

# Warwickshire Police and Crime Panel

Date: Thursday 7 April 2022  
Time: 2.00 pm  
Venue: Committee Room 2, Shire Hall

## Membership

Councillor David Reilly (Chair)  
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 Bhagwant Singh Pandher  
Councillor Derek Poole (Vice Chair)  
Councillor Christopher Kettle

Items on the agenda:

1. **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 meeting** 5 - 16  
To consider the minutes of the meeting held on 10 February 2022.
  - (4) **Public Speaking**
2. **Report of the Police and Crime Commissioner** 17 - 28  
The Report is attached.
3. **Joint Audit and Standards Committee Annual Report 2021** 29 - 40  
The Report is attached.

- 4. Performance Framework (Police and Crime Plan 2021 - 2025) Task and Finish Group - Update Report** 41 - 46  
An update on the work of the TFG following the meeting held on 22 March 2022. The Report is attached.
- 5. Work Programme** 47 - 52  
To consider and review the Panel's Work Programme.
- 6. Review of 'On Tour' Arrangements**  
A discussion item to consider whether to progress plans to hold future Panel meetings at venues across constituent authorities.
- 7. Dates of Meetings**  
To note the arrangements for future meetings:
- 23 June 2022 (14:00, venue to be advised)
  - 22 September 2022 (14:00, venue to be advised)
  - 17 November 2022 (14:00, venue to be advised)
  - 6 February 2023 (14:00, Shire Hall, Warwick)
  - 6 April 2023 (14:00, venue to be advised)
- 8. 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).
- 9. 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'.
- 10. 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

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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.

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# Warwickshire Police and Crime Panel

Thursday 10 February 2022

## Minutes

### Attendance

#### Committee Members

Councillor David Reilly (Chair) (North Warwickshire Borough Council)  
Andrew Davies (Independent Member)  
Andy Davis (Independent Member)  
Councillor Ian Davison (Warwick District Council)  
Councillor Jenny Fradgley (Warwickshire County Council)  
Councillor Marian Humphreys (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)

#### Officers

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

#### Others Present

Sara Ansell, Treasurer, 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  
Neil Tipton, Head of Media and Communications, Office of the Police and Crime Commissioner

### 1. General

#### **(1) Apologies**

Apologies were received from Councillor Clare Golby and Councillor Dave Humphreys.  
Councillor Sue Markham and Councillor Marian Humphreys were present as substitutes.  
Apologies were also received from Councillor Barbara Brown and Councillor John Holland.

#### **(2) Disclosures of Pecuniary and Non-Pecuniary Interests**

There were none.

### **(3) Minutes of the previous meeting**

#### **Resolved:**

That the minutes of the meeting held on 27 January 2022 be confirmed as a correct record and signed by the Chair.

### **(4) Public Speaking**

There was none.

## **2. Consideration of Revised Precept**

The Police and Crime Commissioner (PCC) introduced his revised budget and precept increase of £9.75 for a Band D property in the 2022/23 financial year. He expressed disappointment that the Panel had resolved to veto his original proposal. However, he acknowledged the Panel's democratic right to do so.

The Commissioner acknowledged the Panel's concerns regarding affordability; these had been taken into consideration when producing the revised budget. However, he stated that it was important to ensure that the Chief Constable was provided with adequate resources to deliver effective and efficient policing. He advised that the original budget, and the revised iteration, had been determined following detailed discussions with the Chief Constable.

The Commissioner highlighted the benefits enabled by the budget. He stated that a balanced budget had been produced which supported improvements to services whilst recognising the financial pressures faced by householders. He would enact measures to secure value for money.

The Commissioner highlighted the challenging backdrop to setting of the budget; the Force had been substantially rebuilt following termination of the Alliance, ICT infrastructure had been extensively upgraded. The budget sought to consolidate on the progress made, ensuring that the Force was fit for the future.

The Commissioner reported that the Force had delivered savings of £4.8m in 2021/22. This was a substantial undertaking which had enabled a balanced budget to be set for 2022/23 which included a further £0.2m of savings. A further savings requirement of £3m over the next three years was indicated by the Medium Term Financial Plan (MTFP); the Chief Constable would undertake a review of the operating model to provide options to meet the budget gap.

The Commissioner advised that, since the Panel's meeting on 27 January 2022, final figures had been received from borough and district councils outlining surpluses on the council tax collection fund and details of the council tax base. He stated that earlier projections from billing authorities had proved to be inaccurate; there was an additional £424,000 to add to the budget for 2022/23. He stated that, in future, borough and district councils would be asked to provide more accurate estimates as early as possible.

The Commissioner stated that the extra money was welcomed, but it did not change the requirements set out within the originally proposed budget. However, there was scope to reduce the amount expected from individual taxpayers towards service improvements. He advised that the

reduced precept increase of £9.75 for a Band D property equated to a rise of 3.85%. This was among the lowest rates nationally for policing.

The Commissioner provided a summary of the anticipated additional benefits facilitated by the budget. He advised that some of the extra money from the improved funding position would be utilised to appoint five additional Police Community Support Officers (PCSOs), with an aspiration to deploy them at urban locations in support of the 'Safer Streets' initiative. He advised that an additional £50,000 would be diverted to the PCC Grant Scheme to support victim services. A new Green Fund would benefit from £200,000 to accelerate sustainability work in response to climate change.

The Chair thanked the Commissioner and his Team for providing the revised budget.

In response to Councillor Davison, Sara Ansell (Treasurer, OPCC) advised that, had the entirety of additional funding been diverted to offset council tax contributions, the precept increase could have been reduced by approximately £2 for a Band D property. However, she advised that collection fund surplus money was a one-off payment; it would be a poor financial planning decision to reduce the precept increase by this amount on this basis.

In response to Councillor Davison, the Commissioner advised that the original budget had made provision for sustainability work; however, the additional funding of £200,000 would enable sustainability to be treated as a higher priority.

In response to Councillor Davison, the Commissioner stated that recruitment of Evidential Review Officers was not a cost-saving initiative, but rather an intervention to improve criminal justice outcomes. He advised that investigative procedures had grown in complexity, there were areas where oversights could result in detrimental outcomes.

Polly Reed (Chief Executive) commented that the work of the Panel's Performance Framework Task and Finish Group would provide scope to monitor the benefits conferred by investment across police services.

Councillor Kettle stated that the Panel's decision to veto the precept proposal was partly based on the impact of higher taxation on residents who were already contending with rising costs of living. He stated that it was fortunate that additional funding had become available. However, the revised budget showed increased spending in several areas; it would have been preferable for this money to be used more extensively to offset the burden on taxpayers. He asked how investment would lead to improved effectiveness and efficiency.

The Commissioner stated that the increased council tax base showed that the policing requirement for Warwickshire had expanded. The Police had a duty to protect and respond; this was reflected within the budget. He advised that between years, the council tax collection fund could go up and down; additional revenue could not be diverted to ongoing projects. This was why investment in the Grant Scheme and Green Fund had been prioritised.

Sara Ansell stated that the savings requirement of £3m indicated by the MTFP was based on a precept level of £9.99. This was a stretching target for the Force following the £4.8m of savings delivered in 2021/22 and the £200,000 of efficiency savings targeted in 2022/23. The reduced precept amount increased the requirement for savings over the medium term. As council tax

surplus money was a one-off payment, it would be a poor financial planning decision to allocate additional funding in its entirety to offsetting of the precept increase.

In response to Councillor Kettle, the Commissioner advised that switch-on of the new ICT system had been successful. It had been a substantial undertaking. He advised that it was planned to relocate Control Room facilities to Stuart Ross House later in 2022, dependent upon third party providers.

Councillor Kettle highlighted that the precept amount per capita in Warwickshire was among the highest across England and Wales. However, there was a higher number of officers per person within neighbouring policing areas where the precept amount per capita was lower. He asked how councillors could justify these circumstances to taxpayers.

The Commissioner commented that these figures demonstrated the urgent need for a fairer funding formula to be determined. The ratio between government funding and council tax revenue was not consistent across policing areas. It was hoped that the Police Funding Formula Review would redress the balance. He emphasised that since 2016, Warwickshire Police had been the second lowest increaser of council tax nationally.

In response to Andrew Davies, the Commissioner advised that investment in ICT was likely to deliver savings across the organisation. More robust ICT systems and the ability to hold meetings virtually facilitated homeworking, this would reduce fuel costs. He would seek evidence from the Force to demonstrate how improved ICT had resulted in measurable efficiencies.

Polly Reed advised that the Evolve Programme had focused on the transformation of Warwickshire Police as a standalone force following termination of the Alliance. This would be superseded by the Empower Programme with a focus on technology, people, and place. It would seek to examine the benefits of investment in ICT.

In response to Andrew Davies, the Commissioner advised that the savings target of £200,000 for 2022/23 had been set in recognition of the challenges faced by the organisation to deliver £4.8m in savings in 2021/22. The Force had emerged as a more resilient organisation; it was not proposed to set a savings target for 2022/23 that would result in a need to make far-reaching cuts.

In response to Councillor Poole, the Commissioner stated that the Chief Constable had made a strong case for the appointment of Evidential Review Officers. It was considered that the initiative would improve the experience of victims of crime and raise standards. He highlighted the complexities of modern policing, including cybercrime, fraud, and a national shortage of detectives. Evidential Review Officers would play an important role whilst new detectives were being trained. He advised that the Chief Constable had offered to give a briefing to Panel members at Leek Wootton Police Headquarters at a convenient time to provide an overview of recent developments.

In response to Andy Davis, the Commissioner advised that, in 2016, a proposal to refresh the Police Funding Formula had emerged. The revised terms would have been favourable to Warwickshire; however, it was not progressed by government. He stated that the existing terms, set in 2008, were outdated and disadvantaged Warwickshire. He would advocate for a revised Formula that was fairer.



In response to Councillor Kettle, the Commissioner advised that the Chartered Institute of Public Finance and Accountancy (CIPFA) had undertaken a Financial Management Capability Review to assess the financial resilience and sustainability of Warwickshire Police. The report had been published in July 2020 and discussed at a recent Joint Audit and Standards Committee meeting. It could be shared with the Panel, if required.

The Chair stated that the Panel had an option to 'note' the Commissioner's revised precept; however, he moved that the Panel progress to a vote to accept or reject the revised precept. Councillor Poole seconded the motion which was agreed by the majority of those present.

The Chair called a vote. He sought a verdict from Panel members on whether to accept or reject the revised precept of £9.75 for a Band D property in the 2022/23 financial year.

There were seven votes in favour of accepting the revised precept.

There were no votes in favour of rejecting the revised precept.

There were three abstentions.

It was determined that, once the PCC had responded formally to the Panel's letter of 3 February 2022, a letter would be sent to confirm that the Panel accepted the revised precept.

*The Police and Crime Commissioner's letter of 14 February 2022 is appended to these minutes alongside the letter in response from the Police and Crime Panel (17 February 2022) and the Commissioner's letter of 18 February 2022.*

**Resolved:**

That the Police and Crime Panel accepts the Police and Crime Commissioner's revised precept of £9.75 for a Band D property for 2022/23.

**3. Dates of Meetings**

Future meeting dates were noted.

**4. Any Urgent Items**

There were none.

The meeting rose at 15:26.

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Chair

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14 February 2022

**Councillor David Reilly**  
**Warwickshire Police and Crime Panel Chair**  
Shire Hall  
Warwick  
CV34 4RL

Sent by email via: [Johncole@warwickshire.gov.uk](mailto:Johncole@warwickshire.gov.uk)

Dear Councillor Reilly

### **Warwickshire Policing Precept 2022/23**

Thank you for your letter of 3 February 2022, which confirmed your decision of 27 January to exercise the right to veto the proposed policing precept for 2022/2023. This letter forms our response under the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012, and I am writing to notify you of our revised policing precept for next financial year. The revised precept is lower than the precept initially proposed and equates to an increase of £9.75 per annum on a Band D property.

I hope that you found that the report I presented, and the meeting on 10 February enabled you to understand the rationale for this lower figure, and an opportunity to hear more about the policing budget as a whole, the strategic priorities I have set for the force and the programmes that they are bringing forward to further transform the force. I will continue to hold the force to account on their delivery frameworks and to ensure positive outcomes to benefit the residents of Warwickshire.

You will have heard at the meeting that we have completed further analysis on the impact of the precept on those who pay Council Tax. We are mindful of rising costs that householders face, but with the increase remaining at a rate below inflation we hope that this does not add to the burden disproportionately. We would welcome any support you can offer in promoting our consultation in future years.

Office of the Police and Crime Commissioner, 3 Northgate Street, Warwick, CV34 4SP

✉ [opcc@warwickshire.pnn.police.uk](mailto:opcc@warwickshire.pnn.police.uk) ☎ 01926 733523

🌐 [www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk)

🐦 [@WarwickshirePCC](https://twitter.com/WarwickshirePCC)

📘 [WarwickshirePCC](https://www.facebook.com/WarwickshirePCC)

I was grateful to receive majority support for the revised precept at the meeting on 10 February, and I continue in my desire to work constructively with you in coming months,

**Yours sincerely**

A handwritten signature in black ink, appearing to read "Philip Secombe". The signature is written in a cursive style with a large initial 'P' and 'S'.

**Philip Secombe TD**  
**Police and Crime Commissioner**



Councillor David Reilly  
Warwickshire Police and Crime Panel Chair  
Shire Hall  
Warwick  
CV34 4RL  
[davidreilly@northwarks.gov.uk](mailto:davidreilly@northwarks.gov.uk)  
[www.warwickshire.gov.uk](http://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](mailto:philip.seccombe@warwickshire.police.uk)  
cc: Polly Reed (OPCC) [polly.reed@warwickshire.police.uk](mailto:polly.reed@warwickshire.police.uk)

17 February 2022

Dear Mr Seccombe,

### **Warwickshire Policing Precept 2022/23**

Thank you for your letter of 14 February 2022 and for attending the Panel's meeting on 10 February 2022 to present details of your revised precept.

I write to confirm that on 10 February 2022, the Panel considered your report and resolved to accept your revised precept increase of £9.75 for a Band D property for the 2022/23 financial year.

The Panel was reassured that you were mindful of concerns raised associated with rising costs of living and the financial challenges currently experienced by many householders.

At the meeting on 10 February, 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 keen interest in the Commissioner's challenge and scrutiny of the 'Empower' Programme, the scope it provides to demonstrate the effectiveness of the investment to date in Warwickshire Police as a standalone force, and the extent to which the Programme will deliver further savings to close the remaining budget gap over the medium term.

The work of the Panel's Performance Framework Task and Finish Group will also contribute to an improved understanding of effectiveness and efficiency, and I am grateful to your officers for the high quality of support provided to the Group.

Your commitment to “continue to hold the force to account on their delivery frameworks and to ensure positive outcomes to benefit the residents of Warwickshire” is welcomed by the Panel. To that end, the Panel will be interested in the PCC’s oversight of the new operating model for Warwickshire Police, how the new operating model is driving the deployment of the additional uplift officers and PCSOs, and the assurance you receive that the outcomes of the Chief Constable’s Operational Review will support the effective delivery of commitments within the Police and Crime Plan 2021 – 2025.

At the recent meeting, there was discussion of the anticipated 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. I am reassured to hear that you intend to promote the interests of our residents to representatives in Westminster. The Panel is supportive of this initiative and eager to lend its support to reach the best possible outcome for Warwickshire.

At the meeting, the Panel noted that an extra £424,000 had been added to the budget following receipt of final figures from collection authorities outlining surpluses on the council tax collection fund and updated details of the council tax base. The Panel was reassured to hear that, in future, you would request earlier notification and delivery of more accurate estimates from borough and district councils. The Panel notes that the scale of planned residential development across Warwickshire over the coming years is likely to further expand the council tax base and is of the view that it would greatly assist both the Commissioner and the Panel if estimates were as accurate as possible prior to the preparation of future precept proposals.

I am grateful that you have accepted the Panel’s offer of support for future consultation strategies. At the meeting on 27 January 2022, Panel members made some positive suggestions to encourage wider participation in public consultations on the budget and precept. The Panel looks forward to working with you and your office to develop proposals.

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**



18 February 2022

**Councillor David Reilly**  
**Warwickshire Police and Crime Panel Chair**  
Shire Hall  
Warwick  
CV34 4RL

Sent by email via: [Johncole@warwickshire.gov.uk](mailto:Johncole@warwickshire.gov.uk)

Dear Councillor Reilly

### **Warwickshire Policing Precept 2022/23**

Thank you for your letter of 17 February, following ours of 14 February in accordance with the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012. This is our final response in respect of the regulations.

I note the areas of force priority that you have outlined to be of interest to you over the coming year, and can confirm they will feature in my programme of holding to account, which will form part of the delivery plan of the Police and Crime Plan, which we will soon publish. We will also keep you updated on the review of the Policing Funding Formula.

We will continue to develop our strong working relationships with key staff at District Councils in order to influence, where possible, early notification of billing information, and we welcome any support you can offer this in your own authorities.

Office of the Police and Crime Commissioner, 3 Northgate Street, Warwick, CV34 4SP

[✉ opcc@warwickshire.pnn.police.uk](mailto:opcc@warwickshire.pnn.police.uk) [☎ 01926 733523](tel:01926733523)

I thank you for the supportive comments that you have made, and I look forward to our working together positively over the coming months.

Yours sincerely

A handwritten signature in black ink, appearing to read "Philip Seccombe". The signature is written in a cursive style with a large initial 'P' and 'S'.

**Philip Seccombe TD**  
**Police and Crime Commissioner**





# Police and Crime Panel

## 7 April 2022

# Report of the Police and Crime Commissioner

<b>Report Author</b>	David Patterson OPCC Assurance and Scrutiny Officer
<b>Report Date</b>	29 March 2022
<b>Security Classification</b>	Official
<b>Disclosable under Freedom of Information Act?</b>	Yes

## 1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel (PCP) with an update on my key activities as the county's Police and Crime Commissioner (PCC) since the PCP's last meeting held on Thursday 15 November 2021.

This period excludes the meetings of the PCP on the 27 January 2022 and the 10 February 2022, which were solely convened to consider the Warwickshire police precept for the budget year 2022/23. I wish to put on record my personal thanks to the PCP for the scrutiny, challenge, and support that they provided during this important democratic process of considering and agreeing the precept.

## 2. National Issues

### 2.1 PCC Part 2 Review

On 7 March 2022, the Home Secretary made a Written Ministerial Statement (WMS) regarding the Government's manifesto commitment to expand and strengthen the role of directly elected Police and Crime Commissioners, including the findings from the second part of the internal review into the role.

The two-part Review is intended to ensure that PCCs can focus more sharply on local crime fighting, with stronger accountability to those they serve. I have previously provided the PCP with an update on the recommendations from Part One of the Review, which focused on making it easier for the public to hold their PCC to account for their record on delivering the safer streets.

In March 2021, a package of measures was announced by the Home Secretary in respect of Part One and an update was provided in the MWS on two of the specific measures: -

1. The 'levelling up' of PCCs by providing them with a wider functional power of competence, so they have parity with the equivalent powers held by fire and rescue authorities and most mayoral combined authorities.
2. A pledge to consult on changes to the Policing Protocol Order. This is a document that sets out the roles and responsibilities of various people involved in policing, such as PCCs, chief constables and police and crime panels. Therefore, a targeted, stakeholder consultation is to be launched to seek views from policing partners on how the document should be refreshed to provide a 'brighter-line' on the boundaries of operational independence and to better reflect the role of the Home Secretary. It is essential that all those involved in policing understand their respective roles.

The focus of the second part of the Review is to ensure that PCCs have the information, levers, and tools to help cut crime, drugs misuse and anti-social behaviour - the '*and crime*' part of the PCC role.

A summary of the conclusions are as follows: -

- **Cement PCCs' role in offender management:**

A new statutory duty to 'lock-in' collaborative working between PCCs and the Probation Service. In conjunction with the other measures this will help align the work of PCCs and local probation services around their shared goal to break the chain of reoffending.

- **Improve the way PCCs work in partnership with others to fight crime and support victims:**

It is essential that PCCs can bring local agencies together to tackle the issues that blight their communities – like drugs misuse, anti-social behaviour, and neighbourhood crime. As such, the guidance that underpins the PCC role in convening partners to fight crime and drugs misuse will be strengthening.

In addition, PCC's will have a leading role on Local Criminal Justice Boards, support the work on Violence Reduction Units and clarify the local crime prevention landscape through an in-depth review of Community Safety Partnerships in England and Wales. The Government will introduce the Victims' Bill as soon as possible.

- **Improve public confidence in policing:**

PCCs must visibly hold the police to account on behalf of their whole community and use their role to help uphold police legitimacy. PCCs will be supported by clarifying the Government's expectations in this regard and be supported by access to the best possible evidence about what helps foster local confidence in policing.

- **Improve PCC's access to criminal justice data:**

Without sharing information on a timely basis, local crime fighting activity cannot be delivered in a joined-up way. It is therefore proposed to take steps to support a more data-confident culture by issuing new central guidance, supported by examples of local good practice, and bolstering the ability of PCCs to use this information more confidently.

- **Ensure there is effective local scrutiny:**

The Government want to see police and crime panels acting as critical friends, helping the public to understand how their PCC is doing on the issues that matter to them. The Review found that independent members on panels were important, bringing relevant skills, expertise, and greater diversity; the Review will therefore focus on improving their recruitment and retention. The Government will also look at whether a regional model of panel support could improve the professionalism, quality and consistency of the support provided to panels.

- **To help ensure the public can complain about their PCC if needed and trust that their complaint will be handled fairly and consistently:**

Police and Crime Commissioners are elected representatives, held to account to the public via the ballot box. The Home Office will further consider the processes for how complaints of criminal misconduct are handled, and the scope to align a new code of conduct with the regime for mayors and councillors in local government.

## 2.2 State of Policing 2021

On 10 March 2022, Sir Tom Windsor as the Chief Inspector Her Majesty's Inspector of Constabulary (HMIC), after nearly a decade in the role, published his final annual report on his assessment of the effectiveness and efficiency of policing in England and Wales.

There are several observations that Sir Windsor makes upon reflecting his ten-year tenure as HMIC. Most notable, is that there have been a significant number of changes during this period that have probably been more radical than any for a hundred years. This includes the establishment of PCC's.

His assessment is that over the ten years, there have been many improvements in the things the police do and how they are done. There have been critical advances in several fields of policing, including domestic abuse; child protection and sensitivity to the needs of the most vulnerable; crime recording; the quality of some investigations; relations with the public; and diversity in policing. Most forces are now better at assessing and planning for future demand, and in understanding the capacities and capabilities of their workforces

However, he asserts that only perfection is incapable of improvement, and the police are far from perfect. There are things which need to get better. Therefore, conditions in society, and police efficiency and effectiveness, have not in every respect improved to the extent the public would reasonably expect. Some of these problems are attributable to increases and changes in demand, reductions in police numbers (now being reversed) and financial constraints. Some are attributable to failures in forces to become sufficiently efficient.

The Chief Inspector also reflected on recent evidence of toxic behaviour and attitudes demonstrated by some police officers. He said that when public trust in the police is damaged, it is essential that public reassurance in the integrity and professionalism of the police is restored and reaffirmed as quickly as possible.

Of resonance are his following comments, which I fully endorse, "*The severity of the problems that our police service now faces should not be underestimated, but the public should be reassured by the strong, pragmatic, and professional approach of police officers and staff. They should stand in admiration of their fortitude and bravery in facing sometimes mortal danger and the worst things which happen to people, and which people do to others. The public can and must trust the police.*"

The report is very comprehensive and can be found at: [State of Policing: The Annual Assessment of Policing in England and Wales 2021 - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/state-of-policing-2021/)

## 2.3 National Policing Measures

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

## OFFICIAL

- Reduce murder and other homicides
- Reduce serious violence
- 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.

### **2.3.1 Specified Information Order**

As part of the National Policing Measures, an amendment has been made to the Specified Information Order 2011 (SIO). This places a duty on PCCs to publish certain information within specified timescales, and for that information to be reviewed at prescribed frequencies.

The amended Order was introduced in May 2021 and requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. It is recommended that this statement includes: -

- Reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution.
- A summary of planned action for the next quarter to drive the force's performance against applicable measures.
- An explanation of which of the Measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment.

My Police and Crime Plan 2022-2025 has now been published and I have already had discussions with the Chief Constable as to the methodology by which this process will be adopted. I will be publishing my first SIO response to the National Policing Measures later this month.

## **3. Warwickshire Police**

### **3.1 Evolve**

Following the termination of the strategic alliance with West Mercia Police, I have continued throughout to provide briefings and updates to the PCP. The last, and arguably the most significant and complex, element of the termination under the Evolve change programme was the separation of Warwickshire Police's ICT to a stand-alone arrangement.

I am pleased to be able to report that in January 2022 the migration of the ICT was successfully completed, and the force now have an entirely new operable digital infrastructure, providing excellent connectivity and supporting the latest technology through the rollout of brand-new laptops and mobile phones to the workforce.

Whilst the advantages provided by this innovative technology are yet to be fully realised, the force are starting to plan for how the returns from these investments will be maximised to ensure that the workforce realise the full operational benefits, to the benefit of the residents and communities of Warwickshire.

### **3.2 Operations Communication Centre**

On 16 March 2022, as an integral part of the Evolve change programme, the long-awaited migration of Warwickshire Police's Operations Communication Centre (OCC) from its current base in Leek Wootton to a newly refurbished facility at Stuart Ross House took place.

I am pleased to be able to report the migration was conducted successfully and without significant interruption to this critical service. I have confidence that the benefits of this move will soon be realised, as a consequence of the upgraded ICT and the improved facilities and working environment at Stuart Ross House leading to greater health, welfare and morale of the workforce located there.

### **3.3 Empower**

Warwickshire Police have embarked on a holistic review of its operating model to ensure that the force strives for continuous improvement, to deliver an effective and efficient service to meet the ever-changing nature of the environment in which it operates and to better satisfy the public's priorities and expectations.

This change programme is entitled 'Empower' to capture the engagement and enabling involved in shaping the force's medium-term future. The strategic intention is to deliver the absolute best policing services with the funding and resources available, to successfully deliver on the force's 'Fit for the Future' strategy and the ambitions of my 'Police and Crime Plan.'

Under this change programme, there are three workstreams of activity: -

#### **1. Empower: People**

An extensive review of the force's operating model, ensuring it can meet current and future demands.

#### **2. Empower: Place**

An extensive review of the force's police estate and fleet, ensuring that it is fit for the future.

#### **3. Empower: Technology**

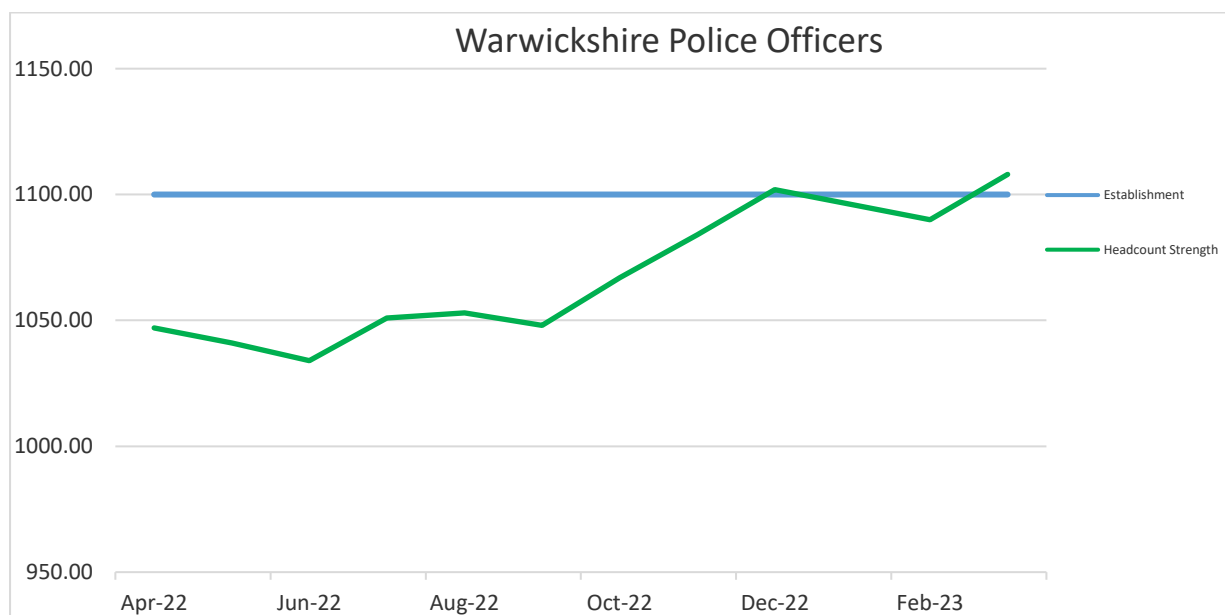
Ensuring the ICT investments are maximised and that the modern technologies introduced under the Evolve programme are fully embraced.

The programme is well underway and is anticipated to report its recommendations in late Quarter 1 of 2022/23.

### 3.4 Establishment

Throughout my term of office, I have given an undertaking that the additional funding that taxpayers across Warwickshire have contributed through the police precept over the last few years would be used to increase the number of police officers in the county, to ensure that policing numbers would top the 1,000 mark - one of the key priorities of my Police and Crime Plan 2016-2022.

I am pleased to be able to report that this ambition continues to be achieved, where the actual numbers of Warwickshire police officers currently stands at a headcount of 1,033 officers. This number is projected to further increase through the Governments 'Uplift' programme of recruitment to achieve a force establishment of 1,100 officers during 2022/23, as the following graph illustrates: -



*Graph 1 - Police Officer Establishment and Force Strength*

### 3.5 Force Performance.

Since the last meeting of the PCP in November 2021, meetings of the Planning and Performance Working Group Working Group, and the associated Task and Finish Group, have taken place on the following dates: -

- 6 December 2021
- 7 January 2022
- 10 January 2022
- 3 March 2022

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Since the last meeting of the PCP in November 2021, meetings of the Budget Working Group have taken place on the following dates: -

- 24 January 2022
- 31 March 2022

I understand that the Chairs of the respective Working Groups will be reporting to this meeting of the PCP, and I am content to answer any questions that may subsequently arise.

### **3.5.1 County-lines.**

I know that the scourge of County-lines is of concern to the PCP and the residents and communities of Warwickshire, due to how it preys on the young and the vulnerable, and the devastation that it can bring to many lives.

To provide some reassurance that the matter is being addressed across the county, I am pleased to report to provide that following recent proactivity during a County-lines Intensification Week in mid-March, Warwickshire Police achieved the following successes: -

- 29 x Arrests across Warwickshire of predominantly adult male offenders.
- 15 x Properties across Warwickshire were searched.
- 6 x County-lines have been disrupted across the county.
- 4 x Safeguarding referrals across Warwickshire (Children aged 15-18)
- £379k cannabis seized, including £70k found by the South Warks SNT
- £4.4k in crack cocaine and heroin seized:
- £1.7 k cash seized from people in custody

### **3.6 Holding to Account.**

To facilitate my statutory duty and electoral mandate under the Police Reform and Responsibility Act 2011 to 'hold to account', on behalf of the public of Warwickshire, the Chief Constable (CC) of Warwickshire Police for policing services, I hold a formal 'Performance Accountability Meeting' (PAM) each month with CC Tedds and senior officers from the force. The PAM provides an opportunity to scrutinise performance and raise issues with the Chief Constable of particular interest or concern.

A 'spotlight' subject is also selected for each monthly PAM to enable additional scrutiny on a topic of particular interest or concern. Since 2021, these have been: -

#### **3.6.1 Spotlight Subjects**

- January - Hate Crime.
- February - Cyber Crime.
- March - Change Management.



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- April - Repeat Victims.
- 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

**2022 Spotlight Subjects**

- January - Sustainability.
- February - Investigations and Outcomes / VAIWG Strategy<sup>1</sup>
- March - Homicide and National Policing Measure
- April - Crime Profiles

Refreshed arrangements for my 'holding to account' responsibilities with the Chief Constable are in the process of being implemented to ensure that they are sufficiently robust to fulfil my responsibilities to secure an effective and efficient police service for Warwickshire, and to achieve the ambitions of my new Police and Crime Plan 2022-2025.

**4. Office of the Police and Crime Commissioner (OPCC).****4.1 Deputy Police and Crime Commissioner**

I have made the decision to appoint a Deputy Police and Crime Commissioner for my remaining term of office. An advertisement for the position was placed in February 2022 and interviews have taken place. I will inform the PCP once recruitment has been further progressed for the preferred candidate so that a Confirmation Hearing of the PCP can be convened within the prescribed period.

**4.2 Commissioner's Grants Scheme.**

On the 2 December 2021 I launched my 'Commissioner's Grant Scheme', designed to support projects and initiatives that help boost community safety and victim care across Warwickshire, and in doing so contribute to the ambitions of my Police and Crime Plan, namely: -

- Deliver visible and effective policing

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<sup>1</sup> Violence Intimidation against Women and Girls

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- Fight crime and reduce reoffending
- Keep people safe and reduce harm
- Improve the justice experience
- Strengthen communities

This is an annual award and is the sixth year that I have made the funding available, with well over £5.5 million distributed to community initiatives in that time. This scheme is in addition to the £1.2 million of commissioned services that I also fund each year to provide support services for victims of crime, domestic abuse, sexual abuse, and child exploitation, as well as drug and alcohol interventions.

A total of seventy-seven applications have been received from many private, public and third sector organisations seeking funding from the amounts I have made available in the following categories: -

- General Grants = £310,000
- Road Safety = £250,000
- Community Safety Partnerships = £159,000

All applications have undergone evaluation and a process of due diligence by the OPCC. Final decisions are being made and applicants will be notified shortly of the awards made.

## 5. Engagement.

The following are some of my most recent and significant engagements: -

### 5.1 Engagements

I have also participated in a diverse range of meeting with elected officers, partner agencies, third sector organisation and members of the public, including: -

#### January 2022

- 04/01/2022 - Leek Wootton Parish Council Meeting
- 14/01/2022 - Walkabout at Stratford upon Avon with residents

#### February 2022

- 10/02/2022 - Chair of Local Criminal Justice Board Meeting
- 15/02/2022 - Visit to Warwickshire Road Safety Unit at Rugby

#### March 2022

- 09/03/2022 - Safer Warwickshire Partnership Board
- 10/03/2022 - Warwickshire Road Safety Partnership
- 10/03/2022 - Stoneleigh and Ashhow Parish Council Meeting
- 11/03/2022 - Coventry & Warwickshire Climate Change Summit

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- 15/03/2022 - Leek Wootton Parish Council Meeting
- 17 & 24/03/2022 - Warwickshire Police Awards Nights<sup>2</sup>
- 21/03/2022 - Safer Streets Community Event<sup>3</sup>
- 26/03/2022 - Meon Vale Public Meeting
- 24/03/2022 - Meeting with the Head of Professional Standards Department
- 29/03/2022 - Meeting with Policing Minister Kit Malthouse MP.

**April 2022**

- 06/04/2022 - Stratford Oversight and Scrutiny Meeting
- 07/01/2022 - Meeting with Derrick Campbell, Independent Office for Police Conduct (IOPC), Regional director for the Midlands

As regards future engagements, I am soon to meet with detectives from Warwickshire Police's CID and the Child Exploitation, Abuse and Trafficking (CATE) team, to better understand the nature of their work. Also, I will be visiting Stuart Ross House to engage with the staff there and to see for myself the new facilities of the Operations Communication Centre.

The recent addition of an Engagement Officer to the staff of the OPCC will undoubtedly improve my engagement opportunities, as the purpose of this new role is to extend my reach into Warwickshire's diverse communities to listen and better understand their concerns and priorities and at the same time explain my role and communicate the extent of my work and that of the OPCC.

**5.2 Joint Audit and Standards Committee (JASC)**

On the 16 March 2022, I participated in the force's JASC. This committee provides independent advice and recommendations to both me as PCC and the Chief Constable on the adequacy of the governance and risk management frameworks, the internal control environment, financial reporting and ethics and standards, thereby helping to ensure efficient and effective assurance arrangements are in place. I value the work of the committee and thank its members for their professionalism, scrutiny, and insight they provide in discharging their responsibilities.

**5.3 BlueLight Commercial Limited.**

On 9 March 2022, I participated in the Annual Planning Conference as a member of the board of BlueLight Commercial Limited. The purpose of this company is to act as a national police procurement support company, providing improved efficacy and efficiency and economies of scale in procuring goods and services for the 43 police forces of England and Wales. These vitally important bodies spend around

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<sup>2</sup> attended by Chief Executive due to PCC Self-isolation

<sup>3</sup> Attended by Chief Executive due to PCC Self Isolation

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£2.5billion of public money annually and I am grateful to be afforded the opportunity to shape the future in this area of governance and financial prudence.

## 6. Formal Decisions.

A list of my formal decisions made can be found on the OPCC website at: - <https://www.warwickshire-pcc.gov.uk/your-pcc/decision-making/>

A handwritten signature in black ink, appearing to read 'Philip Secombe', written in a cursive style.

Philip Secombe  
Police and Crime Commissioner for Warwickshire.

## Warwickshire Police and Crime Panel

7 April 2022

### Joint Audit and Standards Committee Annual Report 2021

#### Recommendation

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

#### 1. Key Issues

- 1.1 The Joint Audit and Standards Committee (JASC) Annual Report 2021 sets out the work of the Committee for the year ended 31 December 2021, including how the Committee has met its Terms of Reference. The Report has been presented to the Police and Crime Commissioner and Chief Constable.
- 1.2 The JASC was created under the Home Office Financial Code and became operational in October 2019. It comprises five members who are independent of both the Police and Crime Commissioner and Chief Constable. The Chair of JASC, Mr John Anderson, will introduce the Report to the Panel. Within JASC, he is supported by the Deputy Chair, Mr Gavin McArthur, alongside Ms Helen Knee, Mr David Carter, and Mr Andy Heath. A representative of JASC regularly attends Panel meetings as an observer.

#### 2.0 Financial Implications

- 2.1 None for this report.

#### 3.0 Environmental Implications

- 3.1 None for this report.

#### Appendix

The Joint Audit and Standards Committee Annual Report 2021

	Name	Contact Information
Report Author	John Cole	<a href="mailto:johncole@warwickshire.gov.uk">johncole@warwickshire.gov.uk</a> Tel: 01926 736118
Assistant Director	Sarah Duxbury	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
Strategic Director	Rob Powell	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>

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**AGENDA ITEM 15**

**WARWICKSHIRE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE**  
**JOINT AUDIT & STANDARDS COMMITTEE, ANNUAL REPORT 2021**

<b>REPORT BY</b>	Chair of the Joint Audit and Standards Committee (JASC)
<b>SUBJECT</b>	Annual Report 2021
<b>RECOMMENDATION</b>	To approve the report and submit it to the Police and Crime Commissioner (PCC) and Chief Constable (CC)

**1. Purpose of report**

This report fulfils two purposes:

- a) A review of the Committee's terms of reference; and
- b) An annual report, including Accountability Arrangements, as required by the Terms of Reference.

**2. Recommendations**

The Committee is recommended to:

- a) Review and comment on the report.
- b) Confirm the proposed changes to the JASC Terms of Reference regarding: Wellbeing, as separate from Health & Safety (H&S), Equality, Diversity and Inclusion and Review the Effectiveness of Selected Governance and Assurance Arrangements, including Estates Management, Business Continuity Management, Environmental Management, Performance Management and Accountability, Cyber Crime and Vetting.
- c) Submit the report to the PCC and CC.

**3. Introduction**

The JASC was created under the Home Office Financial Code and became operational in October 2019. This is the second annual report and covers the work of the committee for the year ended 31 December 2021. It sets out how the committee has met its Terms of Reference and is informed by an annual effectiveness review based on best practice.

The JASC has the following accountability arrangements which are also covered in this report:

- On a timely basis report to the PCC and the Chief Constable with its advice and recommendations in relation to any matters that it considers relevant to governance, risk management and financial management.

- Report to the PCC and the Chief Constable on its findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks; financial reporting arrangements and internal and external audit functions.
- Review its performance against its terms of reference and objectives on an annual basis and report the results of this review to the PCC and the CC.

#### **4. JASC membership**

The JASC is comprised of five members who are independent of both the PCC and CC. John Anderson, the Chair, is supported by Gavin McArthur, the Deputy Chair, and three members: Helen Knee, David Carter, Alistair Murdie, who resigned during the year, and was recently replaced by Andy Heath. All appointments to the JASC were made following an open recruitment exercise and for new members will bring them co-terminous with contract renewals for existing members which will run until March 2026. For new members, a training programme has been developed and is being implemented through briefings on a full range of policing and governance issues. Ongoing training for all members is delivered as needed.

#### **5. Terms of Reference**

The JASC has established terms of reference derived from recognised best practice, as set out in the Home Office's Financial Management Code of Practice and CIPFA guidance on the effective working of joint Audit Committees. The JASC is a key component of the Warwickshire PCC's and CC's corporate governance. It has an oversight role and provides independent advice and recommendations to both the PCC and CC on the adequacy and effectiveness of their 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. Thereby helping to ensure efficient and effective assurance arrangements are in place.

The JASC is responsible for enhancing public trust and confidence in the governance of the OPCC and CC and ensuring value for money. It also assists the PCC in discharging his statutory responsibilities in holding the CC to account and in the delivery of his Police and Crime Plan (PCP). It does not duplicate or replicate the work of oversight activity within the PCC's office, the CC or the Police and Crime Panel. The Committee's work and scope are now well established, and only minor changes are proposed to the Terms of Reference.

#### **6. Meeting attendance in 2021**

The JASC reviewed and updated its Terms of Reference and work programme in March 2021, to ensure the extent of the meeting's agendas and reports provided it with assurance coverage on the full range of the committee's responsibilities.



During the year of this report the JASC met three times and had two virtual meetings during the pandemic with all members calling in. This enabled the JASC to adhere to its rolling work programme agreed at its March 2021 meeting and consider both standing agenda items, specific areas of the business and ad hoc issues. Full attendance at all the meetings was achieved by all members with one exception, caused by a clash of dates for one member between two PCC/CC audit committee meetings when a JASC meeting was rearranged. He still provided a list of questions which were asked on his behalf during the meeting.

The Chair met and had virtual meetings with the PCC, Treasurer and External Auditors, the Deputy Chair with the Head of Internal Audit and Head of Assurance, Standards and Investigations, member Helen Knee attended Standards Dip Sampling of Complaints sessions and the Ethics Committee meetings and member David Carter met with David Gardner, Chief Superintendent and Director of Transition.

The Chairs of the JASC and Police and Crime Panel (PCP) have agreed a reciprocal arrangement to aid joint understanding for respective members of the committee and panel to attend each other's meetings as observers. The PCP Chair phoned into two meetings of the JASC and the JASC Chair, Deputy Chair and members Helen Knee, David Carter, and Alistair Murdie, either phoned into or attended meetings of the PCP and provided feedback reports to the JASC.

The Chair attended panel meetings during the year for the successful appointment of the new Chief Constable and a JASC member.

In addition, the JASC attended briefings and training sessions on specific issues throughout the year which included: Assurance and Governance, Treasury and Reserves Management, Budget and Financial Reporting and Outturn, ITC and Digital Services Transition Programme, the role of External Audit and their audit of the Statutory Accounts and Value for Money arrangements and the forces Response to Covid 19 and Cyber Crime.

## **7. Meeting coverage**

Meetings of the Committee are open to the public and along with details of future meetings, are found on the PCC's website. As far as possible the agenda items are taken in public. The JASC meetings have been well supported by officers from the PCC's office and force and the committee has really appreciated the open and transparent approach of officers and improved quality and timeliness of reports. In April we revised the JASC report cover note template which helped to improve their clarity and relevance. The PCC has attended all meetings and the CC is represented by the Deputy Chief Constable, who along with the Treasurer, Director of Finance, the Development Lead for Standards & Integrity and Head of Assurance, Standards & Inspections, collectively provide information and ongoing assurance in relation to:

- the annual Statutory Accounts and Value for Money arrangements, and Assurance and Governance Statements,
- Capital, Reserves and Treasury Management,
- Budgeting and Financial Internal Controls and Systems,
- Risk Management,
- Projects and Programmes, Transition Programme, Partnerships and Collaborations, ITC, and Digital Services,
- Standards, Ethics and Complaints, and,
- Crime data integrity and Inspection, audit, and assurance activity.

The Head of Audit for Warwickshire attends or phones into all meetings to provide assurance on internal controls and systems. Representatives from Grant Thornton, the external auditors, also phone in or attend each meeting to report on the financial statements, financial controls, and value for money arrangements.

## **8. JASC work programme 2021 and how it discharged its responsibilities**

### Improved Internal Control Environment and Governance Arrangements

The JASC considered the Joint Assurance and Governance Statement and supporting Governance Improvement Plan for the PCC and CC during the year. They also considered the joint Governance and Financial Framework document at the March 2021 meeting which had been reviewed and updated to reflect revised Commissioning arrangements and minor changes. These ensured greater clarity on actions to address areas of significant risk and improvement and were aided through updated risk management strategies, risk registers and mitigation of the risks which were reviewed at each meeting.

The JASC also considered the Internal Audit annual opinion for 2020/21 which, based upon the results of work undertaken during the year, was that the control environments operated by both organisations provided moderate assurance that the significant risks facing the respective organisations were addressed. The report reflected the progress made whilst acknowledging further work is needed to strengthen governance and the internal control environment.

There have been changes and developments to the governance arrangements over the year, explained under each heading below and the JASC will continue to press for further progress with the aim of securing a more adequate and effective internal control environment, which includes governance, risk management and internal control arrangements and assurance.

### External and Internal Audit

The JASC reviewed and noted the Joint External Audit plan for 2021 and considered the Joint External Audit draft unqualified opinions on the draft annual Statutory Accounts and Value for Money arrangements and their draft Joint Findings Report, draft Joint Annual Report

Statement and Improvement Recommendations and draft Letters of Representation for 2021. The committee also noted the continuing delay from September to date in the completion of the preparation of the statutory accounts and documenting the new value for money arrangements and their audit. Management and the External Auditors explained the audit would be completed and signed off in early January 2022 except for the Whole of Government Accounts consolidation pack where the NAO had not yet issued the audit instructions and data collection tool, and these were unlikely to be received until December 2021 at the earliest. They also explained the delays were caused by a lack of staff capacity and additional time needed for the new audit requirements. The committee acknowledged the delay was not unreasonable in the circumstances and obtained assurance that in future years this significant process of assurance from Officers and the External Auditors would be completed by the end of September each year.

The JASC approved a risk based Internal Audit plan for 2021/22, which was aligned to the PCCs and the CCs strategic objectives in line with best practice. It considered the Internal Audit Annual Opinion and the Annual Report for 2020/21, ensuring actions to address areas of improvement are reflected in the respective Annual Governance Statements and Governance Improvement Plans.

Regular reports on internal and external audit activity and progress against their audit plans were also considered by the JASC throughout the year which enabled members to have a detailed understanding of the outcomes of the audit work conducted and seek assurance as to the effectiveness of the internal control arrangements. In particular, the Committee was able to probe in detail those internal audits which had resulted in a “limited” audit opinion and track progress in addressing key issues and recommendations identified where delays in implementation have occurred particularly regarding the ITC Transition Programme.

The JASC noted the updated Internal Audit Service Level Agreement and Charter which sets out the role and responsibilities of Internal Audit and had been updated to reflect changes in professional standards. Members also regularly consider national policing – Home Office and Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), and financial reporting and audit concerns and developments – the Chartered Institute of Public Finance and Accountancy (CIPFA), Public Service Audit Appointments (PSAA) which are brought to their attention by the external auditors. This is undertaken primarily to seek assurance that these issues are being considered by the PCC and CC and their management teams. Issues brought to the attention of members during 2021 included a revised approach to Value for Money audit work being introduced in 2021, Policing issues – HMICFRS had reported forces generally responded well to the exceptional circumstances of COVID-19, and various reports on concerns over the current state of the quality, cost, and coverage of audit work in the Public Sector. The proposals to address these concerns, which include insufficient auditors with appropriate experience, and increased expectations and requirements placed on auditors, are likely to lead to an increase in fees.

### Risk Management – Delivery of PCC and CC Business Plan

The JASC noted the OPCC risk management policy review and the alignment of format between the OPCC and force risk registers with a further policy review to be undertaken in 2023. The risk registers of the OPCC and CC were considered at each meeting along with the assessment and management of key strategic risks and mitigations. The committee helped progress the identification, alignment, and mitigation of key strategic risks to the delivery of the Police and Crime Plan and received ‘deep dive’ analysis into the risks and mitigations for the ICT – Digital Services Transition Programme.

### Transition Programme, Collaboration and Partnerships

A key focus for the JASC over the year continued to be the risks associated with the Transition of services post the termination of the Alliance with West Mercia and resulting financial settlement. This involved significant negotiation, planning and management with the replacement of some services by renegotiated S22 agreements with West Mercia, the development of inhouse ITC capacity and new collaboration service arrangements with West Midlands. Member David Carter liaised with key officers between meetings to enable early sight of emerging risks and issues and resulting management responses and actions. Members were kept up to date through full briefings at each meeting on progress, the associated challenges, and risks of the transition of these services, the development and implementation of the assurance framework and the implementation of audit recommendations. This activity is contributing to improved controls, assurance, and governance in this area.

### Financial Governance and Reporting

The JASC considered reports on key financial risks which remain a significant challenge as reflected in the PCCs and CCs risk assessments and the overall “balanced” budget position and outturn for 2020/21. The committee also reviewed the Quarter 1 budget monitoring report and noted that the 2021/22 budget has been set with no routine reliance on reserves to deliver on the financial strategy of a good and balanced budget. The JASC scrutinised and commented on the Treasury, Reserves and Capital Management Strategies and Midterm and Outturn reports and noted the plans and balanced budget.

The JASC received a summary of the CIPFA Financial Capability and Resilience report which was prepared in 2020. The committee noted the force had received a rating of 3, consistent with other forces, but this was still encouraging as it had established a new finance department post the Strategic Alliance with West Mercia. Actions are in hand to improve financial management, knowledge, and capability throughout the force. The performance of the finance teams was commended for what they had achieved over such a short period and during difficult circumstances.

The committee reviewed the progress of the annual audit and draft External Auditor's reports on the draft Statement of Accounts and Value for Money arrangements and draft Joint Annual Governance Statement for 2020/21. Although the audit had not been finally completed, as explained above, this was expected in early January 2022. Members noted the draft unqualified opinions on the draft Financial Statements and Value for Money arrangements. An increase in fees was also noted and the External Auditors explained this was due to the new and more extensive VFM arrangements and other new audit requirements required nationally.

#### Assurance Framework

The JASC reviewed regular reports from the force Assurance, Standards and Inspection function and actions taken to address areas for improvement and recommendations raised by Internal Audit and HMICFRS. This included the annual Police Efficiency, Effectiveness and Legitimacy (PEEL) assessments which have recommenced in a modified form. For 2021/22 the assessments have moved to a more intelligence-led approach rather than the annual PEEL inspections used in previous years.

The JASC noted the high-level reporting to the Warwickshire Assurance Board, chaired by the Deputy Chief Constable, to ensure recommendations from the PEEL assessments were actioned appropriately and Home Office Counting Rules (HOCR) were complied with. Subsidiary governance boards, reporting to the Assurance Board monthly, are tasked with owning specific areas of assurance. For example: the Investigations, Standards and Outcomes Board is responsible for driving improvements to investigations, and: the Service Improvement Team are owners of the HMICFRS action plan, which includes recommendations from PEEL assessments, Crime Data Integrity Inspection reports and Internal Audit. In support of these boards, the Force Crime, and Incident Registrar (FCIR) function provided regular reports on progress in completing the team's risk-based audit and assurance schedule for 2021 covering the main audit areas across the year. These reports also included those areas identified as requiring improvement and the progress of related actions being taken over the year.

#### Standards, Ethics and Complaints

The JASC received regular reports over the year on the ongoing meetings and reporting to the Ethics Committee and development of Standards, and Dip Sampling of closed Complaint cases. Ethical issues considered by the Ethics committee included "Should officers in relationships be deployed alongside each other" and "Stop and search."

Since the introduction of Complaints Reform legislation in 2020, the PCC's office is responsible for complaints and appeals. In view of the small number of appeals in Warwickshire, a Complaints Appeals Manager post is shared with the West Midlands Police and Crime Commissioner.

## Health & Safety (H&S)

In March, the JASC received a summary report on the position of H&S management following the end of the strategic Alliance with West Mercia and its transition to the force. The report provided the committee with assurance on the arrangements put in place including:

- H&S Governance - Safety Management System and Occupational Health and Safety Committees,
- Policy Statement, Organisation, Arrangements and Levels of Responsibilities,
- Reporting – Accident and Investigations, reporting to Occupational Health and Safety Committees, and Statutory compliance of the estate,
- Strategic Health and Safety Risk Register and Management which identifies the issues, mitigations, actions required and progress to completion.

The committee was also advised that priority areas are regular reviews of Risk Assessments, Accident Reporting and Investigations, checks conducted to ensure Contractors are complying with H&S requirements, a review of H&S training, and fortnightly Covid-secure audits also continue to take place. From April 2021, following the closure of Place Partnership Ltd, their duties and compliance checks will be taken on by the Estates, Facilities and Health and Safety Manager, working directly with the specialist sub-contractors and in-house Facilities Management and Projects teams.

As the report did not provide the regular reporting of H&S to the Executive Committee (EC), to help provide further assurance, a follow up report consisting of a regular comprehensive report to the EC on H&S management and compliance was provided at the September JASC meeting. This form of reporting will be repeated annually in future.

### **9. Areas of Focus for 2022**

The JASC has identified key areas of focus for the coming year that will help to discharge its responsibilities and oversee the development and effectiveness of the PCCs and CCs governance, risk management and internal control arrangements:

- Transition of Services, Collaboration and Partnership arrangements - continued identification and management of key risks to delivery, realisation of transition benefits and savings and ongoing management of all significant collaboration and partnership arrangements going forward.
- Risk Management - Further development of the PCC and CC risk registers and risk management arrangements to increase the level of maturity. Monitor closely the key financial risks and budget position in view of the transition of services and COVID-19 exposures.
- Wellbeing – separate to H&S reporting, implement annual reporting on “Wellbeing”, particularly in the light of Covid 19. Reporting to concentrate on the six principal

themes of leadership; creating the environment; protecting the workforce; personal resilience; mental health, and absence management. Also, to cover the objectives, policies, standards and activities and appropriate measurement undertaken to demonstrate compliance, provide assurance, and identify any real improvements that need to be made within the organisation.

- Equality, Diversity, and Inclusion – implement annual reporting on objectives, policies, standards, arrangements, and appropriate measurement undertaken to demonstrate compliance and provide assurance. Also, to identify any improvements that need to be made within the organisation. The following areas should be covered; strategic governance, providing a service to diverse communities, Black Asian and Minority Ethnic (BAME) representation, attraction, recruitment, retention, and progression; development for women; community recruitment, engagement, and development; other equality and diversity activity and future plans.
- Review from time to time the effectiveness of selected governance and assurance arrangements: – Estates Management, Business Continuity Management, Environmental Management, Performance Management and Accountability, Cyber Crime and Vetting.

## **10. Conclusion**

The JASC has an effective work programme based on robust governance and assurance frameworks. Constructive challenges over the past year on a wide range of topics have given us greater access to information and meetings. The positive relationship with the PCC and CC and their senior staff has enabled us to contribute to improved audit, risk management and internal controls.

Based on the information that we have seen collectively or know about individually we can assure the PCC and CC that the governance, risk management and internal control frameworks; financial reporting arrangements and internal and external audit functions in the Warwickshire force are adequate and operating efficiently and effectively.

We hope that this report, with the assurances it contains, will enhance public trust and confidence in the governance of the Warwickshire force and the Office of the Police and Crime Commissioner (OPCC). The committee will continue to undertake the duties assigned to it in the agreed terms of reference and seek to make a constructive contribution to achieving the agreed priorities. The committee would welcome feedback or suggestions on how it can become more effective in discharging its responsibilities.

The JASC Chair would wish to place on record his sincere thanks to all members, meeting attendees and the Secretariat who have contributed to the important work undertaken by the committee over another busy and difficult year.

**John Anderson** – Chair, Joint Audit and Standards Committee

A handwritten signature in black ink, appearing to read "John Anderson", with a horizontal line underneath.



## Warwickshire Police and Crime Panel

7 April 2022

### Performance Framework (Police and Crime Plan 2021 – 2025) Task and Finish Group – Update Report

#### Recommendations

That the Police and Crime 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 & Crime Plan 2021 – 25 be progressed by the Planning and Performance Working Group.

#### 1. Background

- 1.1 On 15 November 2021, the Police and Crime Commissioner (PCC) presented his draft Police and Crime Plan 2021 – 2025 to the Police and Crime Panel.
- 1.2 The Panel was pleased to see the inclusion of ‘what success will look like’ criteria to monitor the delivery of commitments under the five priority areas. However, it was resolved that improved clarity in respect of performance monitoring would support longer term scrutiny of the effectiveness of the Police and Crime Plan.
- 1.3 This formed the basis of a motion to establish a Task and Finish Group to assist the Office of the Police and Crime Commissioner (OPCC) in developing a Performance Framework to be informed by “a RAG (Red, Amber, and Green) assessment of the current Plan ... and an analysis to shape relevant targets and measures against the proposed measures of success within the new Plan, ensuring that these are relevant, and an outcome of work undertaken by the Commissioner.”
- 1.4 The motion was supported by Panel members. The Panel was grateful of the offer of support from the OPCC to develop proposals.
- 1.5 It was agreed that the Task and Finish Group (the Group) would comprise Councillor Barbara Brown, Mr Andy Davis, Councillor Jenny Fradgley, Councillor Dave Humphreys, Councillor Derek Poole, and Councillor David Reilly. Councillor Reilly was appointed as Chair.

1.6 In its Terms of Reference, the Group outlined its objectives:

- To undertake a RAG (Red, Amber, and Green) assessment of the current Police and Crime Plan as it reaches the end of its lifespan.
- To develop a Performance Framework, including key performance indicators to enable focused challenge and support of delivery against priorities set out within the Police and Crime Plan.
- For the Performance Framework to be utilised for ongoing monitoring of delivery of the Police and Crime Plan 2021 – 25 by the Commissioner and Panel.

## **2. Key Issues**

2.1 At the Group's initial meeting on 6 December 2021, attention was given to existing arrangements to track implementation of the Police and Crime Plan 2016 – 21 by means of a Delivery Plan.

2.2 Attention was given to approaches to the presentation of complex information in an accessible way. 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. The need for in-depth analysis was acknowledged, given the complexity of the subject matter. However, it was considered that provision of a dashboard showing broad trends would better support public engagement.

2.3 It was proposed that a simple dashboard presentation be adopted which allowed users to focus on delivery of priorities against the five top priorities and 15 sub-themes of the Police and Crime Plan 2021 – 25.

2.4 There was support for this initiative from the OPCC; a performance dashboard could be maintained and displayed on the OPCC website and reported to the Panel. The initiative would depend upon data being provided by Warwickshire Police. To make progress, it would be necessary to reach a shared understanding with the Force in respect of proposed performance criteria and availability of data.

2.5 Members observed that there was a need for the Framework to be simple, navigable, and not unduly onerous to maintain by officers.

2.6 At the meeting in January 2022, members reviewed the OPCC's draft Delivery Plan for the Police and Crime Plan 2021 – 2025. The Delivery Plan was akin to a 'wiring diagram' which underpinned the headline data that would appear on the dashboard.

2.7 The Group was advised that two factors needed to be taken into consideration to effectively measure performance:

- Key Performance Indicators (KPIs) – where it was appropriate to adopt an empirical approach; and

- Assurance arrangements – where a narrative approach was required to gauge the success of specific initiatives. The Delivery Plan provided details of governance bodies and assurance boards.

2.8 Dashboard options were provided showing how performance information could be presented in an accessible way, making use of RAG ratings.

2.9 It was considered that the option modelled on the approach taken by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), was most suited to a public-facing version of the dashboard (figure 1).



Figure 1 – HMICFRS example

2.10 A pentagon design which provided scope to expand on information by means of concentric layers offered a viable option for analysis by the Panel and others seeking a more detailed overview (figure 2). This presentation enabled a chronology to be displayed by successive concentric layers.



Figure 2 – Pentagon

- 2.11 Members praised the quality of the work produced by the OPCC; the dashboard options succeeded in presenting complex information in an accessible way.
- 2.12 Attention was given to areas where there was an empirical means of measuring performance by means of KPIs, alongside areas where performance was less obviously measurable. For example, the commitment to making roads “safer, with fewer people killed and seriously injured” could be measured by reference to Warwickshire Police Corporate KPIs. However, the commitment for Warwickshire to be “seen nationally as a leader in innovative road safety solutions and interventions” required analysis of assurance measures and the broader effectiveness of initiatives.
- 2.13 In these instances, an evidence narrative would be required to gauge the effectiveness of interventions. Facts, figures, approaches to assurance, and environmental scanning would support allocation of the appropriate RAG gradings.
- 2.14 It was considered that further consideration was required to accommodate information relating to the effectiveness of grant funding and commissioned services on the dashboard. These relied upon quarterly reporting. Allocation of RAG ratings in these areas would require an awareness of the effectiveness of outputs (the issuing of grants and the activity generated) and outcomes (the success of grant-funded initiatives in achieving the objectives of the Police and Crime Plan).
- 2.15 Members highlighted that delivery of the Police and Crime Plan depended on partnership working to a large extent; verifiable evidence of the effectiveness of partnership working was an essential requirement.
- 2.16 Attention was given to what would constitute successful delivery of the Police and Crime Plan. It was felt that, realistically, a mixture of green, amber, and red RAG ratings could add up to success. It would be necessary to take a balanced view based upon an understanding of capacity, resources, and levels of expertise.

### **3. Work Programming**

- 3.1 In March 2022, consideration was given to the progress of the Task and Finish Review. It was proposed that the Planning and Performance Working Group progress the initiative, making use of a dashboard analysis of performance, underpinned by the Delivery Plan.
- 3.2 It was proposed that a focused approach to work programming would support the objectives of the Task and Finish Review. Attention was given to topics for future scrutiny to recommend to the wider Panel. It was proposed that:
  - An item be brought to the Panel to examine how the Home Office Grant was utilised in 2020/21, including allocations across cost categories. The Panel is due to submit its year end claim to the Home Office in July 2022.

- Attention be given to public consultation processes for the Commissioner’s proposed budget and precept. A phased approach has been suggested with the aim of improving public engagement. A preliminary consultation undertaken between September and November 2022 would support this aspiration.
- Consideration be given to the council tax base (ensuring that budget proposals are based on accurate projections) alongside an overview of the precepting process and its implications.
- The Budget Working Group scrutinise approaches to commissioning of services by the Commissioner.

#### 4. Timescales associated with the decision and next steps

4.1 The Panel’s Work Programme for 2022/23 will be considered at the meeting of 23 June 2022. Liaison between the Planning and Performance Working Group and OPCC will support the progress of the Performance Framework initiative.

#### Appendices/Background Papers

None

	<b>Name</b>	<b>Contact Information</b>
Report Author	John Cole	<a href="mailto:johncole@warwickshire.gov.uk">johncole@warwickshire.gov.uk</a> Tel: 01926 736118
Assistant Director	Sarah Duxbury	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
Strategic Director	Rob Powell	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>

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## Warwickshire Police and Crime Panel Work Programme 2021/22

Date of next report/update	Item	Report detail	Date of last report
June 2021	<b>Confirmation Hearing</b>	To review the proposed appointment of a new Chief Constable	11 June 2021
June 2021	<b>Appointment of Chair and Vice Chair</b>	To appoint a chair and vice chair for the 2021/22 municipal year	24 June 2021
June 2021	<b>Appointment of Working Groups</b>	To appoint the membership of the Budget Working Group and Planning and Performance Working Group	24 June 2021
June 2021	<b>Complaints</b>	Update from PCC in light of the new requirements of the Police and Crime Act to come into force in 2019 – implementation has been delayed by central government. <i>(Note this update was included in the Commissioner's regular report)</i>	24 June 2021
September 2021	<b>Annual Report</b>	To approve the Police & Crime Panels Annual Report for 2020/21	15 November 2021
September 2021	<b>Review of the Draft Police and Crime Plan</b>	To review and make any recommendations to the Police and Crime Commissioner regarding his proposed Police and Crime Plan.	15 November 2021
September 2021	<b>Climate Action</b>	The PCC to provide a briefing note 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.  <i>The Planning and Performance Working Group has been asked to consider the Panel's approach to this topic.</i>	At the meeting of the Planning and Performance Working Group on 15 November 2021, the OPCC advised that a report was being prepared. This will be a key document for the proposed Sustainability Task and Finish Review.

November 2021	<b>Gypsy, Roma &amp; Travellers</b>	Following discussion on the fair enforcement of Covid regulations in November 2020 the Panel have requested a report focussing on the leadership role of the PCC in working with partners on this subject. Subsequent to Court Judgment regarding blanket injunctions, the Panel also seek an understanding of the impact of the PCC's leadership on police efficiency in terms of working with partners to deal with illegal encampments.	15 November 2021
November 2021	<b>Representation from the Chief Constable</b>	A verbal report from the Chief Constable.	15 November 2021
November 2021	<b>Organised Crime</b>	The Panel recognises that Organised Crime requires a partnership approach and asks the PCC to bring a report to the Panel detailing how Warwickshire Police will work with regional partners as well as the National Crime Agency as a stand-alone force. There is also particular public interest in this area given the recent publicity around the harm caused by 'County Lines'.  <i>The Planning and Performance Working Group has been asked to consider the Panel's approach to this topic.</i>	Following consideration by the Planning and Performance Working Group on 10 November 2021, the OPCC report on Serious and Organised Crime was circulated to the wider Panel.
January 2022	<b>Police and Crime Commissioner's Budget and Precept Proposal</b>	To consider the PCC's budget and Policing Precept for 2021/2022.	27 January 2022 and 10 February 2022
April 2022	<b>Warwickshire Joint Audit &amp; Standards Committee - Annual Governance Statement</b>	An invitation to the Chair of Warwickshire Joint Audit & Standards Committee to enable consideration by the Panel of WJASC's Annual Governance Statement.	
April 2022	<b>Performance Framework (Police and Crime Plan 2021 – 2025) Task and Finish Group</b>	An update on the work of the TFG.	



<b>Standing Items</b>	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"> <li>• 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.</li> <li>• Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives.</li> <li>• Provide a financial summary.</li> <li>• Provide an update on delays in the Court service.</li> </ul>
	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.

Items to be Timetabled		
Items	Report detail	Timing Considerations
<b>Reporting and Performance Management</b>	The Panel asked the <b>Planning and Performance Working Group</b> to work with the OPCC to consider how performance reports are presented and what is reported. A full report to be brought to the Panel at an appropriate point when the equivalent to the Alliance's Assurance and Service Improvement Team has been stood up.	The Planning and Performance Working Group considered this item in <b>July 2021</b>
<b>Outcomes</b>	To receive a report on outcome rates and how the Force is seeking to improve outcome rates following the PCC's challenge to the force through an OPCC report in May 2019. The <b>Planning and Performance Working Group</b> to work with the OPCC to determine the timing and nature of the report brought to the full panel. <i>This item to be considered as part of Crime Investigation and Prosecution Processes (new Planning &amp; Performance Group Work Plan) and escalated to full Panel at a future date if necessary.</i>  Following discussions in March 2021, further data and information has been requested on conviction rates for rape and serious sexual offences.	The Planning and Performance Working Group considered this item in <b>July 2021</b>
<b>Diversity and Equalities</b>	Building on work already undertaken by the full Panel, the <b>Planning and Performance Working Group</b> to consider the outcome of the PCC's scheduled 'deep dive' into Diversity (September 2021) and work with the OPCC to consider the timing and nature of a report to the full Panel.  This discussion should also include a report on female representation within, and experience of, the force.	The Planning and Performance Working Group considered this item in <b>January 2022</b> .  <b>The Group resolved to return to the issue in due course.</b>
<b>Domestic Abuse &amp; Domestic Violence – including the impact and outcomes of the service changes in Warwickshire</b>	The <b>Planning and Performance Working Group</b> to revisit this topic to ensure a full understanding of the subject and the impact and outcomes of local service changes. The Working Group to work with the OPCC to consider the timing and nature of a report to the Full Panel.	The Planning and Performance Working Group considered this item in November 2021. <b>A Briefing Paper is being prepared by the</b>

		<b>OPCC (see 'Briefing Notes' below)</b>
<b>20mph speed limits around schools</b>	Following questions in November 2020 and March 2021, the PCC to report to the Panel on discussion with the force around increasing joint working to implement lower speed limits in specific areas, particularly around schools.	To be scheduled to avoid duplication with the County Council's Cross Party Working Group on 20mph speed limits which is anticipated to report to Cabinet (WCC) in April 2022.
<b>Local Government Reorganisation / Review of the Role of the PCC</b>	<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 phase 1 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. Phase 2, which will commence after the elections in May 2021, will include consulting on giving a general power or competence to PCCs and whether to mandate the transfer of fire and rescue functions to the Police, Fire and Crime Commissioner model across England.</p>	To be scheduled to complement publication of Fire Reform White Paper/further local discussions (post-election May 2021)

<p><b>Budget and Precept Consultation</b></p>	<p>Consideration of a phased approach to the PCC's public consultation on the Budget and Precept for 2023/24 to seek a view from residents in advance of details of the government settlement being made available. The Panel has expressed an interest in supporting the OPCC to encourage an improved response rate more representative of the geographic and demographic composition of Warwickshire.</p> <p>A preliminary consultation undertaken between September and November 2022 could support this ambition.</p>	<p><b>June 2022 or September 2022</b></p>
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<b>Briefing Notes</b>		
<b>Topic</b>	<b>Briefing note detail</b>	<b>Timing considerations</b>
<p><b>Police Finance</b></p>	<p>The Panel's Financial Advisor to provide a basic guide to police finance issues, including an overview of the precepting process and its implications.</p>	<p>Ahead of precept meeting</p>
<p><b>Domestic Abuse and Domestic Violence</b></p>	<p>Following a verbal report to the Planning &amp; Performance Working Group, a briefing note has been requested to provide an update on approaches to address Domestic Abuse and Domestic Violence, taking account of recent national developments in this area as well as the impact and outcomes of the service changes in Warwickshire.</p>	<p>Mid 2022 – OPCC to advise.</p>