

# Warwickshire Police and Crime Panel

Annual Report 2021/22



North Warwickshire  
Borough Council



## Chair's Foreword

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### **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

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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

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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

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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

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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  
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