to come. I am grateful to him and his staff for their engagement and willingness to be scrutinised during a period of significant organisational transformation across Warwickshire Police.

This has been my final year as a member and Chair of the Panel. My thanks go to colleagues both past and present for their energy, enthusiasm, and input. As a Panel we are making a positive difference; and with a forward agenda that focuses on performance management, robust and professional commissioning practices, transparent financial planning, and scrutiny around satisfaction and confidence, Warwickshire Police and Crime Panel is doing exactly the right things.

A handwritten signature in black ink, appearing to read 'David Reilly', followed by a period. The signature is fluid and cursive.

Councillor David Reilly

Chair of Warwickshire Police and Crime Panel

Summary of Key Activities and Achievements

In 2021/22, the Police and Crime Panel has performed its role as the Police and Crime Commissioner's 'critical friend' over eight meetings held in public; scrutinising and challenging the Commissioner on the delivery of the four priorities identified in the Police and Crime Plan 2016 – 2021:

- Putting victims and survivors first
- Protecting people from harm
- Ensuring efficient and effective policing
- Preventing and reducing crime

The Panel also reviewed the content, priorities and objectives of the Commissioner's Police and Crime Plan 2021 – 2025.

All reports considered by the Panel and minutes of meetings can be found on the [Warwickshire County Council website](#). Meetings of the Panel were live-streamed, footage is available for a period of 12 months after each meeting and can be viewed on the website under individual meeting dates.

Budget Working Group

The Budget Working Group has performed a key role throughout the year by continuing to undertake detailed reviews of budget and quarterly finance reports, evaluating the proposed precept, and continuing to monitor the Commissioner's financial plans, including his capital and revenue investment programmes.

The Group met five times in 2021/22, examining governance arrangements between the Commissioner and Chief Constable to ensure sound oversight of the Force's finances. It has sought assurances that management of the Evolve Programme, including transition to a new standalone ICT system for Warwickshire Police, has been delivered efficiently and on-budget. The Group will continue to monitor the impact and effectiveness of investment in ICT systems.

The Group has taken a close interest in revenue derived from the Vetting Service, recognising that Warwickshire Police is a national leader in this area. Members have scrutinised arrangements to secure financial sustainability in this high-profile area of work, as well as the measures in place to mitigate any potential financial risk.

Planning and Performance Working Group

The Planning and Performance Working Group has continued to complement the work of the wider Panel by monitoring delivery of the Commissioner's Police and Crime Plan, including detailed analysis of Warwickshire Police performance reports focusing on the areas of rape, domestic abuse and domestic violence, 101 communications, and total crime outcomes.

The Group met three times in 2021/22, focusing on:

- Outcome rates and the capacity of the Force to achieve positive outcomes for victims of crime;
- Progress made against the recommendations of the Panel's review of the Commissioner's Funding of Substance Misuse Services;
- Measures to counter and disrupt County Lines;
- Equality, diversity and inclusion within the Force; and
- Delivery of an upgraded ICT system for Warwickshire Police.

The Group also examined interventions to promote sustainability across Warwickshire Police, as well as measures to address cybercrime. These will continue to be areas of interest in the year ahead, alongside progression of the initiative to monitor delivery of the Commissioner's Police and Crime Plan by means of a Performance Framework.

Warwickshire Joint Audit & Standards Committee

Throughout 2020/21, the Panel has continued to develop its relationship with the Warwickshire Joint Audit & Standards Committee (JASC). The JASC provides independent advice and makes recommendations to both the Police and Crime Commissioner and Chief Constable on the adequacy and effectiveness of governance, risk management and internal control frameworks; annual financial and governance reporting; treasury, capital and reserves management; internal and external audit arrangements; health and safety; and adherence to appropriate policies, standards, and ethics.

The Panel welcomes a member of the JASC to each of its meetings and the Chair of the Panel has attended JASC meetings in an observatory capacity. In April 2022, the Panel received the JASC's comprehensive Annual Report, observing that alignment between the Panel and JASC supported ongoing effective scrutiny. In turn, John Anderson, Chair of Warwickshire JASC, advised that attendance of Panel meetings had proved to be informative and insightful.

Scrutiny of the Proposed Local Police Precept for 2022/23

The Police and Crime Panel has a statutory duty to review the Commissioner's budget and can veto the budget if it decides that the proposed increase in the policing element of the council tax (known as the 'precept') is either too high or too low.

On 27 January 2022, the Commissioner presented his proposed budget for Warwickshire Police, including a Local Police Precept increase of £9.99 (3.95%) for Band D properties (and equivalent percentage increase for other bands) in the 2022/23 financial year. In his presentation, the Commissioner outlined the anticipated benefits of his budget. He recognised the pressures that rising costs of living placed on residents; however, he expressed his view that there was a need to achieve a balance that protected services and prioritised the safety of communities.

After detailed scrutiny, the Panel concluded that the proposed increase was too high. It was resolved to veto the proposed Precept.

In reaching this decision, the Panel was mindful of the increased financial pressures faced by householders due to rising inflation, energy prices, costs of living, and the introduction of increased National Insurance contributions from April 2022.

The Panel provided a detailed report to the Commissioner, outlining its concerns and highlighting the importance of a needs-based precept, effective and efficient policing, and the limitations of the public consultation process.

In its report, the Panel recognised the challenges associated with preparing a balanced budget and the need to deliver resilient police services. However, it was considered that continued increase of the policing precept, year-on-year, placed an undue burden on residents. The Panel invited the Commissioner to review the precept amount to secure a fairer balance between the needs of policing and affordability for taxpayers.

On 10 February 2022, the Panel met to consider the Commissioner's revised budget and precept increase of £9.75 (3.85%) for a Band D property for 2022/23. In his presentation, the Commissioner posited that it was a balanced budget which supported improvements to services whilst recognising the financial pressures faced by householders. He advised the Panel that he would enact measures to secure value for money.

The Panel was reassured that the revised budget and precept amount would help to mitigate the effect of rising costs of living for Warwickshire residents. Members were grateful to receive assurances from the Commissioner that the effect of investment, particularly in ICT, would be monitored to develop an understanding of measurable efficiencies. The Panel resolved to accept the revised precept.

Police and Crime Plan 2021 – 2025

Following his re-election in May 2021 for a second term of office, the Police and Crime Commissioner has produced a new Police and Crime Plan setting out the objectives which will direct his work for the next three years, including how he will work with the police and partner agencies to keep Warwickshire safe.

The Plan is a high level, strategic document. It provides a means by which the Chief Constable can be held to account by the Commissioner for delivery against stated objectives. The Panel has a statutory duty to review the draft Plan and make recommendations for improvements where necessary.

In November 2021, the Commissioner presented his draft Police and Crime Plan to the Panel. Within the Plan, the Commissioner set out his vision for “communities across Warwickshire [to] feel safe and supported, with crime investigated effectively, better outcomes achieved and reoffending reduced, leading to increased confidence in the criminal justice system”. This would be supported by five priorities to:

- Fight crime and reduce reoffending
- Deliver visible and effective policing
- Keep people safe and reduce harm
- Strengthen communities
- Deliver better justice for all

The Panel was pleased to see a summary under each priority indicating areas of focus and key performance indicators. However, it was considered that improved clarity in respect of performance monitoring would support longer-term scrutiny. The Panel resolved that a task and finish group be established to assist the Office of the Police and Crime Commissioner in developing a Performance Framework to monitor delivery of strategic objectives.

The Panel wrote to the Commissioner to communicate its observations with a focus on strategic interventions to reinforce public confidence in policing; approaches to tackle misogyny within the police, criminal justice system and wider society; transformation of the Force, including delivery of a standalone ICT system; as well as measures to promote sustainability and adaptation to climate change.

The Panel was pleased to commend the draft Police and Crime Plan, considering it to be well-structured and comprehensive. In his letter, the Chair of the Panel requested that the Commissioner take account of the Panel’s observations when finalising the document. In response, the Commissioner welcomed the Panel’s input and expressed his interest in the findings of the task and finish group, offering the support of his Office for the proposed performance monitoring work.

Performance Framework (Police and Crime Plan 2021 – 2025)

Task and Finish Group

To progress the initiative to develop a Performance Framework to monitor delivery of the Police and Crime Plan 2021 – 2025, a task and finish group was established. The Group benefitted from high-quality resources and support from the Office of the Police and Crime Commissioner (OPCC). Attention was given to existing measures in place to monitor delivery of the Police and Crime Plan and their consolidation into a Delivery Plan. Members observed that the Delivery Plan was a substantial document, making it difficult for a layperson to interpret the amount of detailed information which was included.

It was proposed that a simple dashboard presentation for performance information be adopted which allowed users to focus on delivery against the five top priorities and 15 sub-themes of the Police and Crime Plan 2021 – 2025.

In January 2022, the Group considered a range of options before arriving at two dashboard models that succeeded in presenting complex performance information in an accessible way, making use of Red, Amber and Green (RAG) ratings.

The Group presented its findings to the wider Panel in April 2022, and it was resolved that the Planning and Performance Working Group would progress the initiative in collaboration with the OPCC. It is anticipated that the Dashboard will bring clarity to scrutiny processes, providing a valuable tool to enable the Panel to deliver focused challenge and support to the Commissioner.

Confirmation Hearings

In June 2022, the Panel held a Confirmation Hearing to review the Police and Crime Commissioner's proposed appointment of a new Chief Constable, following the retirement of Mr Martin Jelley QPM.

In adherence with the Police Reform and Social Responsibility Act 2011, the Commissioner notified the Panel of his proposal to appoint Ms Debbie Tedds to the role of Chief Constable. He provided a detailed report outlining the criteria used to assess the suitability of the candidate, how the candidate satisfied the criteria, and the terms and conditions upon which the candidate would be appointed.

To support its deliberations, the Panel was provided with background information, including the preferred candidate's completed application form.

A confirmation hearing is a public meeting where the candidate is requested to respond to questions from the Panel. It is important to establish that the Panel is satisfied with the integrity and independence of the appointment process, and that

the preferred candidate has the necessary professional competencies and personal independence to succeed in the post.

The Panel asked a range of questions and concluded that Ms Tedds suitably demonstrated the skills, competencies, and experience required for the role. The Chair of the Panel wrote to the Commissioner to commend Ms Tedds for the post without reservation.

In April 2022, the Panel held a Confirmation Hearing to consider the appointment of the Commissioner's preferred candidate for the role of Deputy Police and Crime Commissioner, Mrs Emma Daniell. The Panel was provided with an overview of the selection process and how the preferred candidate had demonstrated her aptitude for the role, including the requisite personal skills.

The Panel asked a series of wide-ranging questions and resolved to endorse the appointment of Mrs Daniell to the role of Deputy Police and Crime Commissioner.

Impact of COVID-19

The Panel has continued to take a close interest in the ongoing implications of COVID-19 on policing and the safety of communities. Throughout 2021/22, the Panel has sought assurances from the Commissioner to assess the impact of the Pandemic on the Force, including levels of staff absences. The Commissioner has provided regular updates to the Panel outlining staff sickness levels and measures to secure business continuity.

The Panel has scrutinised the effect of COVID-19 on communities, its influence on levels of crime across different crime-types, and the repercussions of delays to criminal justice processes. The Panel was grateful of the assurances provided by the Commissioner and will continue to monitor the longer-term implications of the Pandemic.

Gypsy, Roma, and Traveller Update

In November 2022, the Panel received an update from the OPCC in relation to Gypsy, Roma, and Traveller (GRT) communities and the operational implications of proposed changes to legislation. The Panel was provided with an overview of national and regional issues affecting GRT relations, including multi-agency partnership approaches and measures currently in place in Warwickshire to facilitate a dialogue with traveller communities.

The Panel considered the impact that unauthorised encampments had on communities, the need to balance the rights and requirements of all parties, and

scope to promote partnership working. It was resolved to revisit the subject once the terms of the new legislation have been established.

Evolve Programme

The challenges associated with the development of Warwickshire Police as a standalone Force following termination of the Strategic Alliance with West Mercia Police have continued to be a matter of significant focus for the Panel. Throughout the year, the Police and Crime Commissioner has provided regular updates on progress made to deliver the Force's 'Evolve' change programme, leading to migration of specific services (Forensic Services, ICT, and Transactional Services) that had proved to be more complex to disaggregate from the Alliance arrangement.

ICT has proved to be the most challenging service to transition to a standalone arrangement. In January 2022, the Panel was advised that a self-supported ICT system for Warwickshire Police was in place, offering improved digital connectivity and providing staff with modern, reliable equipment.

As part of this process, in March 2022, a newly refurbished Operations Communication Centre (OCC) was opened at Stuart Ross House, Warwick. The Panel was notified that migration of the OCC was completed successfully without significant interruption to services; it would lead to better engagement with the public and improved outcomes.

The Panel has taken a close interest in the rollout of new ICT systems, including the small number of residual applications that will continue to be hosted by West Mercia Police until the end of June 2022. The Panel will seek to scrutinise the benefits delivered by investment in ICT and measures to optimise efficiency.

Home Office Review of the Role of the Police and Crime Commissioner

In July 2020, the Home Office announced a two-part review into the role of Police and Crime Commissioners, intended to sharpen the accountability, visibility, and transparency of PCCs. Outline recommendations emerging from Part One of the Review were released by the Home Office in March 2021, including proposed enhancements to the role of the PCC and a refreshed governance training package for Police and Crime Panels nationally.

Part Two of the Review places an emphasis on the tools and levers required by PCCs to better equip them to fight crime, alongside a focus on local scrutiny arrangements.

In March 2022, the Home Secretary outlined the conclusions from Part Two of the Review. These included development of PCCs' role in offender management,

including collaborative working between PCCs and the Probation Service; improvements to the way PCCs work in partnership with other agencies to fight crime and support victims; measures to improve public confidence in policing; improved access for PCCs to criminal justice data; effective local scrutiny by Police and Crime Panels; and measures to ensure that the public can complain about their PCC if needed with confidence that their complaint will be handled fairly.

The Home Office has advised that it will work with its partners to deliver the recommendations in the year ahead. The Home Secretary has expressed confidence that the conclusions of the Review will “better equip PCCs to reduce crime and protect the public, solidify their position within the criminal justice system and make it easier for the public to hold PCCs to account.”

The Panel considered the recommendations emerging from Part Two of the Review at its meeting in April 2022, taking a specific interest in the implications of an expanded role for PCCs; arrangements for partnership working enabled by the Warwickshire Local Criminal Justice Board; methods to improve public confidence in policing; and the prospect of additional support to Police and Crime Panels nationally.

Public Questions

Public questions provide the Panel with an opportunity to engage with the community and understand more about topics of concern, thereby informing work programming activity. This year, the Panel received a detailed question relating to the findings of the recently published Independent Inquiry into Child Sexual Abuse (IICSA) report examining child sexual exploitation and organised networks, and the robustness of strategies in place to address the issue in Warwickshire. The Police and Crime Commissioner provided a detailed response, exploring the complexity of the subject which will continue to be an area of interest to the Panel.

Looking Forward

Building on the progress made in 2021/22, a varied and wide-ranging Work Programme will support the Panel to deliver effective scrutiny as a critical friend of the Police and Crime Commissioner in the year ahead.

The Panel will take a keen interest in the Commissioner's challenge and scrutiny of Warwickshire Police's 'Empower' change programme which is intended to build upon the progress of Evolve across the key areas of 'People', 'Place' and 'Technology'. Empower is a holistic review of the Force's operating model allocating priority to continuous improvement in line with Warwickshire Police's 'Fit for the Future' strategy and the ambitions of the Police and Crime Plan 2021 – 2025.

At recent meetings, the Panel was grateful to receive assurance that the effect of investment, particularly in ICT, will be monitored to develop an understanding of measurable efficiencies. The Panel will take a close interest in the scope of Empower to strengthen Warwickshire Police as a standalone force, and the extent by which the Programme will deliver further savings to close the remaining budget gap over the medium term.

The Home Office has proposed to undertake a review of the Police Funding Formula in the year ahead. This will be influential in any assessment of the long-term financial sustainability of Warwickshire Police. The Panel has noted that the existing terms, set in 2008, are outdated and place Warwickshire at a disadvantage. The Panel will urge the Commissioner to advocate for a revised Formula that is fairer to Warwickshire residents.

The Panel will take a close interest in the delivery of recommendations emerging from the Home Office Review of the Role of the Police and Crime Commissioner. The Home Office has emphasised the importance of effective local scrutiny and recently released updated guidance notes as part of a refreshed training package for police and crime panels. The Panel will seek to make use of these resources.

When reviewing the Precept for 2022/23, Panel members made some positive suggestions to encourage wider participation in the public consultation on the Commissioner's proposals. A phased approach to the consultation was suggested, enabling a view to be sought from residents in advance of details of the government settlement being made available. The Panel will seek to support the Commissioner and his Office to improve the effectiveness of the consultation through early engagement.

The Panel has a longstanding interest in measures to ensure that a strong organisational culture is present within Warwickshire Police. Nationally, there has

been an increased focus on standards of conduct across police forces. Media reports of incidents of racist, misogynist, and homophobic behaviour within the Metropolitan Police Service have occurred with lamentable regularity in recent years, damaging public confidence. The Panel strongly supports the Commissioner's commitment to ensure that such conduct has no place in Warwickshire Police and agrees that vigilance is required to safeguard standards of behaviour.

The Panel will seek to monitor workforce planning arrangements and progress made to reach Force establishment targets, noting the importance of high-quality training for new officers. The Panel will continue to take an interest in the proportion of officers from ethnic minority backgrounds within the Force, the work of the Positive Action Team, and the ambition to make Warwickshire Police more representative of the population that it serves.

In the year ahead, the Panel proposes to evaluate the strategies in place to respond to the complexities of Domestic Abuse and Domestic Violence. An understanding of the role of partnership organisations will support the Panel's work in this area, alongside an overview of recent national developments and the impact of service changes in Warwickshire.

The Budget Working Group will seek to examine the use of Needs Based Commissioning by the PCC, including joint commissioning with partners, to develop an understanding of the effectiveness of funding allocations with a focus on the ambitions of the Police and Crime Plan.

In the year ahead, the Planning and Performance Working Group will progress the initiative to develop a Performance Dashboard to monitor delivery of the Police and Crime Plan. It is proposed that the Group will focus on effectiveness and efficiency alongside outcome rates, leading to an improved understanding of prevention strategies.

A focus on Sustainability is proposed, drawing on the findings of Warwickshire Police's Estates Review. An assessment of interventions to reduce emissions and adapt to projected future weather events will complement the work being undertaken by the PCC and Warwickshire Police, leading to improved outcomes.

Membership for 2022/23

There are 12 members of the Police and Crime Panel representing the six first and second tier authorities in Warwickshire as well as two independent members. The membership of the Panel is politically and geographically balanced. Each borough or district area is represented by one councillor from the borough / district and a county councillor who represents an electoral division in that area. The number of seats allocated to the political parties is determined by the number of seats held by that party across all the authorities. Reaching the balanced appointment objective is a collective responsibility of the component authorities and the Panel itself.

The two independent members are politically neutral and are appointed to the Panel for four-year terms.

The Panel welcomes a new member for 2022/23, Councillor Ray Jarvis, who will represent North Warwickshire Borough Council.

The Panel wishes to convey its thanks to departing member, Councillor David Reilly. Councillor Reilly joined the Panel in June 2018 and has been its Chair since June 2019. He has made an outstanding contribution to the work of the Panel, bringing knowledge, energy, and leadership. His guidance and expertise will be greatly missed by Panel colleagues.

The Membership for 2022/23 is:

District and Borough Representatives

Councillor Ray Jarvis	North Warwickshire Borough Council
Councillor Clare Golby	Nuneaton & Bedworth Borough Council
Councillor Derek Poole	Rugby Borough Council
Councillor Christopher Kettle	Stratford-on-Avon District Council
Councillor Ian Davison	Warwick District Council

Warwickshire County Council Representatives

Councillor Barbara Brown
Councillor Jenny Fradgley
Councillor John Holland
Councillor Dave Humphreys
Councillor Bhagwant Singh Pandher

Independent Members

Mr Andrew Davies
Mr Andy Davis

Get Involved

Listening to the views of local residents is an important part of the work of the Panel. All meetings are open to the public and anyone who lives or works in Warwickshire is welcome to submit a question to either the Panel or the Police and Crime Commissioner.

If you wish to submit a question, please submit it in writing at least three working days in advance of the meeting using the contact details below:

Email: democraticservices@warwickshire.gov.uk

or

Post: Warwickshire Police and Crime Panel
Warwickshire County Council
PO Box 9, Shire Hall
Warwick
CV34 4RL

Warwickshire Police and Crime Panel Work Programme 2022/23

Date of next report/update	Item	Report detail	Date of last report
23 June 2022	Appointment of Chair and Vice Chair	To appoint a Chair and Vice Chair for the 2022/23 municipal year	
23 June 2022	Appointments to Working Groups	To appoint the membership of the Budget Working Group and Planning and Performance Working Group	
23 June 2022	Annual Report of the Police and Crime Panel 2021/22	To approve the Police and Crime Panel's Annual Report for 2021/22.	
23 June 2022	Annual Report of the Police and Crime Commissioner 2021/22	Scrutiny of the Commissioner's Annual Report for 2021/22.	
22 September 2022	Home Office Grant	A review of how the Home Office Grant was utilised in 2021/22, including allocations across cost categories.	
22 September 2022	Public Engagement and Consultation	<p><u>Public Consultation – Budget and Precept 2023/24</u> Consideration of a phased approach to the PCC's public consultation to seek a view from residents in advance of details of the government settlement being made available. The Panel will seek to support the Commissioner and his Office to improve the effectiveness of the consultation through early engagement.</p> <p><u>Council Tax Base</u> For clarity to be sought on the tax base to ensure that proposals take account of latest information.</p>	

17 November 2022 or separately in December 2022 – a view to be sought from Panel, CC and OPCC	Representation from the Chief Constable	An invitation to be made to the Chief Constable requesting a verbal report to the Panel.	
6 April 2022 (dependent upon WJASC arrangements and agreement)	Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report / Governance Statement 2022	An invitation to the Chair of Warwickshire Joint Audit & Standards Committee to enable consideration by the Panel of WJASC's Annual Governance Statement.	

Standing Items	Report of the Police and Crime Commissioner	To hold the PCC to account for the delivery of the Police and Crime Plan and to: <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan and progress made towards recruiting to the additional officer posts created in the 2019/20 budget. • Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives. • Provide a financial summary. • Provide an update on delays in the Court service. 	
	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).	
	Report of Working Groups (Following a meeting of a Working Group)	The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting. The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force Performance to the Planning and Performance Working Group, to identify key issues for Panel enquiry.	
	Work Programme	To consider and review the Panel's work programme.	

	Areas of Community Concern	<p>A regular item at Panel meetings to consider issues flagged by residents that may require the intervention of the PCC. It is not proposed to raise single local issues, but rather provide a means to take a holistic view to evaluate the strategic implications of residents' concerns.</p> <p>This could encompass proposals to request a report from the PCC on discussion with the Force around increased joint working to implement lower speed limits (i.e., 20mph) in specific areas such as around schools.</p>
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Items to be Timetabled		
Items	Report detail	Timing Considerations
Sustainability / Climate Action	<p>The Planning and Performance Working Group has been advised that a report is being prepared detailing how both the OPCC and Warwickshire Police plan to respond to the climate emergency and the Government's target of carbon neutrality by 2050. This will draw on the findings of the Force's Estates Review.</p> <p>The Estates Review will be a key document for the proposed Sustainability Task and Finish Review.</p>	
Performance Framework	<p>An evaluation of the implications of the updated approach to performance monitoring taken by the OPCC. Taking consideration of:</p> <ul style="list-style-type: none"> • How the updated Performance Framework will drive performance, leading to delivery of objectives set out within the Police and Crime Plan 2021-2025. • Outcomes from the Chief Constable's proposed Operational Review of Warwickshire Police. • The PCC's oversight of the new operating model for Warwickshire Police. • Outcome rates, and how these can inform Prevention strategies. 	To be delegated to the Planning & Performance Working Group for onward consideration.

Equality, Diversity and Inclusion	An evaluation of measures to support the organisational health of Warwickshire Police with a focus on equality, diversity and inclusion (EDI), and workplace culture.	
Needs Based Commissioning	It is proposed that the Budget Working Group examine Needs Based Commissioning in 2022/23, including joint commissioning with partners, to develop an understanding of the effectiveness of funding allocations with a focus on the ambitions of the Police and Crime Plan.	To be delegated to the Budget Working Group for onward consideration.
Local Government Reorganisation / Review of the Role of the PCC	<p>Due to the recent unitary debate across the County, it was agreed in November 2020 that an item on Local Government Reorganisation and the implications for the PCC in terms of Police and Fire and Rescue Services should be added to a future agenda.</p> <p>In July 2020, the Home Office launched a two-phased Review of the Role of the PCC. Recommendations from Part One were reported in March 2021 and included the Home Office working with the LGA to develop a good governance training package for Police and Crime Panels and the mandatory appointment of a Deputy PCC.</p> <p>In March 2022, the Home Secretary outlined the conclusions from Part Two of the Review with a focus on PCCs' role in offender management, including a duty to 'lock-in' collaborative working between PCCs and the Probation Service; improvements to the way PCCs work in partnership with other agencies to fight crime and support victims; measures to improve public confidence in policing; improved access for PCCs to criminal justice data; effective local scrutiny, examining the role of Police and Crime Panels; and measures to ensure that the public can complain about their PCC if needed and trust that their complaint will be handled fairly.</p> <p>The Home Office has advised that it will work with its partners to deliver the recommendations in the year ahead.</p>	<p>The Fire Reform White Paper and consultation was published on 18 May 2022. The Home Office will publish a response paper to the consultation.</p> <p>The Home Office will advise of its progress in delivering the recommendations of the Review, including new guidance and training for PCPs.</p>

National Review of the Policing Funding Formula	The Panel is mindful that the ratio between government funding and council tax revenue is not consistent across policing areas and that Warwickshire is disadvantaged by the current arrangement. The PCC has indicated his intention to promote the interests of Warwickshire residents to representatives in Westminster.	To be delegated to the Budget Working Group for detailed consideration.
Domestic Abuse and Domestic Violence	The Panel proposes to undertake a detailed evaluation of the strategies in place to respond to the complexities of Domestic Abuse and Domestic Violence. An understanding of the role of partnership organisations would support the Panel's work in this area, alongside an overview of recent national developments and the impact of service changes in Warwickshire.	

Briefing Notes		
Topic	Briefing note detail	Timing considerations
Police Finance	The Panel's Financial Advisor to provide a basic guide to police finance issues, including an overview of the precepting process and its implications.	Ahead of precept meeting

Task and Finish Reviews		
Topic	Task and Finish Group	Status
Performance Framework (Police and Crime Plan 2021 – 2025)	The Task and Finish Group met three times in 2021-22. It has concluded the initial phase of its work. The initiative to develop a Performance Dashboard for monitoring of delivery of the Police and Crime Plan 2021 – 25 will be progressed by the Planning and Performance Working Group in collaboration with the Office of the Police and Crime Commissioner.	Resting - the may Group reconvene, if required.
Sustainability / Climate Action	A task and finish review has been proposed, drawing on the findings of Warwickshire Police's Estates Review. An assessment of interventions to lower emissions and adapt to projected future weather events will complement the work being undertaken by the PCC and Warwickshire Police, leading to improved outcomes.	Pending - to be convened following publication of the findings of the Estates Review.

Training and Conferences		
Event	Description	Date
Police (Fire) and Crime Panels Annual National Conference	The Annual Conference for Chairs, Members and Officers of Police (Fire) And Crime Panels will be held on Friday 11 November 2022 at Scarman House, Warwick Conference Centre (University of Warwick). If you would like to attend the Conference or receive further information, please contact John Cole (Democratic Services).	Friday 11 November 2022