

Warwickshire Police and Crime Panel

Date: Thursday 7 March 2024
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Mr Andy Davis (Chair)
Councillor Derek Poole (Vice-Chair)
Councillor Barbara Brown
Mr Andrew Davies
Councillor Jenny Fradgley
Councillor Natalie Gist
Councillor Clare Golby
Councillor Dave Humphreys
Councillor Ray Jarvis
Councillor Bhagwant Singh Pandher
Councillor Jim Sinnott

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 confirm the minutes of the meeting held on 5 February 2024.
 - (4) **Public Speaking**
2. **Report of the Police and Crime Commissioner** 17 - 42
The Report is attached for consideration and comment by the Panel.
3. **Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report 2023** 43 - 72
Mr John Anderson, Chair of Warwickshire Joint Audit and Standards Committee, will introduce WJASC's Annual Report.

4. Issues Raised by Community Safety Partnerships
To consider any issues flagged by Community Safety Partnerships providing a means for community concerns that have high-level, strategic implications to be discussed by the Panel and Commissioner.

5. Work Programme 73 - 78
To review the Panel's Work Programme.

6. Dates of Meetings
To note the arrangements for future meetings.

Meetings will start at 2pm, unless specified otherwise. The following meetings are scheduled to be held at Shire Hall, Warwick:

- 20 June 2024
- 26 September 2024
- 21 November 2024
- 3 February 2025
- 13 March 2025

7. 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).

8. 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 3 of Schedule 12A of Part 1 of the Local Government Act 1972.'

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

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclaimers

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Disclosures of Pecuniary and Non-Pecuniary Interests

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

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

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

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

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

Public Speaking

Any member of the public who is resident or working in Warwickshire may speak at the meeting for up to three minutes on any matter within the remit of the Panel. This can be in the form of a statement or a question. If you wish to speak, please notify Democratic Services in writing at least three clear 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.

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Warwickshire Police and Crime Panel

Monday 5 February 2024

Minutes

Attendance

Panel Members

Andy Davis (Chair) (Independent Member)
Councillor Derek Poole (Vice Chair) (Rugby Borough Council)
Councillor Margaret Bell (Warwickshire County Council)
Councillor Barbara Brown (Warwickshire County Council)
Andrew Davies (Independent Member)
Councillor Jenny Fradgley (Warwickshire County Council)
Councillor Natalie Gist (Stratford-on-Avon District Council)
Councillor Clare Golby (Nuneaton & Bedworth Borough Council)
Councillor Ray Jarvis (North Warwickshire Borough Council)
Councillor Bhagwant Singh Pandher (Warwickshire County Council)
Councillor Jim Sinnott (Warwick District Council)

Officers

John Cole, Senior Democratic Services Officer
Caroline Gutteridge, Senior Solicitor – Delivery Lead, Commercial and Regulatory
Andrew Harper, Head of Strategic Finance
Virginia Rennie, Director of Finance

Others Present

Sara Ansell, Treasurer, Office of the Police and Crime Commissioner
Emma Daniell, Deputy Police and Crime Commissioner for Warwickshire
Andy Heath, Warwickshire Joint Audit and Standards Committee
Polly Reed, Chief Executive, Office of the Police and Crime Commissioner
Philip Seccombe, Police and Crime Commissioner for Warwickshire

1. General

(1) Apologies

Apologies for absence were received from Councillor David Humphreys. Councillor Margaret Bell was present as a substitute.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There was none.

(3) Minutes of the Previous Meeting

Councillor Jarvis highlighted that page 3 of the minutes included the statement that “in respect of police officer numbers, the Commissioner advised that the latest figures showed that the Force now had 1,127 officers”, whereas the Commissioner’s Budget proposals provided for a total of 1,125 officers. He asked if the figure provided at the previous meeting was accurate.

The Police and Crime Commissioner (PCC) advised that this information was accurate, stating that the total number of officers fluctuated according to the number of officers leaving or joining the Force each month. The current number of officers was 1,122.

Councillor Poole highlighted discussion of funding arrangements for Community Safety Partnerships (CSPs) at the previous meeting. Commentary on page 7 of the minutes stated that “a revised arrangement ... was under consideration which would allocate funding more equitably”. He proposed that an item be added to the Panel’s Work Programme to examine funding plans for CSPs in more detail. He suggested that this be given attention at the meeting in June 2024. The Chair expressed support for this proposal which was agreed.

It was resolved that the minutes of the meeting held on 22 November 2023 be confirmed as an accurate record and signed by the Chair.

(4) Public Speaking

There was none.

The Chair highlighted that the Panel had received several expressions of concern relating to the activities of the Warwickshire Hunt which followed on from public speaking on this matter at previous meetings. It continued to be an area of concern to the Panel.

2. Budget 2024/25

The Police and Crime Commissioner (PCC) presented his proposed Budget for Warwickshire Police, including a proposed increase of £13.00 (4.7%) in the local policing precept for an average Band D property (and equivalent percentage increase for other bands) for the 2024/25 financial year.

The Commissioner stated that detailed attention had been given to formulating a budget which provided the Chief Constable with the resources needed to protect Warwickshire communities whilst demonstrating an awareness of what was affordable for residents. He emphasised that the Budget came against a backdrop of rising costs of living. However, there were signs of economic improvement. Inflation had slightly eased but remained high. This meant that costs continued to increase; funding which had been adequate to cover costs and deliver improvements in the current financial year would not meet projected future costs. Whilst there had been some increase in funding from central government, this alone would not bridge the gap. Therefore, following consultation with the Chief Constable, savings of approximately £1.2m had been identified for the 2024/25 financial year, alongside ongoing savings for successive years.

The Commissioner provided details of the public consultation on the Budget. In Autumn 2023, a range of engagement activities had been used to capture a broad consensus view of Warwickshire

residents. Activities encompassed online surveys, face-to-face events, and analysis of data to develop an understanding of public concerns and priorities. These had found that the principal areas of concern for residents were anti-social behaviour (ASB), burglary, acquisitive crime, and organised crime. Warwickshire Police had also commissioned a telephone survey which had identified similar concerns.

The Commissioner advised that the consultation had found that most residents supported an increase in funding and would prioritise this over any cuts to public services. Some responses had called for improved government funding for policing. There had also been some concerns about the impact on residents of any increase to the precept. However, national research showed that there was majority support for increased funding for public services, even if it meant increased taxation.

The Commissioner outlined the benefits of his proposed Budget, including:

- Recruitment of an additional 10 police officers in 2024/25.
- Enhanced visibility of policing enabled by town centre officers in the main towns of each borough and district.
- Strengthened capacity for specialist investigation teams to address the harms caused by child abuse, trafficking, and exploitation.
- Increased investment in infrastructure, including estates, vehicles, and uniforms to provide an improved working environment for officers and staff in support of organisational objectives.
- Further improvements to call-handling processes with a focus on managing demand for 101 non-emergency calls.
- Ringfenced funding of £1m to address ASB 'hotspots' across Warwickshire.
- The allocation of £2.8m to commissioning of victim support services, including enhanced services for victims of sexual violence and domestic abuse.
- Investment of £375,000 to deliver a Domestic Abuse Perpetrator programme to prevent harm and reduce reoffending.
- New contracts for substance misuse support services targeted at those within or on the fringes of the criminal justice system with the aim of breaking the cycle of reoffending.
- Continuation of the Grant Scheme through the allocation of approximately £300,000 focused on prevention of crime and diversionary activities, as well as road safety initiatives.
- Allocation of £175,000 to Community Safety Partnerships (with £30,000 provided to each CSP and an additional £25,000 for joint initiatives).
- Additional Home Office funding (secured in partnership with Warwickshire local authorities) of £310,000 to address serious violence and £355,000 to deliver the Safer Streets initiative.

The Commissioner stated that his proposal was for a net revenue budget of £133.144m. It included an increase in the policing precept of 4.7% which equated to an additional 25p per week for an average Band D property. He highlighted that approximately 60% of householders in Warwickshire were within Band C or lower. They would pay proportionately less.

The Commissioner stated that the total budget would deliver improved engagement and visibility of Warwickshire Police; an increase in proactive policing and prevention activities; improved victim care and a victim-centred focus for investigation of crimes; increases in the number of criminals brought to justice (with a focus on retail crime, vehicle theft, and burglary); a focus on ASB by both

police and partner organisations; and an improved health and wellbeing offer for officers and staff. He sought the Panel's support.

In response to Councillor Sinnott, the Commissioner advised that data, metrics, and performance indicators were regularly reviewed. Information was provided by Warwickshire Police on a quarterly basis and utilised to question the Chief Constable on the Force's progress, including areas which required additional attention.

Councillor Bell stated that, based on the information supplied within the Commissioner's report, there was evidence that residents would support an increase in the precept so long as it would be possible to "witness tangible improvements in the services delivered". However, performance data was required to quantify levels of improvement. This was absent from the report. She highlighted commentary in the report that Warwickshire Police's new operating model was "continuing to embed, with tangible benefits already being seen, including an increase in detection rates". The report referred to other areas where improvements had been made, such as the 101 Service. However, it was not possible to make a judgement on improvements to services without data to show baseline levels and targets giving a clear idea of how investment would lead to improved performance. This was needed to provide assurance to taxpayers that the increase in the precept was warranted.

The Commissioner emphasised that his role was to provide funding to the Chief Constable to secure effective operational policing. He highlighted areas where performance could not easily be measured such as visibility of policing, which was a key concern for residents. The proposed introduction of town centre officers would support better visibility of policing. There had been increased attendance by officers of town and parish council meetings which improved community engagement and accountability. He highlighted that a measurable improvement had been seen in the performance of the 101 Service. Over the past 15 months, the average waiting time for a 101 call had reduced from around five minutes to less than one minute. This had been achieved by investment in the Operations and Communications Centre in response to residents' concerns. He stated that the new geographically based policing model had instated a Chief Inspector at each of the area command centres whose specific job was to engage with communities and local councillors. This also supported a focus on engagement.

Councillor Brown stated that the Panel's analysis required an understanding of enhancements to existing services facilitated by the proposed budget. She suggested that the Panel's Planning and Performance Working Group undertake detailed qualitative and quantitative analysis. For example, where funding was allocated to prevention work or measures to address ASB, it would be helpful to examine key performance indicators showing tangible outcomes that had been enabled by an increase in the precept. She accepted that there were areas where performance improvements were difficult to measure. Attention could be given by the Group to approaches in these areas. She emphasised the importance of being able to establish a direct link between any increase in council tax to improved outcomes in specific areas.

The Deputy Police and Crime Commissioner (DPCC) stated that good progress had been made to improve outcomes across service areas. For example, there had been national recognition of the Force's approach to address increased retail crime. Positive action had been taken in 43.7% of shop theft investigation cases, this was a considerable achievement.

The Chair highlighted the complexity of performance monitoring which encompassed a range of different performance matrixes and indicators. A selective approach would be required to derive an indicative overview of performance. He expressed support for the Planning and Performance Working Group to work with the OPCC with a focus on performance across specific areas of community concern, such as tackling ASB. This approach would help the Panel to develop an understanding of the positive outcomes facilitated by the Budget.

The Commissioner expressed support for this proposal. He advised that the terms of the recently awarded Home Office grant funding to tackle ASB had not yet been announced. Once this information was available, he would liaise with community safety teams to identify ASB 'hotspots' where interventions would be targeted. There was a strong will by the Force and its partners to address the problem of ASB in communities.

The Commissioner highlighted that some police forces had resolved to move police officers into staff roles as a cost saving measure. He was strongly opposed to any such arrangement in Warwickshire.

The Chair highlighted that the 'Your Police, Your Views' consultation had attracted fewer responses from residents in the north of the County. Demographic information showed that the highest proportion of responses had been received from the '65 or older' age group. He sought the Commissioner's view of measures that could be taken to broaden engagement in the consultation in future.

The Commissioner stated that efforts were made to engage with a wide range of communities and age groups; however, it was impossible to force people to respond. Social media and on-line events were utilised to broaden participation, as well as face-to-face meetings and other non-digital options. The telephone survey commissioned by Warwickshire Police had consulted with a representative sample of Warwickshire communities across geographical areas and social economic groups. Encouragingly, its findings were very similar to the 'Your Police, Your Views' consultation.

The Commissioner advised that efforts were made to identify the number of responses to the consultation received from police officers and staff. He stated that, as Warwickshire taxpayers, it was right for them to be included. In most cases, the responses received from officers and staff were in keeping with sentiments expressed by the public more generally.

In response to Councillor Sinnott, the Commissioner advised that funding had been allocated to Prevention initiatives delivered by Warwickshire Police as well as by commissioned and grant-funded services. The Force's Prevention Hub also supported work in this area. He acknowledged that a baseline metric of performance would support an understanding of the effectiveness of investment in Prevention work. However, it was an area where performance could not easily be measured – prevention of crime was a focus for every police officer and routinely supported by staff and partnership organisations.

Andrew Davies stated that it was a sustainable budget and praised the good progress that had been made over recent years to secure the Force's finances. He highlighted that the findings of the consultation showed that visibility of policing was a key area of community concern. He acknowledged that the changing profile of crime placed additional demands on policing. However,

he asked if the importance placed by residents on visible policing was recognised by Warwickshire Police.

The Commissioner stated that visibility of policing was a frequently raised concern. In many cases, it was felt that visible policing would prevent and deter crime. It also served to allay the fear of crime and provide reassurance to the public. The matter was frequently discussed with the Chief Constable. He emphasised that the Chief Constable had a responsibility to keep Warwickshire safe and to utilise resources effectively and efficiently. He highlighted the changing profile of crime which encompassed cybercrime, fraud, serious organised crime, and other areas of criminality which required a specialist response. Investment in these areas was vital to secure public safety. However, visible policing was a recognised priority. It was not possible to entirely resolve concerns in this area, but the increased number of police officers would lead to better visibility in communities, including the additional town centre officers provided for within the Budget.

The DPCC advised that an Engagement Strategy was being developed by Warwickshire Police which would examine issues associated with visible policing alongside provision of services to promote public engagement. These encompassed availability of officers at police stations and resolution centres, community safety wardens (which formed part of the Safer Streets initiative), improvements to call-handling arrangements, and use of social media.

The Chair highlighted that the consultation on the Budget provided valuable insight into public priorities for policing. He asked how the data captured during the consultation could be used throughout the year to inform the direction of the Force as well as work by the Commissioner and his office.

The Commissioner advised that responses to the consultation were analysed in detail, including free text comments. This information had been utilised to shape the focus on ASB, burglary, acquisitive crime, and organised crime. The usefulness of the consultation was not limited to development of the budget; it would be looked at throughout the year.

Polly Reed (Chief Executive, OPCC) highlighted that following the PCC elections in May 2024 attention would be given to development of the next Police and Crime Plan. Information captured by recent engagement, including the 'Your Police, Your Views' consultation, would be utilised to inform an understanding of public priorities for policing.

The Chair highlighted the importance of effective media and communications by the Force to better publicise the good progress made by both recent and new investment. This had been raised by the Panel at the recent visit to Leek Wootton Police Headquarters. He emphasised that, by sharing positive news stories, the Force could provide reassurance that increases to the precept had led to tangible improvements in service delivery and productivity.

The Chair summarised the key points of the Panel's analysis. He proposed that the Panel's formal response to the Commissioner include recommendations that:

- Progress in achieving the outlined improvements to services be monitored and reported on over the coming year, including details of increased productivity, efficiency, and measurable improvement.

- The Panel's Planning and Performance Working Group work with the OPCC to develop an approach to securing an indicative overview of performance across specific areas of community concern so that clearer visibility around progress can be reported to the public.
- Warwickshire Police be encouraged by the PCC to make wider use of comms and narrative reporting to better publicise recent good progress and successes. This would support taxpayers' understanding of how recent investment had led to tangible improvements in service delivery.

Contingent on these recommendations, the Chair called for a vote on support for the proposed precept for 2024/25 which was unanimously accepted by those present.

The Commissioner thanked the Panel for its detailed examination of the Budget and the 'critical friend' challenge and support it had provided over the past 12 months.

Resolved:

That the Police and Crime Panel accepts the Police and Crime Commissioner's budget and precept proposal for 2024/25.

The Police and Crime Panel's letter in response to the Commissioner's budget is attached as Appendix 1. The reply from the Commissioner is attached as Appendix 2.

3. Work Programme

It was resolved to add an item to the Work Programme to examine future funding arrangements for Community Safety Partnerships in more detail at the meeting in June 2024.

4. Dates of Meetings

The Panel noted the dates of future meetings.

5. Any Urgent Items

There was none.

6. Reports Containing Confidential or Exempt Information

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

7. Complaints

There was none.

The meeting rose at 14:52.

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Chair

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Mr Andy Davis
Warwickshire Police and Crime Panel Chair
Shire Hall
Warwick
CV34 4RL
www.warwickshire.gov.uk

Mr Philip Seccombe
Police and Crime Commissioner for Warwickshire
Warwickshire Police Headquarters
PO Box 4
Leek Wootton
Warwickshire
CV35 7QB

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

7 February 2024

Dear Mr Seccombe,

Warwickshire Policing Precept 2024/25

Thank you for presenting your budget proposals to the meeting of the Police and Crime Panel on 5 February 2024 and for addressing the broad range of questions posed by Panel members.

I write to confirm that members of the Panel present at the meeting voted unanimously in support of your proposal of an increase of £13.00 (4.7%) in the local policing precept for an average Band D property (and equivalent percentage increase for other bands) for the 2024/25 financial year.

The Panel supports your proposed increase with three specific recommendations:

Firstly, the Panel noted the proposed improvements to services, the productivity achievements conferred by the Budget, and the commitment to improved outcomes for victims of crime. In reaching a decision, the Panel gave detailed attention to the findings of recent public engagement and consultation on the Budget. Members were supportive of your view that “the majority of the public stands behind increased funding for police services, provided they witness tangible improvements in the services delivered.” At the meeting, the Panel emphasised the importance of taking steps to ensure that the improvements to services delivered by the increased precept will be more effectively communicated to taxpayers.

At the meeting, it was considered that the provision of more detailed performance data would have benefitted the Panel's analysis of the proposed Budget. Members noted that it was difficult to make a judgement on improvements to services without data showing baseline levels and targets, giving a clear idea of how investment would lead to improved performance. The Panel recommended that progress in achieving the outlined improvements to services be monitored and reported on over the coming year.

Secondly, the Panel recognises that some areas of performance are more readily measurable than others. For example, the commitment to achieve further improvements to 101 call-handling processes could be monitored by reference to call waiting times; whereas the objective to achieve enhanced visibility of policing would require broader analysis. It is also recognised that a selective approach will be required, rather than seeking to monitor and report on a complete range of performance matrixes and indicators. To derive an indicative overview of performance, the Panel's Planning and Performance Working Group will work with the OPCC Team to assist narrowing the focus to more specific areas of community concern (for example, tackling anti-social behaviour) where clearer visibility around progress can be reported to the public. The support of your Office in this endeavour would be highly valued by the Panel.

Thirdly, at the meeting, the Panel was keen to highlight the importance of effective media and communications by Warwickshire Police to better publicise the good progress made by the Force by both recent and new investment. This would support taxpayers' understanding of the effect of this increased precept and how it is leading to tangible improvements in service delivery, effectiveness, and productivity levels of Warwickshire Police. I would be grateful if you would raise this point with the Chief Constable.

I would like to reiterate my thanks to you and the Team at the OPCC for the collaborative approach to providing information and the detailed Budget Briefing provided to the Panel ahead of the meeting.

A copy of the minutes of the meeting of 5 February will be forwarded to you shortly.

Yours sincerely,



Mr Andy Davis
Warwickshire Police and Crime Panel Chair



16 February 2024

Mr Andrew Davis

Warwickshire Police and Crime Panel Chair

By email: Warwickshire County Council Democratic Services

Dear Mr Davis,

Subject: Warwickshire Policing Precept 2024/25

Thank you for your letter of the 7 February 2024, regarding the Warwickshire Police and Crime Panel's formal response to my proposal for the policing precept for 2024/25.

The precept was considered at the meeting of the Panel on 5 February 2024 and I wish to put on record my personal thanks to the members of the Panel for the scrutiny, challenge and support that they provided to me during this important democratic process; also, for their unanimous vote in support of my proposal for the increase in the precept. I do however note the three specific recommendations made by the Panel, as articulated in your letter.

My view is that these are reasonable and appropriate recommendations to ensure that the investment made by Warwickshire's taxpayers through the police precept translate into Warwickshire Police providing an improved service and that this improvement is objectively assessed, scrutinised, and effectively communicated.

In setting the budget, my aim is to provide Warwickshire Police with the resources necessary to keep communities safe, while ensuring value for money for taxpayers and delivering a balanced budget. It is therefore critical that there is close monitoring of expenditure and service delivery to ensure that the expected benefits are in fact realised. This will form an important part of my office's scrutiny work in the year ahead and I will continue to hold the force to account in delivering on these improvements.

As part of this, I welcome the suggested approach of the Panel's 'Planning and Performance Group' to focus on specific areas of community concern, to assist in the monitoring of progress. My office will work with you in developing this approach.

Office of the Police and Crime Commissioner
Warwickshire Police HQ, Leek Wootton, Warwick CV35 7QB

✉ opcc@warwickshire.police.uk ☎ 01926 733523

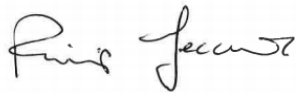
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I also fully agree with the points raised by the Panel on the importance of effective media and communications in aiding residents to understand the progress that is being made in delivering service improvements. As was highlighted in my budget report and detailed in your letter, it is critical that the public can see the tangible benefits that the budget delivers and I am keen to ensure this is the case.

As Police and Crime Commissioner, I am committed to regular engagement and communication with residents. Having discussed your letter with the Chief Constable, I know that she is also fully supportive of ensuring that the good progress of the force and the outcomes of the investment from the budget are effectively communicated. I will continue to work closely with the force to ensure this is the case.

Lastly, thank you for noting the diligence and work of my team in providing the information and briefing ahead of the Panel meeting. Your comments are appreciated.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Philip Secombe'.

Philip Secombe TD

Police and Crime Commissioner

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Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Police and Crime Panel

7 March 2024

Police and Crime Commissioner's Report

Report Date	28 February 2024
Security Classification	Official
Disclosable under Freedom of Information Act?	No

Standing Agenda Items

1. Details of key activities and decisions taken since the previous meeting
2. Details of any emerging local and national issues.
3. Climate change and sustainability considerations.
4. Progress made against Police and Crime Plan objectives
5. Criminal Justice System considerations.
6. Governance and holding to account activities
7. National Crime and Policing Measures
8. Communications and engagement activities
9. Grants and commissioning
10. Financial summary

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1. Introduction

The purpose of this report is to provide the members of the Warwickshire Police and Crime Panel with an update on my key activities as the county's Police and Crime Commissioner (PCC), those of my Deputy Police and Crime Commissioner (DPCC), and the Office of the Police and Crime Commissioner (OPCC) since the Panel's previous meeting on Wednesday 22 November 2023.

This period excludes the meeting of the Panel on Monday 5 February 2023, which was convened solely to consider the police budget and precept proposals for Warwickshire for the fiscal year 2024/25. I wish to put on record my personal thanks to the members of the Panel for the scrutiny, challenge, and support that they provided to me during this important democratic process in determining the precept; also, for the unanimous vote in support of my proposal for the increase in the precept.

At previous meetings of the Panel, in addition to those subjects already identified in its scheduled work programme, several requests were made for further topics to be included in future reports. The totality of these remaining requests is: -

1. **Empower – People:** *“A review of this pillar of Warwickshire Police’s change programme would be undertaken, with an update provided later in the year.”* An update on this subject will be provided to the meeting of the Planning and Performance Working Group as it accords with the Panel’s recommendations following its agreement to the police precept.
2. **Homicide:** *“To be revisited at a future meeting to examine the specific areas of good practice adopted by Warwickshire Police and the OPCC to respond to homicide.”* An update on this subject will be provided in a future report to the Panel.

2. Deputy Police and Crime Commissioner

Emma Daniell in her role as the Deputy Police and Crime Commissioner is committed to supporting me in delivering the ambitions of my Police and Crime Plan and continues to direct her energy in attending community events and listening to the views of the county's communities. These interactions feed directly into both the OPCC and Warwickshire Police to improve the delivery of policing services in the county.

Emma's portfolio of interest has grown as she has directly responded to the rise in retail crime across the county and is now leading the Retail Crime Response within the OPCC, with a partnership event recently held to encourage partnership working around both the prevention and detection of retail crime. Several of the commissioned services and grant recipients are directly involved in the event and the benefits of these services are being seen across businesses. Emma is now a board member on the Regional Cyber Resilience Forum and is working to ensure that Warwickshire is being supported by this regional resource to prevent cyber-attacks to businesses in the county. Details of this facility can be found at:

<https://www.wmcrc.co.uk/membership>

3. Emerging national and local issues

3.1. Police and Crime Commissioner Elections

My term of office as the PCC for Warwickshire will end on Wednesday 8 May 2024. Information regarding PCC candidates in each policing area will be published by the Cabinet Office. Their website as a single, central site for information relating to candidates in each individual policing area. The site will be updated with the 2024 election candidates in April 2024 after the nomination period has closed: <https://choosemyppcc.org.uk/>.

Election Protocol

The OPCC is consequently preparing for the election of the PCC for the new term of office. This includes the production of an 'Election Protocol' that sets out the arrangements to ensure that candidates and potential candidates participating in the election are dealt with in a fair, transparent and impartial manner. The protocol also provides guidance and safeguards to all staff of the OPCC and Warwickshire Police, to avoid allegations of bias. The election is planned to take place on 2 May 2024.

Roles and responsibilities

- The Police Area Returning Officer (PARO) is Mr Steve Maxey, Chief Executive of North Warwickshire Borough Council.
- The OPCC CEO and Monitoring Officer is Mrs Polly Reed.

4. Police and Crime Plan

A summary of activities undertaken in support of the five principal objectives of my Police and Crime Plan since the since the previous meeting of the Panel are as follows: -

4.1. Fight crime and reduce offending

a) Violent Crime

- **Warwickshire Serious Violence Prevention Strategy**

The Strategic Needs Assessment for Serious Violence is now complete and has informed a refresh and relaunch of the county's Serious Violence Prevention Strategy. Both items were required because of the new Serious Violence Duty and have been submitted to the Home Office by the required deadline on 31 January 2024. This work continues to be led by Warwickshire County Council on behalf of all duty holders, driven through the Serious Violence Partnership Delivery Group. It is closely overseen and supported by my Office, as the conduit to the Home Office for governance and reporting purposes.

b) Serious Organised Crime (SOC)

- **SOC Partnership Delivery**

My office continues to work with Warwickshire Police and other partners via the county's SOC Partnership Delivery Group to move forward with the 'Clear, Hold, Build' initiative (locally named as Operation Stronghold). The aim is to start

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implementation by the end of March 2024. My Office is also involved in drafting a local SOC partnership strategy, which will consider the revised national SOC strategy that was published in December 2023.

c) Reducing Reoffending

- **Reducing Reoffending Strategic Framework**

The Crime and Disorder Act 1998 requires Community Safety Partnerships to formulate and implement a strategy to reduce reoffending. My office has assisted in a review of the approach in Warwickshire, which has resulted in a new Reducing Reoffending Framework being developed that is fit-for-purpose for the future.

4.2. Deliver visible and effective policing**a) Extra Policing**

In my Police and Crime Plan 2021-2025, I state that success in achieving this focus area is to have 1,100 police officers by the end of 2022/23, and more beyond. I am therefore pleased to report that as of February 2024 the headcount strength of Warwickshire Police stands at 1,122 police officers.

b) Neighbourhood Policing

The force's recruitment activity in 2023/24 has been directed to the recruitment of Police Community Support Officers (PCSO) to enhance the visibility and effectiveness of neighbourhood policing. I am therefore please to report that as of February 2024 a total of 19 candidates are going through final checks for the April 2024 intake of PCSOs, with a further seven applicants to be interviewed.

Neighbourhood Policing week of action took place in the third week of January 2024. This national event provided an opportunity to support Safer Neighbourhood Team (SNT) officers and staff with a range of informative updates and some wellbeing inputs to support them in their challenging role. It allowed the police to take a moment to celebrate the achievements of all SNTs.

c) Transforming Warwickshire Police

As previously reported to the Panel, Warwickshire Police embarked upon its 'Empower' change programme, with three separate strategic strands of People / Place / Technology. On 24 April 2023, the 'Empower-People' programme was implemented to create a new operating model for the force. The other elements of 'Empower-Place' and 'Empower-Technology' continue to be progressed by the force and are scrutinised by my office through formal governance arrangements.

4.3. Keep people safe and reduce harm**a) Violence Against Women and Girls (VAWG)**

- **Warwickshire VAWG Board / Strategy**

VAWG continues to be a priority for my office, who work closely with partners to progress actions and activity in support of the strategy. A review has taken place into tackling Harmful Sexual Behaviour (HSB) by children, and a consequential realigning of that work to the county's Rape and Serious Sexual Offences (RASSO) Steering

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Group has been agreed. My office is also assisting the VAWG Board with a deep-dive into stalking behaviour, which is currently being undertaken by the Community Safety Analysts that I fund.

- **Rape and Serious Sexual Offences (RASSO)**

My office continues to support the work of the county's RASSO Steering Group. The most recent work of the Group is focused on better understanding and responding more effectively to the concerns raised in relation to sexual offences amongst children and young people. A lot of these behaviours are internet related and linked to indecent / pornographic imagery which is fuelling HSB and leading to offending of the most serious type. All support services are reporting increased referrals.

Other matters of current interest include best use of special measures in the court environment, especially pre-recorded cross examination evidence and properly understanding and responding effectively to victim's needs. Hearing the 'victim's voice' is critical.

- **Interpersonal violence against men and boys**

As previously reported, this is an area of developing concern and increased petitioning from representative groups. My office is now assisting the VAWG Board with a deep-dive into this area of concern and will be undertaken by the Community Safety Analysts. I continue to ensure that the victims services I commission (either solely or in partnership) are always available to men and boys, who represent 25% - 33% of victims of domestic abuse.

b) Vulnerability

- **Warwickshire Safeguarding – Exploitation Strategy**

My office is currently supporting Warwickshire Safeguarding with a review of its Exploitation Strategy. This review falls into two parts, firstly the consideration of exploitation of adults and then secondly the exploitation of children and young people. This work commences with a workshop on each subject during February and March 2024.

- **Working Together 2023**

On 15 December 2023, HM Government issued a substantial (168 pages) replacement statutory guidance 'Working Together to Safeguard Children 2023'. It sets out key roles for individual organisations and agencies to deliver effective arrangements to help, support, safeguard, and protect children. It is issued under a range of legislation but principally the Children Act 2004.

This latest version is the first update since 2018 and makes several substantial changes, including the formal introduction of a new role of Lead Safeguarding Partner. The Chief Constable is one of three role holders of this role along with the Chief Executive of Warwickshire County Council, and the Chief Executive of the Integrated Care Board. I have already engaged with the Chief Constable in relation to these recent changes, with implementation anticipated to be in Autumn 2024. My office will work closely to support the force and Warwickshire Safeguarding during this time.

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- **Mental Health – Right Care Right Person (RCRP)**

My office continues to be engaged in overseeing the implementation of RCRP in Warwickshire. At its centre is a revision by Warwickshire Police of the way in which it responds to mental health related incidents. The force is actively engaged with relevant partners in planning the change, and the partnership board across Warwickshire, Coventry, and the wider West Midlands region continues to meet to ensure there is a coordinated and consistent approach. Learning from the implementation of RCRP in other areas of the country is a crucial element of the approach taken. If implemented successfully, people with mental health needs will see an improved response from those organisations that are best placed to support them to recover; the police will also be relieved of many hours' worth of officer time that can be redeployed into core policing responsibilities.

- **Modern Slavery and Human Trafficking (MSHT)**

Warwickshire continues to develop a joined up and more knowledgeable approach to MSHT through the work of county's Modern Slavery Steering Group, actively supported by my office. The Steering Group has also been reviewing the recently published First Report of Session 2023/24 from the House of Commons Home Affairs Committee on Human Trafficking, to identify key learning that can be implemented in Warwickshire. The work of the Independent Modern Slavery Advocate (IMSA) role that I fund continues to develop, but it is important to note that each case is complex and requires significant investment in time.

c) Road Safety

It is concerning to report that the number of people killed and seriously injured on Warwickshire roads is returning to pre-pandemic levels. This is reflected regionally and nationally and is a matter of widespread concern, despite all the work that is achieved by roads policing and road safety professionals. On 1 March 2024 I am chairing a conference in which the Warwickshire Road Safety Partnership will take stock of its progress to date and consider how it will continue to deal with the challenge of achieving the aim of reducing all death and serious injury on the county's roads by 50% by 2030.

4.4. Strengthen communities.

a) Involving communities

- **Custody Volunteers**

My office continues to operate both the volunteer Independent Custody Visitors (ICV) and the Appropriate Adult (AA) schemes.

The ICVs are a well-established system of volunteers who attend police stations unannounced to check on the treatment of people detained in custody. They talk to the detainees and observe the conditions in which they are held and ensure that their rights and entitlements are being observed. This is a statutory responsibility detailed in the Police Reform Act 2002. In 2023 the ICVs have visited over 250 detainees. My office hosted the Annual General ICV meeting on 27th January 2024 to review the scheme in 2023 and also ensure the scheme is compliant with national

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membership body ICVA, welcoming the CEO and other guest speakers, offering learning opportunities for volunteers and sharing experiences with peers.

The AA's support vulnerable adults in police custody and help to make sure they understand what is happening and the process is fair, the scheme ensures that vulnerable people can understand the criminal justice process, reducing the risk of unjust convictions. This year the AAs have provided over 200 hours in custody supporting vulnerable detainees.

My office continues to work closely with custody officers and staff and has supported in offering insights to improve the custody environment.

My office continues to drive to further grow the numbers of volunteers who want to give their time to make a difference to their community and thereby strengthen the excellent service that is provided.

I am a strong supporter of volunteering in all its forms and the work of volunteers in keeping Warwickshire safe cannot be underestimated, so I would encourage anyone interested in donating their time to take inspiration and find out more about how they can get involved. More information on volunteering opportunities can be found on the OPCS website at: - [Jobs and Opportunities - Office of the Police and Crime Commissioner for Warwickshire \(warwickshire-pcc.gov.uk\)](https://www.warwickshire-pcc.gov.uk/jobs-and-opportunities).

b) Crime Prevention

- **Retail Crime**

On Thursday 22 February 2024 I hosted a Warwickshire Retail Crime Conference with stakeholders to discuss our collective approach to addressing this growing area of concern. Retailers of all scales continue to lobby for improved police response to unprecedented levels of theft from the retail environment. Those criminally operating in this landscape range from determined individuals feeding a significant drug habit to organised crime gangs using vulnerable people to steal who are often victims themselves of trafficking and slavery. I am therefore pleased to report that Warwickshire Police has implemented a dedicated investigation team to respond to retail crime. In a few months they have radically and positively changed a lot of the investigation outcomes.

- **School Attendance**

My office has begun to engage with Warwickshire County Council in relation to the absence of children from education. Absence has a range of negative impacts on children's attainment, health, and future earnings - it is also a critical safeguarding issue. If children are not in school, we cannot be assured they are safe, nor can we be sure that they are staying out of trouble. Whilst most of the absence is not truancy, absence can be a risk factor for involvement in crime. Collaborative work is required on this area, and my office is exploring with partners what this may need to look like.

c) Partnership working

- **Criminal Justice Bill**

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The Panel may be aware that the Criminal Justice Bill is currently in the Committee Stage in the House of Commons. The Bill includes a new power conferred on PCCs to make recommendations to Community Safety Partnerships (CSPs) about how they formulate and implement the strategies required under the Crime and Disorder Act 1998. This provision is intended by Government to strengthen and improve how PCC's and CSPs work together to tackle crime, disorder, and anti-social behaviour - recognising that no one single agency can address all its drivers. My office continues to monitor the Bill through its passage towards Royal Ascent.

- **Anti-Social Behaviour (ASB)**

The review of the partnership approach to tackling ASB across is being led by my office. The ASB Partnership Forum has now agreed a revised approach, which takes account of new statutory guidance published in 2023, to undertaking ASB Case Reviews and subsequent Appeals

Following an ASB workshop in November 2023, my office is now leading on producing a county-wide ASB strategy to support CSPs in their statutory obligation to have a strategy for the reduction of crime and disorder, including ASB. This strategy will reference the ASB policies of Warwickshire Police and of the district and borough councils, as well acknowledging the national ASB principles, statutory guidance and the Action Plan issued by Government in 2023. A first draft of this strategy will be shared with the ASB Practitioners Forum in March 2024.

I am currently awaiting detail from the Home Office as regards to the £1 million awarded to all Police and Crime Commissioners to tackle ASB hotspots through the provision of additional visible patrols. I mentioned previously that an ASB dashboard was being built by the Community Safety Analysts, this is nearing completion and will be able to evidence where the ASB hotspots are across the county.

I am also waiting for the final results of the Community Safety Partnerships (CSP) review and ASB Powers consultation which the Home Office undertook last spring. Some consultation proposals are being taken forward via the Criminal Justice Bill, as mentioned above, but further detail relating to the role of PCCs is still unclear.

- **Rural, Wildlife and Heritage Crime**

The rural environment continues to present much work to Warwickshire Police's Rural Crime Team and the South Warwickshire Rural Crime Prevention Coordinators. Their work is valued by many and I was incredibly pleased to see that they were all recognised for their invaluable work by the recent Police Neighbourhood Awards. My decision to help fund and support these areas of work is very worthwhile. Listening to the concerns of rural communities is essential and I will be meeting with farmers in both the north and south of the county this month to further understand the issues and to consider how best I can help.

4.5. Deliver better justice for all

a) Victims and Witnesses; b) Improved Communication

- **Victims and Prisoners Bill**

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The Victims and Prisoners Bill is now at the Committee Stage within the House of Lords for scrutiny and consideration of amendments prior to being passed back to the House of Commons. My office is following the debates with much interest. It is still anticipated that the Bill will receive Royal Assent in the Spring.

c) Justice Outcomes

- **Local Criminal Justice Board (LCJB)**

A key area of work for both me and the OPCC remains focused on the complex workings of the Criminal Justice System. I am therefore pleased to report that the extensive review of Warwickshire's LCJB was completed in December 2023. This review includes a refresh of the multi-agency strategic priorities and focus areas, a new delivery plan, and the introduction of new policy mechanisms to aide and assist the important work of the LCJB.

More broadly, there are some positive signs of improvements locally in court backlogs, which have reduced over the last 6 months. However, they remain above pre-Covid levels and are affected by national issues such as the recruitment of Judges and Barristers.

- **Criminal & Family Justice**

I remain committed to leading our criminal justice partners to ensure we are applying our best efforts to ensure that Warwickshire residents who may transcend through the system (either as victim-survivors, witnesses, or offenders) receive fair and respectful treatment throughout their experience. One of the priorities is 'Putting Victims, Survivors, and Witnesses First'. Contributing towards this priority, my Criminal Justice Policy Officer is developing a closer working relationship between the LCJB, and the Family Justice System (FJS). This has emerged as a crucial area of work collaborative work and will benefit those transcending through both the criminal and family court systems.

5. Governance and Assurance

My primary obligations as a police and crime commissioner include: -

- A statutory duty and electoral mandate to hold the police to account on behalf of the public.
- To maintain an efficient and effective police force for the police area;
- To scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Police and Crime Plan;
- To hold the Chief Constable to account for the performance of the force's officers and staff.

The following are some examples of the arrangements that are in place to facilitate these requirements.

5.1. Governance and Performance Board

Each month I hold a formal Governance and Performance Board with Warwickshire Police's Chief Constable, together with senior officers from the force and the OPCC. The schedule of meetings incorporates an in-depth scrutiny of force performance

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and finance, along with topical issues of interest. A 'Focus' topic is selected for additional scrutiny at each meeting: -

2024

- January - Safeguarding Children
- February - Victims and Witnesses Bill / Victims Code
- March - Strategic Policing Requirements (Public Order)
- April - Roads
- May - Safeguarding Children
- June - Business / Retail Crime
- July - Custody
- August - Artificial Intelligence
- September - Public Trust and Confidence
- October - Health & Wellbeing
- November - Cybercrime / Fraud
- December - County-lines / Organised Crime Groups

5.2. National Crime and Policing Measures

The Panel has requested that information is provided on key performance indicators for Warwickshire Police, including as a standing agenda item the National Crime and Policing Measures (NCPM) that were introduced as consequence of the Government's Beating Crime Plan.

The Specified Information Order 2011 (amended 2021) had placed an obligation on PCCs to publish information regarding their force's performance in respect of the NCPM. The NCPM report for Q3 2023/24 is therefore appended at Appendix A for the information of the Panel.

5.3. Police complaints

The issues and themes that result in public complaints against the police provides me with an invaluable insight to enable me to 'hold to account' the Chief Constable and to fulfil my responsibility to secure the maintenance of an effective and efficient police service for Warwickshire.

The 19 February 2023, the Independent Office for Police Conduct published its complaints data for Q3 2023/24. The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 requires the Police and Crime Commissioner to publish the most recent quarterly complaints data for their force. The data and reports are to be published within one month of publication by the Independent Office for Police Conduct (IOPC) and reviewed quarterly. Consequently, this information has been published on the OPCC website at: - <https://www.warwickshire-pcc.gov.uk/>

On 16 January 2024, I met with the Head of the force's Professional Standards Department (PSD) as part of my assurance arrangements for this critical area of business that is instrumental in establishing communities trust and confidence in Warwickshire Police. The agenda incorporated the elements of anti-corruption, vetting, police complaints and the IOPC statistics.

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Since the 1 April 2023, to date the OPCC have conducted twenty-four complaint reviews, of which ten have been 'upheld' in that Warwickshire Police's handling and / or outcome to the complaint has not been reasonable and proportionate. The recommendations made to Warwickshire Police arising from these reviews have subsequently been accepted by the force.

5.4 Joint Audit and Standards Committee

On 23 January 2024, I participated in the Joint Audit and Standards Committee (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. The Committee will meet again on the 27 March. Members of the Committee usually attend Police and Crime Panel meetings to keep abreast of issues and avoid any duplication of effort.

5.5 Police and Crime Panel Performance & Working Group

A meeting of the 'Police and Crime Panel Performance and Planning Working Group' is scheduled for 28 March 2024, where the OPCC will be represented by Claire Morris and David Patterson from the Assurance team. The OPCC has prepared a report of cybercrime-fraud for consideration at the meeting.

6. Communication and Engagement

Since the last Panel report, my Deputy and I have been maintaining my programme of engagement events around the county, seeking to reach as diverse a range of communities as possible.

As the winter months have unfolded, we have both been please to attend many of the Warm Hubs which have been organised through the Warwickshire Rural Community Council. They are an ideal opportunity to sit and talk with members of the community who might not otherwise have an opportunity to discuss community safety and policing issues with. Deputy Police and Crime Commissioner Emma Daniell is pictured below at the Hillmorton Warm Hub.

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I was pleased in February 2024 to attend Warwickshire Police's Neighbourhood Policing Awards in Rugby. The event was part of Neighbourhood Policing Week, which highlights the pivotal role played by Safer Neighbourhood Teams (SNT) in keeping communities safe.

I know that across Warwickshire SNTs are valued very highly by the public, so I was delighted to see their work commended in this way, alongside the partnership activities which help to underpin that activity. I presented the Nuneaton & Bedworth SNT with the 'Team Initiative of the Year Award' for their work in bringing the Knife Angel to Nuneaton last year and the successful Operation Outfitter to tackle youth violence in the town. I was also pleased to see the Stratford Rural Crime Advisors, who I fund alongside the District Council, recognised for their work to keep rural communities safe.

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Other engagement events throughout the period have included:

December 2023

- Warwickshire Neighbourhood Watch Association, Leek Wootton.
- Project EDWARD Parliamentary Reception, London.
- Leamington Spa Probus Club.
- Shotteswell Warm Hub

January 2024

- Student Officer Passing-Out Ceremony, Warwick.^{1*}
- Warwickshire Search and Rescue event, Stoneleigh.*
- Lillington Warm Hub, Leamington Spa.
- Rugby Warm Hub.
- Independent Custody Visitors' AGM, Leek Wootton.
- Warwick Warm Hub.

February 2024

- Wolvey Warm Hub.*
- Salford Priors Parish Council.
- Bedworth Police Station - visit to Patrol officers.
- Snitterfield Women's Institute.
- Atherstone Warm Hub.
- Warwickshire County Rural & Wildlife Crime Meeting, Stoneleigh.
- Visit to Leamington LAMP (CSP-funded initiative).*

¹ * Deputy PCC engagement

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- North Warwickshire Farmers' Meeting, Fillongley.
- Youth Justice Leaders' Summit, Birmingham.*
- Refreshing Warwickshire's Approach to Retail Crime Event, Leamington Spa.
- National Police Chaplaincy Commissioning Service, Birmingham.*
- Camp Hill Community Forum, Nuneaton.
- South Warwickshire Farmers Meeting, Wootton Wawen.
- South Warwickshire Partnership Board Big Event, Rugby.

7. Commissioning and Grants

7.1. Safer Streets Fund Round 5

I previously reported that we had secured £1m of Home Office funding to support crime and disorder interventions across Warwickshire (£465k in 2023/24 and £565k in 2024/25). Unfortunately, we have recently been informed by the Home Office that nationally the funding for the 2024/25 element has been reduced by £180k per Local Policing Body, namely to £335k. The revised breakdown of allocations by agency is shown below and has now been re-approved by the Home Office. Some projected underspending was anticipated against the 2023/24 projects, and this has enabled some 2024/25 projects to be brought forward, ensuring that much of the original programme of works can still be completed within the funding envelope.

Agency	Funding 2023-25	Interventions
North Warwickshire Borough Council	£87,495	CCTV
Nuneaton and Bedworth Borough Council	£20,000	CCTV
Rugby Borough Council	£174,769	CCTV, Lighting, Help points
Stratford on Avon District Council	£70,000	CCTV
Warwick District Council	£275,123	CCTV, Community Wardens, training
Warwickshire County Council	£119,869	Coordinator, Community Engagement, Community identified interventions
OPCC Warwickshire	£8,544	Administration
Warwickshire Police	£34,200	VAWG Training
Crimestoppers	£30,000	Engagement campaign
Total	£820,000	

7.2. Criminal Justice-related Substance Misuse Services

The mobilisation process for the OPCC three-year commissioned contracts for the criminal justice related Drug and Alcohol Service for Adults and the separate contract for children and young people is well underway, and new services will commence from April 2024. Services will be co-located where appropriate in police estate, to ensure the best outcomes, and to drive up referral rates. Performance will be monitored through a range of key performance indicators.

OFFICIAL**7.3. Commissioner's Grants Scheme 2024/25**

All grant applicants have now been updated on the outcome of their applications to the 2024/25 grants round.

A total of 57 applications were received, with a total funding ask of £660k, significantly oversubscribed against the budget of £300k. The evaluation process took place between 12 November 2023 and the 3 January 2024, followed by a period of various due diligence checks including qualitative and quantitative work to ensure that the successful organisations had appropriate safeguarding arrangements, relevant policies, financial standing, and insurances in place to meet the eligibility criteria.

Twenty-nine organisations have been awarded funding under the Small Grants Scheme, along with a further three organisations for road safety projects. All details in relation to the of the successful organisations will be posted on the OPCC website in due course.

8. Finance**8.1. Statement of Accounts**

I am pleased to report that the external audit of the 2022/23 Statement of accounts by Grant Thornton is now complete and an unqualified opinion has been received. Grant Thornton have also issued a positive report on the PCC and forces arrangements for value for money. Both are published on the OPCC website. This concludes our work with Grant Thornton and future external audits will be conducted under the new contract with Azets.

8.2. Forecast outturn 2023/24**Revenue**

I continue to 'hold to account' the Chief Constable for her spending against the 2023/24 revenue budget. I receive regular monthly updates, and at the end of December 2023, a year-end forecast underspend of £0.156m has been reported. I welcome this position, which is broadly consistent with the reporting in preceding months.

The most significant expenditure variance is on police officer overtime (£1.884m) which has arisen due to various serious and complex investigations, and for backfilling vacancies in specialist teams whilst new recruits become established and undertake training. These higher overtime costs are forecast to be met from underspending elsewhere - primarily in staff and PCSO pay - and some of the additional income outlined below and therefore there is no current requirement for a draw-down from the operational reserve.

The additional income of £2.030m is from a variety of sources, including a further £0.813m for providing custody detention places for use by the Prison Service as part of Operation Safeguard; £0.675m of additional incentivised uplift grant funding; £0.284m of reimbursed costs from the Regional Organised Crime Unit to cover overtime costs; £0.360m of additional abnormal roads income related to HS2

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construction; and £0.249m of additional investment income. Many of these were either unknown or not anticipated as part of the 2023/24 budget setting, but a full review on the longevity of some of this income has been undertaken as part of the budget process for 2024/25.

Capital

Expenditure on capital schemes is forecast to be £7.258m against a revised budget of £12.318m, including slippage from 2022/23, in addition to some accelerated spend from 2024/25. This is likely to reduce further as the delays with the delivery of some vehicles are ongoing. The closing balance on reserves at year-end is forecast to be £12.748m.

The budget and precept for 2024/25 has now been set, and all districts and boroughs have been issued with the relevant precept notifications and payment schedules. This draws to a close the budget process for 2024/25 and I look forward to monitoring the outcomes and financial performance over the coming months.

9. Office of the Police and Crime Commissioner

In December 2023, the OPCC moved from its previous location at Northgate Street, Warwick to Warwickshire Police headquarters at Leek Wooton. This new accommodation is modern and open-plan and therefore more conducive to effective working and to improving the health and well-being of the staff. There has also been a significant revenue cost saving on rent.

In November 2023, the OPCC were joined by three new members of staff, namely Hannah Toulson as a Communications and Engagement Officer, Dawn Lewis-Ward and Emma Dixon as Commissioning and Grants Officers. Jemima Busby in her role as a Scrutiny and Assurance Officer recently departed from the OPCC, I thank her for her work in supporting me and I wish her well for the future.

APPENDIX A**National Crime and Policing Measures
Q3 2023/24****1. Introduction**

The Government's National Crime and Policing Measures (NCPM) are intended to complement the local priorities that are set out in Police and Crime Commissioners' Police and Crime Plans; nonetheless the Government is clear that forces must

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achieve significant reductions in crime and restore the public's confidence in the criminal justice system. The six key priorities of the NCPM are: -

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

2. Specified Information Order

In August 2021, the 'Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021' came into effect, requiring PCCs to publish information relating to a police force's performance against the NCPM and thereby enabling greater public scrutiny of police performance and to allow the electorate to hold PCCs to account more effectively. The order states that: -

- PCCs are required to provide a statement on the contribution of their force to achieving improvements against those priorities.
- The information must be published in a prominent place on the PCC's website. The purpose of this requirement is to make it as easy as possible for the public to access the information, and quarterly updates should be made following the publication of quarterly crime statistics.

3. Statement of Contribution.

On 31 March 2022, the Warwickshire Police and Crime Commissioner (PCC) formally published the 'Police and Crime Plan 2021-2025'. The objectives set within the plan have been formulated with consideration of the requirements of the NCPM.

The PCC wants to ensure that all agencies are working together to reduce crime, support victims and make communities safer, to ensure delivery against the NCPM priorities. This collaboration is achieved through regular engagement with local communities, the police, partners, and community safety organisations. The PCC's position as the Chair of the Local Criminal Justice Board also enables him to monitor the provision of an effective and efficient criminal justice system in Warwickshire.

In terms of the PCC responsibilities to 'hold to account' the chief constable for the performance of Warwickshire Police, the PCC holds a formal monthly 'Governance and Performance Board' (GPB) meeting with the chief constable. The purpose of the GPB is to focus on specific areas of force performance and is attended by senior officers and staff from the force and the Office of the Police and Crime Commissioner (OPCC). The minutes of the meetings are published on the OPCC website. At each GPB a topical 'Focus subject' of particular interest is selected for in-depth scrutiny and discussion.

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4. Warwickshire Police Overview

The Govt. baseline for NCPM is the performance data for December 2019 and there are specific measures for the six priority areas. The Home Office recognise that not all measures will apply equally to every force, so PCCs must consider how best to apply these measures in their force area. Warwickshire Police has therefore selected some additional proxy measures to assess the force's contribution towards these national priorities and the force will continue to develop its approach to ensure that the measures are aligned with the national position.

This report has principally been prepared through scrutiny of the performance data provided in Warwickshire Police's monthly performance reports for Q3 2023/24: -

- Performance Monthly Insights – October 2023.
- Performance Monthly Insights – November 2023.
- Performance Monthly Insights – December 2023.

A summary of the force's position, with commentary, is provided as follows.

5. Reduce Murder and Other Homicides

5.1 Force data

During Q3 2023/23 there was one homicide, recorded in December, representing a reduction on the two homicides recorded in the previous quarter.

5.2 OPCC commentary

Murder and homicides are allied to the subject of Serious Violence and are therefore discussed in the following section.

6. Reduce Serious Violence

The Govt. measures are: -

- a) Offences involving the discharge of a firearm
- b) Hospital admissions for persons under 25 years old injured with sharp instrument (NHS measure).

The force's proxy measures are: -

- a) Serious violence (Violence with Injury / Robbery).
- b) Offences involving knife crime or sharp instruments.
- c) Offences involving the use of a firearms.

6.1 Force data

a) Serious Violence

- **Violence with Injury**

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In December 2023, volumes increased by 13% (n=419) on the previous month and were above the 3-year average and forecast. Initial analysis shows no notable reason for the increase.

In November 2023, the 3-month rolling average 'action taken' (Offenders Brought to Justice) outcome rate was at 13.3%. The recommendation in the December 2023 performance report is noted, regarding a focus on improving this rate.

- **Robbery**

In December 2023, volumes (n=29) remained comparable to the previous month and remained above the forecast but below the 3-year average. The recommendation in the December performance report is noted, regarding a focus on improving this rate.

A question was raised in the Q2 2023/24 OPCC Performance Scrutiny report regarding the specific measures the force were taking to improve the 'action taken' rates for robbery. The force's position will continue to be monitored by the OPCC.

b) Knife Crime

The Home Office data collection for offences involving knives or sharp instruments is limited to selected offences and certain weapon types. It excludes possession offences. The data for December 2023 was not available. In November 2023, there were 28 offences recorded, representing a very slight increase on the previous month. In October 2023, there were 26 offences recorded.

c) Firearms

The Home Office data collection reports on offences where a firearm was used as a threat. In Q3 2023/24, there were 13 firearms offences recorded, none resulting in fatality or serious injury. This volume of offences is consistent with the previous quarter.

6.2 OPCC commentary

During the festive period in December 2023, Warwickshire Police invest additional resources during recognised peak periods for the night-time economy to prevent offences before they occur through the deployment of high visibility patrols. These same officers are then also available to manage any anticipated increase in demand with a view to negating a threat before it can escalate.

The Warwickshire Strategic Needs Assessment for Serious Violence is now complete and has informed a refresh and relaunch of the county's Serious Violence Prevention Strategy. Both items were required because of the new Serious Violence Duty. This work continues to be led by Warwickshire County Council on behalf of all duty holders, driven through the Serious Violence Partnership Delivery Group. It is closely overseen and supported by the OPCC, as the conduit to the Home Office for governance and reporting purposes.

7. Disrupt Drugs and County Lines

The Govt. measures are: -

- a) Drug Related Homicide.

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b) Police Referred Drug Treatment (supplied by Public Health England).

The force's proxy measures are: -

- a) Drug related homicides.
- b) Organised Crime Group (OCG) disruption.

7.1 Force data

a) Drug Related Homicide.

This information is not included in the performance reports. A question was therefore raised in the in the Q2 2023/24 OPCC Performance Scrutiny report regarding what arrangements are to be made for the capture of NCPM data in respect of the of a) Drug related homicide and b) Cyber-crime and their inclusion in the performance reports?

The response provided by Warwickshire Police in respect of drug related homicide was that due to the low volume of homicide within the county, the force does not disaggregate this information within the performance framework, but data is provided nationally, accessed through the Digital Crime and Performance Pack (DCPP).

The DCPP data indicates that since 2016 around 45% of the force's homicides carried a 'drug' marker - this is consistent with the national rate of 49%. The marker is applied for several varied reasons, including drug use by victims and offenders. A 'Homicide and Near Miss Problem Profile' was completed in 2023, which indicated 8% of such incidents were influenced by the drug market.

b) OCG Disruption

The Warwickshire Police Performance Quarterly Insights – November 2023 report provides information for Q2 2023/24 on the number of County Lines and OCGs operating in the county, and the number of 'disruptions' achieved. Of note is that that there were 29 confirmed disruptions during this period, representing a significant increase on the 18 disruptions in the preceding quarter. Also, that 14 adults and 21 children were safeguarded during this period.

7.2 OPCC commentary

The PCC commissions criminal justice related drug and alcohol misuse services for the county, to try and break the link between substance misuse and offending behaviour.

Information regarding drug related homicide is not specifically included in the performance reports. Recent homicide investigations are currently 'live' and therefore the relationship between the deaths and controlled drugs is not presently a consideration for this report.

A key priority for the Police and Crime Plan 2021-2025 is to Fight Crime and Reduce Reoffending, with a focus on Violent Crime and Organised Crime. The Plan provides a narrative as to how this will be achieved and the measures by which the success of the plan will be measured. The PCC will continue to closely monitor performance and 'hold to account' the Chief Constable in this area of considerable public concern.

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8. Reduce Neighbourhood Crimes

The Govt. measures are: -

- Burglary.
- Theft from, and of, vehicle (Crime Survey England & Wales - CSEW).
- Theft from Person.

The force's measures are: -

- & b) & c) Home Office Crime Recording categories

8.1 Force data

a) Burglary (Home)

In December 2023, volumes increased by 7% (n=93) and remained below the 3-year average and in-line with the forecast for this high-harm offence type of significant public concern, as the below graph illustrates: -



Figure 1 – Burglary (Home) Volumes.

The north of the county saw a 36% reduction (n=-15 offences to 27), but the south saw an increase of 46% (n=+18 offences to 57). Analysis of the crimes reveals that vehicles at the residence are a common motivation, where there were 14 car key burglaries of which 11 were in the south of the county. All Burglary (Home) incidents were attended.

In December 2023, the 3-month rolling average 'action taken' rate was at 4.4%. The recommendation in the December performance report is noted, regarding a focus on improving this rate.

b) Vehicle Crime

In December 2023, volumes (n=347) remaining relatively consistent when compared to the previous quarter and were in-line with the 3-year average forecast and below the forecast. Analysis of these crimes reveals that theft of HGV fuel, theft from vans, and theft of wing mirrors in the Warwick District are notable modus operandi (MO). Warwickshire remains an 'outlier' in its Most Similar Group (MSG) of forces at 8th place and is ranked 33rd nationally.

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The recommendation in the December performance report is noted, regarding continuing to interrogate the modus operandi to identify emerging trends and target resources at repeat offending. Also, to focus on improving the outcome rates to bring them in-line with comparator police forces.

A question was raised in the Q2 2023/24 OPCC Performance Scrutiny report regarding the specific measures the force were taking to improve the 'action taken' rates for vehicle crime. The force's position will continue to be monitored by the OPCC.

c) Theft from Person

In December 2023, volumes (n=26) were comparable to the 3-year average but above the forecast. Percentage rates are volatile due to the small number of offences. The recommendation in the December performance report is noted, regarding seeking to reduce volumes through preventative measures.

The 'action taken' rate remains relatively low, as it does with comparator police forces.

8.2 OPCC commentary**a) Burglary**

Considering the recommendation made, the force's performance will continue to be monitored and scrutinised in the expectation that improvement will be made in Q4 2023/24.

b) Theft from, and of, vehicle

The Home Office has previously identified Warwickshire Police as an outlier, a position driven by comparison with the force's performance with its Most Similar Group (MSG) of police forces - Warwickshire has historically suffered due to its proximity to the metropolitan West Midlands area and its crime profile.

Given the latest performance data, the PCC will 'hold to account' the Chief Constable on these matters at the Governance Performance Board, to ascertain what proactive measures the force is implementing to mitigate against these series of offences and improve the 'action taken' rates.

c) Theft from Persons

The levels are comparable to the 3-year average and as such no further comment is made.

9. Victim Satisfaction

The Govt. measures are: -

- a) Victim satisfaction with police by victims of domestic abuse.
- b) Victim satisfaction with police (CSEW) - Not available.

The force's proxy measures are: -

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- a) Force's own domestic abuse victim satisfaction survey (not comparable with other forces).
- b) Victim satisfaction surveys.

9.1 Force data

Of note is that Warwickshire Police has now set 'target rates' for Victim Satisfaction, namely: -

- Domestic Abuse - 80% or above
- Vehicle Crime - 70% or above
- Violence - 75% or above
- Burglary - 80% or above
- Hate Crime - 80% or above

In December 2023, the rolling 6-month 'whole experience satisfaction' trend delivered the following levels of performance: -

- Domestic Abuse 79% < Target - 80% reported in Q2 2023/24 report
- Vehicle Crime 62% < Target - 61% reported in Q2 2023/24 report
- Violence 66% < Target - 66% reported in Q2 2023/24 report
- Burglary 69% < Target - 66% reported in Q2 2023/24 report
- Hate Crime 69% < Target - 72% reported in Q2 2023/24 report

The comments in the performance report for December are noted, regarding the improvement in the 'follow up' measure for Burglary (67%) when compared to the low rate in September 2023 (25%) which negatively contributed to the 'overall satisfaction' rate.

A question was raised in the Q2 2023/24 OPCC Performance Scrutiny report regarding victim satisfaction rates, with particular concern regarding the poor 'follow-up' measure for Burglary victims. It is therefore a positive development that there has been considerable improvement in this specific area of performance with all Burglary (Home) investigations being allocated to detectives in the Serious Acquisitive Crime Teams. The force's position in respect of victim satisfaction across all measures will continue to be monitored by the OPCC.

In December 2023, the in-month rate for DA victim satisfaction showed a 13% increase on the previous month by rising to 82%, a strong indicator of improving performance.

9.2 OPCC commentary

The monthly increase in victim satisfaction for domestic abuse is a positive development. The force's performance will continue to be monitored and scrutinised in the expectation that further improvement in satisfaction rates will be made in Q4 2023/24. The recent introduction by the force of a Crime Control Centre (CCC) should assist in achieving this aim. The intention of the CCC is to focus on effective investigation management through identifying those crimes which have the best chance of being solved with a positive outcome for the victim. This should mean that there is more time to carry out investigations and to engage with the victim according to their needs in accordance with the Victims Code.

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The OPCC works closely with Warwickshire County Council and other partners in delivering the aims of the county's 'Violence Against Women and Girls (VAWG) Strategy'. This has included reviewing the governance arrangements and working closely to link the work of the county's VAWG Board with the work of the Local Criminal Justice Board (LCJB). This is particularly important in relation to progress to improve criminal justice outcomes for victims of Sexual Violence and Domestic Abuse.

The PCC commissions the following victim services for Warwickshire:

- General victim support: Victim Support
- Sexual violence and abuse: Safeline
- Child exploitation: Barnardo's
- Modern Slavery and Human Trafficking: West Midlands Anti-Slavery Network
- Restorative Justice: Victim Support

10. Tackle Cyber Crime

The Govt. measures are: -

- a) Confidence in law enforcement response.
- b) Percentage of businesses experiencing cyber-crime. Data taken from non-police sources.

The force's proxy measures are: -

- a) Action Fraud cyber-dependent victim referrals where advice given.

10.1 Force data

Information not included in the Performance Reports. A question was therefore raised in the in the Q2 2023/24 OPCC Performance Scrutiny report regarding what arrangements are to be made for the capture of NCPM data in respect of the of a) Drug related homicide and b) Cyber-crime and their inclusion in the performance reports?

The response provided by Warwickshire Police in respect of cyber-crime was that the force currently reports cyber-crime measures through the Proactive and Preventative Steering Group (P&PSG). Cyber Crime reporting is transitioning to APMIS, the national system for recording cyber disruptions. This measure will soon be also available through the DCPD tool and disaggregated to Warwickshire.

10.2 OPCC commentary

The Deputy Police and Crime Commissioner is now a Board member for the Cyber Resilience Centre for the West Midlands that supports and helps protect small business, SMEs, and supply chain businesses and third sector organisations in the region against cybercrime.

An in-depth review of the force's response to 'cybercrime – fraud' has been conducted. Of note is that Action Fraud as the national agency for the collation and dissemination of fraud offences is to be replaced to ensure that victims are given a

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more accessible and customer friendly service, and ensuring the right crimes are disseminated with expediency across policing.

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Warwickshire Police and Crime Panel

7 March 2024

Warwickshire Joint Audit and Standards Committee Annual Report 2023

Recommendation

That the Police and Crime Panel notes and comments on the Joint Audit and Standards Committee Annual Report 2023.

1. Key Issues

- 1.1 The Joint Audit and Standards Committee (JASC) Annual Report 2023 sets out the work of the Committee for the year ended 31 December 2023, 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

Joint Audit and Standards Committee Annual Report 2023 (plus appendices A, B, and C)

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WARWICKSHIRE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE

JOINT AUDIT & STANDARDS COMMITTEE, ANNUAL REPORT 2023

REPORT BY	Chair of the Joint Audit and Standards Committee (JASC)
SUBJECT	Annual Report 2023
RECOMMENDATION	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 there are no changes to the JASC Terms of Reference.
- 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 fourth annual report and covers the work of the Committee for the year ended 31 December 2023. It sets out in paragraph 5 below how the JASC has met its Terms of Reference (Appendix A) and is informed by a performance feedback review obtained from meeting key attendees (Appendix B) and an annual self-effectiveness review (Appendix C) 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, financial management and assurance.

- 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.
- Obtain attendee feedback on its performance during 2023 and undertake a self-assessment review against its terms of reference and objectives on an annual basis and report the results of these (see paragraphs 10 and 11 below) to the PCC and the CC.

4. JASC membership

The JASC is comprised of five members who are independent of the PCC and CC. John Anderson, the Chair, is supported by Gavin McArthur, the Deputy Chair, and three members: Helen Knee, David Carter and Andy Heath. All appointments to the JASC were made following an open recruitment exercise and all contracts run until March 2026. Ongoing training for all members is delivered as needed on a full range of governance and policing issues.

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 arrangements which are reviewed annually. 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.

To further help ensure full assurance coverage is reviewed by the Committee over the course of the year and it can demonstrate this effectively, two internal documents have continued to be developed and used during the year. Firstly an "Assurance Map" and secondly a supporting "Subject Matter Leads". The Assurance Map shows across the full range of Governance Areas, the 1st, 2nd and 3rd lines of assurance provided by Business Operations, Oversight Functions/Boards, and Independent Assurance through the completed audit plans of Internal and External Audit and HMICFRS, and relevant annual ISO accreditation confirmation. The Governance Areas have been allocated to Committee members as Subject Matter Leads to enable them to gain in depth understanding of their allocated areas and then be able to provide support and challenge to the Officer and Manager leads responsible for drafting reports and providing assurance.

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. Although the Committee's work and scope are now well established, and no changes are proposed to the Terms of Reference through this report, a fundamental review of them is being undertaken by the OPCC's Chief Executive Office (CEO) and two members to ensure the Committee stays relevant and adds value.

6. Meeting attendance in 2023

The JASC met formally four times and twice informally in February and November 2023 to review its Terms of Reference, Work Programme, Assurance Map and the Corporate Governance Framework. These meetings enabled the JASC to adhere to its rolling work programme, agreed at the March 2023 meeting, and consider both standing agenda items, specific areas of the business and ad hoc issues. This provided it with assurance coverage over the full range of the Committee's responsibilities.

Full attendance at all the meetings was achieved by all members with two exceptions when they provided lists of questions to be asked on their behalf during the meeting. It was also decided that members would meet outside of the formal meetings with the Officer and Manager leads to better understand their areas of responsibility and to assist with the terms of reference for drafting reports.

The Chair met with the PCC, OPCC CEO, Treasurer, Deputy Chief Constable, Director of Finance and Director of Data, Strategy and Technology. The Deputy Chair met with the Head of Internal Audit and Director of Data, Strategy and Technology, member Helen Knee attended Standards Dip Sampling of Complaints sessions and the Ethics Committee meetings, and members David Carter and Andy Heath met with the Officer and Manager leads for their areas of responsibility.

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 Chair of the Panel to attend each other's meetings as observers. All members of the JASC have attended meetings of the PCP during the year and provided feedback reports to the next JASC meeting.

In addition, the JASC in March 2023 visited the new Control Centre and attended premeeting briefings throughout the year. These briefings on specific issues covered:
Treasury

Management provided by Arlingclose Ltd, Budget Forecasting and Outturn, the Annual Accounts and Financial Reporting, ITC and Digital Services, Empower programme and Vetting. The JASC also held private discussions with the External and Internal Auditors.

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. The PCC has attended all meetings. The CC attended the January meeting to present her annual report. For other meetings she was represented by the Deputy Chief Constable or Assistant Chief Constable. They, along with the OPCC CEO, Treasurer, Director of Finance, Director of Data, Strategy and Technology, Enabling Service Director, Head of Accounting and Financial Control, Head of Business Services and Assurance and Scrutiny Officer, collectively provide information and ongoing assurance in relation to:

- the annual Statutory Accounts, 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, Empower Programme, Partnerships and Collaborations, ITC, and Digital Services,
- Standards, Ethics and Complaints,
- Crime data integrity and Inspection, audit, and assurance activity,
- Estates, Health and Safety, Vetting Commercial and Performance Management.

The Head of Audit for Warwickshire attends 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 2023 and how it discharged its responsibilities

Improved Internal Control Environment and Governance Arrangements

The JASC reviewed and provided comment on the Joint Annual Assurance and Governance Statement and supporting Governance Improvement Plan for the PCC and CC for 2023 at the July and September meetings. They also considered the joint Governance and Financial Framework document at the March 2023 meeting which had been reviewed and updated to reflect revised Procurement and 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 6 monthly intervals.

At the February and November 2023 informal meetings the JASC reviewed the joint Governance and Financial Framework document and suggested further developments. These are being taken forward by the OPCC Chief Executive Officer (CEO) and 2 members and should be completed for the March 2024 JASC meeting. They are to include the roles of the Monitoring Officer and Section 151 Officer, scope and coverage of the scrutiny role undertaken by the OPCC into the force and the assurance arrangements of the force through its Assurance Board and Committees.

The JASC also considered the Internal Audit annual opinion for 2022/23, based upon the results of work undertaken during the year. This opinion confirmed the control environments operated by both organisations provided substantial assurance that the significant risks facing the respective organisations were addressed. The report reflected the progress made whilst acknowledging further work was 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 encourage further progress with the aim of securing a more complete and effective internal control environment, which includes governance, risk management, internal control arrangements and assurance.

External and Internal Audit

The JASC reviewed the Joint External Audit plan for 2023 at the March meeting and progress of the preparation of the annual Statutory Accounts for 2023 and their audit at the July and September meetings. At the September meeting, a draft of the Joint External Audit unqualified opinion on the draft annual Statutory Accounts for 2023, the Joint Findings Report, Joint Annual Report Statement and Improvement Recommendations, Letters of Representation and Informing the Audit Risk Assessment were also considered and noted by the Committee, subject to the receipt of pension fund liability external confirmations. The opinion on the Value for Money arrangements and the Whole of Government Accounts consolidation pack were delayed and it was expected that these would be issued by January 2024 at the latest.

At the meeting on 23 January 2024 the Committee was advised that the pension fund liability confirmations had been received, the Statutory Accounts adjusted for changes in the liabilities and finalised and the Value for Money report confirmed that satisfactory arrangements were in place. The JASC accordingly endorsed the Statutory Accounts for signature by the PCC, CC, Treasurer, Director of Finance and External Auditors on this date.

The Committee noted the assurance from Officers and the new External Auditors (Azets) at its November 2023 informal meeting and the meeting on 23 January 2024 that the annual accounts audit process for 2023/24 should be completed by 30 September 2024.

The JASC approved a risk based Internal Audit plan for 2023/24, 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 2022/23, 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.

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 His 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. These reports included the continuing concerns over the current state of the quality, cost and coverage of audit work in the Public Sector. The proposals to address these concerns over delayed audit work, which include insufficient auditors with appropriate experience and the increased expectations and requirements placed on auditors, has led to an increase in fees of 150%.

Risk Management – Delivery of PCC and CC Business Plan

The JASC noted the continuing OPCC embedding of risk management and the Force risk management policy review undertaken in 2023. The risk registers of the OPCC and CC were considered at each 6 monthly intervals along with the assessment and management of key strategic risks and mitigations. The Committee received ‘deep dive’ analysis into the risks and mitigations for the ICT – Digital Services Empower Programme and Performance Management.

Empower Programmes Collaboration and Partnerships

The JASC over the year continued to review the risks associated with the post transition of services through the Empower Programme. This programme involves significant management of the replacement in-house ITC capacity and the collaboration service arrangements with West Midlands. Member David Carter liaised with key officers between meetings to enable early sight of any emerging risks and issues and resulting management

responses and actions. This programme should continue to lead to savings and benefits and contribute 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 PCC's and CC's risk assessments and the overall "balanced" budget position and outturn for 2022/23. The Committee also reviewed the Quarter 1 budget monitoring report and noted that the 2023/24 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 Mid-term and Outturn reports and noted the plans and balanced budget.

The JASC received an updated assessment report at the July meeting on the progress of the actions to improve financial management, knowledge, and capability throughout the Force from the CIPFA Financial Capability and Resilience report, issued in 2020. This assessment noted the maturing of financial management and raised the level from the original three stars to four.

The Committee reviewed the progress of the annual audit and External Auditor's reports on the Statement of Accounts and Value for Money arrangements and Joint Annual Governance Statement for 2022/23.

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 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 (now renamed the Performance 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 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 2023 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 reports from both the OPCC and force Professional Standards on Gifts and Hospitality and Whistleblowing and from the Force on the Reporter policy, Fraud, Bribery and Corruption (arrangements and incident reporting) and Vetting. 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.

Since the introduction of Complaints Reform legislation in 2020, the OPCC office is responsible for complaints and appeals and a Complaints Appeals Manager appointed. The OPCC have since embedded the complaints reviews functions within the team so that the learning from the reviews can be used for wider holding to account activities. This is a change from the previous arrangement where the work was delivered jointly by a postholder employed by the West Midlands OPCC.

Health & Safety (H&S), Sustainability and Wellbeing

In July the JASC received a progress report on the H&S Annual Review, Sustainability and Wellbeing management reporting to the Executive Committee, with the full report due to be presented at the January 2024 meeting. This will help to provide the Committee with continuing assurance on the arrangements and reporting in place. The reporting covers the priority areas and regular reviews of Risk Assessments, Accident Reporting and Investigations, checks conducted to ensure Contractors are complying with H&S requirements and H&S training. Compliance checks have also been undertaken by the Estates, Facilities and Health and Safety Manager, working directly with the specialist subcontractors and in-house Facilities Management and Projects teams.

Other governance areas

The JASC received reports at the January and July meetings on the development of the Performance Management Framework and the 2022/25 Communication and Engagement Plan and delivery. Progress reports have been received on the Estates Strategy, Information Governance and Cyber Security, with full reports due to be presented at the January 2024 meeting.

9. Areas of Focus for 2024

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:

- Empower Programme arrangements - continued identification and management of key risks to delivery, realisation of 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 to achieve a balanced budget.
- Performance Management and Accountability, Cyber Security, Vetting and Information Governance - Review the links between objectives, performance indicators and performance management are effective and from time to time the effectiveness of selected governance and assurance arrangements.
- Governance and Financial Framework document - Further development to include the roles of the Monitoring Officer and Section 151 Officer, coverage of the scrutiny role undertaken by the OPCC into the force and the assurance arrangements of the Force through its Assurance Board and Committees.
- The successful embedding of the new External Auditors (Azets).

10. Attendee feedback on JASC performance for 2023 (Appendix B).

Feedback was received from 6 out of 7 key attendees and has been summarised in Appendix B. Most assessments recorded were either Good or Very Good with a minority being in the Acceptable category. These Acceptable assessments were recorded mainly against “Meeting Management” and the “Audit Committee role and function”.

Attendees also provided comments, particularly for areas of improvement, such as agendas being too full, meetings too long and the commissioning of reports. They also noted that following recent informal meetings to discuss these issues they were being actively addressed. As noted in paragraph 5 above, the Terms of Reference of the JASC are being reviewed to ensure it stays relevant and adds value.

11. JASC Self-effectiveness review (Appendix C).

The attached review covers those areas where the JASC can have an impact by supporting improvements to governance, risk management, the assurance framework, achieving objectives, effective External and Internal Audit, arrangements for Value for Money and promoting public reporting to the authorities’ stakeholders and local community. Examples to demonstrate its impact and key indicators of effective arrangements are provided and then the self-evaluation through providing strengths, weaknesses and proposed actions.

The contents of the self-evaluation and proposed actions or “Areas of Focus for 2024” are summarised in this report.

12. 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 the Committee 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 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 OPCC and 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 has welcomed the feedback from meeting attendees and 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.



Joint Audit and Standards Committee

Terms of Reference

Statement of Purpose

Our Audit and Standards Committee is a key component of the Warwickshire Police and Crime Commissioner's and Chief Constable's Corporate Governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance, financial and ethical standards.

The purpose of our Audit and Standards Committee is to provide independent advice and recommendations to the Warwickshire Police and Crime Commissioner (PCC) and 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. To this end the Committee is enabled and required to have oversight of, and to provide independent review of the effectiveness of the Warwickshire Police and Crime Commissioner's and Chief Constable's governance, risk management and control frameworks, their financial reporting and annual governance processes, internal and external audit and adherence to appropriate standards and ethics.

These terms of reference will summarise the core functions of the Committee in relation to the offices of the Police and Crime Commissioner and to the Police Force and describe the protocols in place to enable it to operate independently, robustly and effectively.

Governance, Risk and Control

The Committee will provide advice and recommendations to the PCC and Chief Constable in relation to the following areas:

1. Review the corporate governance arrangements against the good governance framework, including the ethical framework.
2. Review the Annual Governance Statements prior to approval and consider whether they properly reflect the governance, risk and control environment and supporting assurances and identify any actions required for improvement.
3. Consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
4. Consider the framework of assurance and ensure that it adequately addresses the risks and priorities of the Office of the Police and Crime Commissioner (OPCC) and the Police Force.
5. Monitor the effective development and operation of risk management, review the risk profile, and monitor progress of the PCC/Chief Constable in addressing risk-related issues reported to them.
6. Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
7. Review arrangements for the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter fraud strategy, actions and resources.
8. Review the governance and assurance arrangements for significant partnerships or collaborations.
9. Review the governance and assurance arrangements for significant projects and programmes, including health and safety.
10. 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, Wellbeing, Vetting and Equality, Diversity, and Inclusion.

Internal Audit

The Committee will provide advice and recommendations to the PCC and/or the Chief Constable in relation to the following areas:

1. Annually review the internal audit charter and resources.
2. Review the internal audit plan and any proposed revisions to the internal audit plan.
3. Oversee the appointment and consider the adequacy of the performance of the internal audit service and its independence.

4. Consider the Head of Internal Audit's annual report and opinion, and a regular summary of the progress of internal audit activity against the audit plan, and the level of assurance it can give over corporate governance arrangements.
5. Consider the Head of Internal Audit's Statement of the level of conformance with the Public Sector Internal Audit Standards, Local Government Application Note and the Quality Assurance and Improvement Programme that support the statement – these will indicate the reliability of the conclusions of internal audit.
6. Consider summaries of internal audit reports and such detailed reports as the Committee may request from the PCC/Chief Constable, including issues raised or recommendations made by the internal audit service, management response and progress with agreed actions.
7. Consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the current Accounts and Audit Regulations (England).
8. Consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Head of Internal Audit. Make recommendations on safeguards to limit such impairments and periodically review their operation.

External Audit

The Committee will provide advice and recommendations to the PCC or Chief Constable in relation to the following areas:

1. Support the independence of external audit through consideration of the external auditor's annual assessment of its independence and review of any issues raised by Public Sector Audit Appointments Ltd.
2. Comment on the scope and depth of external audit work, its independence and whether it gives satisfactory value for money.
3. Consider the external auditor's annual audit letter, relevant reports and the report to those charged with governance.
4. Consider specific reports as agreed with the external auditor.
5. Advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.

Financial Reporting

The Committee will provide advice and recommendations to the PCC or Chief Constable in relation to the following areas:

1. Review the annual statement of accounts. Specifically to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from

the audit of financial statements that need to be brought to the attention of the PCC and/or the Chief Constable.

2. Consider the external auditor's report to those charged with governance on issues arising from the audit of financial statements.

Treasury Management

The Committee will provide advice and recommendations to the PCC in relation to the following area:

1. Scrutinise the treasury management strategy and policies and to monitor performance against this strategy.

Standards

The Committee will do the following:

2. Independently scrutinise closed police complaint cases to ensure due process has been followed and make recommendations on areas highlighted.
3. Monitor the embedding of the College of Policing Code of Ethics in everyday policing.
4. A representative will attend the Police Internal Ethics Committee (or equivalent) and share information between the two Committees.
5. Consider reports and policies from an ethics or standards perspective for example HMICFRS reports, gifts and hospitality registers, and new police processes, policies and initiatives.

Accountability arrangements

The Committee will do the following:

1. On a timely basis report to the PCC and Chief Constable with its advice and recommendations in relation to any matters that it considers relevant to governance, risk management and financial management.
2. Report to the PCC and the Chief Constable 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.
3. 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 Chief Constable.
4. Publish an annual report on the work of the Committee.

Accountability arrangements

1. The Committee should comprise of members who are independent of the PCC and the Force.
2. The Committee will comprise up to five members with a quorum of three. One member will be given specific responsibility for ethics and standards.
3. The term of office will be for a minimum of eighteen months and shall not exceed four years.
4. No member of the Committee shall serve for more than eight years.
5. All members of the Committee will be appointed through an open, competitive public and transparent process. Although specific transfer arrangements were put in place to deal with the issues arising from the termination of the Strategic Alliance and the need to set up a Warwickshire only Joint Audit and Standards Committee.
6. The Chair and Vice Chair will be appointed through an open, competitive, public and transparent process, and subject to the transferring arrangements for existing members. In the event of the Chair and/or Vice Chair being unable to fulfil these roles, chairing arrangements will be determined by the Committee itself at its meeting.
7. The members of the JASC will be remunerated and reimbursed for all expenses incurred in the fulfilment of their JASC duties, roles and responsibilities in accordance with the schedule of allowances and expenses agreed by the PCC and Chief Constable.
8. The Committee will meet at least four times a year, nominally March, July, October and January, but with the flexibility to convene additional meetings if necessary. The calendar of meetings shall be agreed at the start of each year, but any changes due to changes in reporting or accounts publications will be discussed with the committee and agreed prior to changes being implemented
9. Attendance at the Committee, dependent upon the agenda, should include representatives of the Commissioner, the Chief Constable, internal audit and external audit.
10. The Committee will normally conduct its business in public. It will receive any confidential reports in a private session, and will hold informal private sessions to deal with specific topics such as review of the draft statement of accounts prior to its publication, and updates on specific areas of work. This will also be at the discretion of the Committee as advised by the Commissioner and Chief Constable on a risk basis, taking into account operational sensitivity and public reassurance.

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Joint Audit and Standards Committee attendee evaluation 2023 as at 8th January 2024.

Key attendees were asked for their views on the operation of the JASC during 2023.

	<i>Unable to assess</i>	<i>Poor 1</i>	<i>Weak 2</i>	<i>Acceptable 3</i>	<i>Good 4</i>	<i>Very Good 5</i>	<i>Optional Comments (particularly for areas of improvement)</i>
How well do you think the JASC displays an appropriate understanding of:-							
Organisational knowledge							
1.1 the organisation's governance structures and decision making processes.					XXXXXX		
1.2 organisational objectives & major functions of the organisation.				X	XXXXX		
Audit committee role and functions							
2.1 the JASC's role and place within the governance structures				XX	XX	XX	Note 1 -There have been a couple of examples where some confusion has come in on the remit, e.g. asking for assurance on our approach to cyber crime
Technical understanding of:-							
3.1 the principles of good governance					XXX	XXX	
3.2 Internal Audit				XX	XX	XX	Note 4 -There is often capacity pressures so more resource would enable a wider and more extensive audit.
3.3 External Audit				X	XXXX	X	Note 5 -There is often capacity pressures so more resource would enable a wider and more extensive audit.

3.4 Financial management and reporting					XXXX	XX	
3.5 Risk management					XXX	XXX	
3.6 Counter fraud	X			XX	XXX		Note 9 - Coverage and assurance low not as active in this area as others
3.7 Treasury management	X				XXXXX		

	<i>Unable to assess</i>	Poor 1	Weak 2	Acceptable 3	Good 4	Very Good 5	Optional Comments (particularly for areas of improvement)
How well do you think the JASC displays appropriate ways of working :-							
Strategic thinking and understanding of materiality: Is able to focus on material issues and the overall position rather than being side tracked by detail?				X	XXXXX		Note 7 - Occasionally can get into the detail – e.g. typos and wording
Questioning and constructive challenge: Is able to frame questions that draw out relevant facts and explanations, challenge performance and seeking explanations while avoiding hostility or grandstanding?				X	XXXX	X	Note 2 - No evidence at all of hostility. I know there has been discussion of the role of the JASC and commissioning of reports etc. I have also seen steps taken to clarify this so it is actively being considered
Focus on improvement: that ensures there is a clear plan of action and allocation of responsibility?					XXXXXX		Note 10 - May be a yes if our HMCFRS PEEL score improves
Able to balance practicality against theory: is able to understand the practical implications of recommendations to understand how they might work in practice?				X	XXXXX		
Clear communication skills: Is able to clearly communicate advice and opinions to JASC attendees?					XXXXX	X	
Objectivity: Evaluates information based on evidence presented, avoids bias or subjectivity?					XXXX	XX	

<p>Meeting management: meetings are conducted effectively?</p>				XXXX	XX	<p>Note 3 - There have been some challenges in what papers are required and the administration. These have been noted and rectified.</p> <p>Note 6 - There have been issues with agenda items not being agreed sufficiently in advance to enable authors to compile sufficiently comprehensive reports. There was also, on occasion, a habit creeping in whereby JASC was seeking management report style updates. This is now improving following recent meetings to discuss improvement</p> <p>Note 8 - In the past meetings have had too many items on agenda, and lasted too long, although this has started to improve latterly. Would be "good" if this is sustained.</p>
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Completed by:
 Stephen Russell , Notes 1 & 3
 Jackson Murray, Note 2
 DCC Alex Franklin-Smith, Notes 4, 5 & 6
 Polly Read, Notes 7 and 8
 Jeff Carruthers, Notes 9 & 10
 Sara Ansell

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Appendix C - Evaluation of the impact and effectiveness of the Joint Audit and Standards Committee – 2023, using the CIPFA tool (Appendix F of Audit committees: a practical guidance for local authorities and police, 2022.)

Areas where the audit committee can have impact by supporting improvement	Examples of how the audit committee can demonstrate its impact	Key indicators of effective arrangements	<i>Evaluation: strengths, weaknesses and proposed actions</i>
<p>Promoting the principles of good governance and their application to decision making.</p>	<ul style="list-style-type: none"> • Supporting the development of a local code of governance. • Providing a robust review of the AGS and the assurances underpinning it. • Supporting reviews/audits of governance arrangements. 	<ul style="list-style-type: none"> • Elected members, the leadership team and senior managers all share a good understanding of governance, including the key principles and local arrangements. • Local arrangements for governance have been clearly set out in an up-to-date local code. • The authority’s scrutiny arrangements are forward looking and constructive. • Appropriate governance arrangements established for all collaborations and arm’s-length arrangements. • The head of internal audit’s annual opinion on governance is broadly positive 	<p><i>Annual review by JASC of Corporate Governance Framework and Financial regulations and provided amendments.</i></p> <p><i>JASC review of the Joint AGS & Governance Improvement Plan for the PCC and CC.</i></p> <p><i>Supportive of the continuing development of a clear understanding of governance structures by the on-going review and maintenance of the JASC’s Assurance Map.</i></p> <p><i>Approval of Internal Audit plan that includes coverage of Governance and noted the “substantial” audit opinion for 2022/23.</i></p>

<p>Contributing to the development of an effective control environment.</p>	<ul style="list-style-type: none"> • Encouraging ownership of the internal control framework by appropriate managers. • Actively monitoring the implementation of recommendations from auditors. • Raising significant concerns over controls with appropriate senior managers. 	<ul style="list-style-type: none"> • The head of internal audit's annual opinion over internal control is that arrangements are satisfactory. • Assessments against control frameworks such as CIPFA's FM Code have been completed and a high level of compliance identified. • Control frameworks are in place and operating effectively for key control areas – for example, information security or procurement. 	<p><i>Implementation of recommendations is tracked by JASC at each meeting.</i></p> <p><i>JASC has received confirmation on how reviewers' (internal and external) recommendations are monitored and managed.</i></p> <p><i>JASC reviewed the Financial Management Code and report from CIPFA which provided a 4 star (improved from 3 star in 2020) assessment of financial management and reporting.</i></p> <p><i>Maintaining a keen oversight of the organization development programmes and the resultant risks and their management.</i></p>
<p>Supporting the establishment of arrangements for the governance of risk and for effective arrangements to manage risks.</p>	<ul style="list-style-type: none"> • Reviewing risk management arrangements and their effectiveness, e.g. risk management maturity or benchmarking. • Monitoring improvements to risk management. • Reviewing accountability of risk owners for major/strategic risks. 	<ul style="list-style-type: none"> • A robust process for managing risk is evidenced by independent assurance from internal audit or external review. 	<p><i>The revised Risk Management Strategies, Policies and practices of the OPCC and Force were reviewed and commented upon by JASC.</i></p> <p><i>Development of risk management arrangements promoted and supported by JASC and Subject-lead member.</i></p> <p><i>Force and PCC Risk registers proactively reviewed at 6 monthly intervals.</i></p>

Appendix C - Evaluation of the impact and effectiveness of the Joint Audit and Standards Committee – 2023, using the CIPFA tool (Appendix F of Audit committees: a practical guidance for local authorities and police, 2022.)

<p>Advising on the adequacy of the assurance framework and considering whether assurance is deployed efficiently and effectively.</p>	<ul style="list-style-type: none"> • Reviewing the adequacy of the leadership team’s assurance framework. • Specifying the committee’s assurance needs, identifying gaps or overlaps in assurance. • Seeking to streamline assurance gathering and reporting. • Reviewing the effectiveness of assurance providers, e.g. internal audit, risk management, external audit. 	<ul style="list-style-type: none"> • The authority’s leadership team have defined an appropriate framework of assurance, including core arrangements, major service areas and collaborations and external bodies. 	<p><i>The JASC Work plan aligns with assurance needs and from agreed JASC Terms of reference.</i></p> <p><i>Ensured there is clarity on the responsibility for monitoring improvement actions and that this is set at the right level and by appropriate forum in the organisation.</i></p> <p><i>Assessing the annual plans and then progress against the plans of Internal Audit, the Force’s Audit and Assurance Team and External Audit. High level oversight of progress in implementing HMICFRS recommendations.</i></p> <p><i>JASC maintains an “Assurance Map” of operational oversight functions and external reviewer for each JASC area of interest to ensure adequate assurance is achieved over the year. Clearer definition of the JASC’s assurance needs introduced via Subject Matter leads defining those needs with staff.</i></p>
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<p>Supporting effective external audit, with a focus on high quality and timely audit work.</p>	<ul style="list-style-type: none"> • Reviewing and supporting external audit arrangements with focus on independence and quality. • Providing good engagement on external audit plans and reports. • Supporting the implementation of audit recommendations. 	<ul style="list-style-type: none"> • The quality of liaison between external audit and the authority is satisfactory. • The auditors deliver in accordance with their audit plan, and any amendments are well explained. • An audit of high quality is delivered. 	<p><i>Review of external audit plan and reports, including the final draft statutory accounts and VFM opinions.</i></p> <p><i>Regular one-to-one meetings between the JASC Chair and External Audit Engagement lead. Also, confidential pre-meeting discussions between the JASC and the External Audit Engagement lead.</i></p> <p><i>JASC feedback to PCC and CC on the change of External Auditor.</i></p>
<p>Supporting the quality of the internal audit activity, in particular underpinning its organisational independence.</p>	<ul style="list-style-type: none"> • Reviewing the audit charter and functional reporting arrangements. • Assessing the effectiveness of internal audit arrangements, providing constructive challenge and supporting improvements. • Actively supporting the quality assurance and improvement programme of internal audit. 	<ul style="list-style-type: none"> • Internal audit that is in conformance with PSIAS and LGAN (as evidenced by the most recent external assessment and an annual self-assessment). • The head of internal audit and the organisation operate in accordance with the principles of the CIPFA Statement on the Role of the Head of Internal Audit (2019). 	<p><i>Annual review of Audit Charter.</i></p> <p><i>Review of internal audit plans, plan delivery & findings.</i></p> <p><i>Approved a risk-based IA plan for 2022/23, which was aligned to the PCCs and the CCs strategic objectives in line with best practice.</i></p> <p><i>JASC Subject-lead meets with Head of Internal Audit regularly.</i></p>

Appendix C - Evaluation of the impact and effectiveness of the Joint Audit and Standards Committee – 2023, using the CIPFA tool (Appendix F of Audit committees: a practical guidance for local authorities and police, 2022.)

<p>Aiding the achievement of the authority's goals and objectives by helping to ensure appropriate governance, risk, control and assurance arrangements.</p>	<ul style="list-style-type: none"> • Reviewing how the governance arrangements support the achievement of sustainable outcomes. • Reviewing major projects and programmes to ensure that governance and assurance arrangements are in place. • Reviewing the effectiveness of performance management arrangements. 	<ul style="list-style-type: none"> • Inspection reports indicate that arrangements are appropriate to support the achievement of service objectives. • The authority's arrangements to review and assess performance are satisfactory. 	<p><i>JASC annual review of Corporate Governance Framework</i></p> <p><i>JASC review of Governance Structure of the Force</i></p> <p><i>JASC review of HMICFRS reports and recommendations implementation.</i></p> <p><i>JASC continues to receive updates and comments on OPCC's new Performance Framework.</i></p> <p><i>JASC receives and reviews reports on the governance and progress with the transformation program.</i></p> <p><i>JASC review of ASI Assurance and Action plan</i></p> <p><i>JASC lines of enquiry on equality, sustainability and Health and Safety governance and organisational arrangements.</i></p>
<p>Supporting the development of robust arrangements for ensuring value for money.</p>	<ul style="list-style-type: none"> • Ensuring that assurance on value-for-money arrangements is included in the assurances received by the audit committee. • Considering how performance in value for money is evaluated as part of the AGS. • Following up issues raised by external audit in their value-for-money work. 	<ul style="list-style-type: none"> • External audit's assessments of arrangements to support best value are satisfactory. 	<p><i>JASC annual review of Finance & Contractual Regulations during AGS assessment and review of External Audit report and opinion on Value for Money arrangements.</i></p>

<p>Helping the authority to implement the values of good governance, including effective arrangements for countering fraud and corruption risks.</p>	<ul style="list-style-type: none"> • Reviewing arrangements against the standards set out in the <i>Code of Practice on Managing the Risk of Fraud and Corruption</i> (CIPFA, 2014). • Reviewing fraud risks and the effectiveness of the organisation’s strategy to address those risks. • Assessing the effectiveness of ethical governance arrangements for both staff and governors. 	<ul style="list-style-type: none"> • Good ethical standards are maintained by both elected representatives and officers. This is evidenced by robust assurance over culture, ethics and counter fraud arrangements. 	<p><i>Regular reports to JASC on ethical issues in the Standards update.</i></p> <p><i>Dedicated JASC member involvement in Complaints Dip Sampling.</i></p> <p><i>Review of management report on fraud, bribery and corruption arrangements, and incidents and outcomes.</i></p>
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Appendix C - Evaluation of the impact and effectiveness of the Joint Audit and Standards Committee – 2023, using the CIPFA tool (Appendix F of Audit committees: a practical guidance for local authorities and police, 2022.)

<p>Promoting effective public reporting to the authority's stakeholders and local community and measures to improve transparency and accountability.</p>	<ul style="list-style-type: none"> • Working with key members/the PCC and chief constable to improve their understanding of the AGS and their contribution to it. • Improving how the authority discharges its responsibilities for public reporting – for example, better targeting the audience and use of plain English. • Reviewing whether decision making through partnership organisations remains transparent and publicly accessible and encourages greater transparency. • Publishing an annual report from the committee. 	<ul style="list-style-type: none"> • The authority meets the statutory deadlines for financial reporting with accounts for audit of an appropriate quality. • The external auditor completed the audit of the financial statements with minimal adjustments and an unqualified opinion. • The authority has published its financial statements and AGS in accordance with statutory guidelines. • The AGS is underpinned by a robust evaluation and is an accurate assessment of the adequacy of governance arrangements. 	<p><i>Joint draft accounts for 2022/23 were prepared by 31 May 2023 and reviewed by JASC. These required minimal changes and received a draft unqualified opinion in September 2023, subject to the receipt of external pension confirmations. The compliant annual AGS was also reviewed by JASC in September 2023 and endorsed for signature by the PCC and CC.</i></p> <p><i>JASC continues to seek to understand and advise on the newly implemented Performance Framework introduced by the PCC.</i></p> <p><i>JASC reviewed the OPCC Communication plan for 2022/25.</i></p> <p><i>JASC member observation of Police and Crime Panel public meetings.</i></p> <p><i>Publication of a JASC Annual Report.</i></p> <p><i>Invitation to the new PCP chair to attend the JASC.</i></p>
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Warwickshire Police and Crime Panel Work Programme 2023/24

Date of next report/update	Item	Report detail	Date of last report
22 June 2023	Appointment of Chair and Vice Chair	To appoint a Chair and Vice Chair for the 2023/24 municipal year.	22 June 2023
22 June 2023	Appointments to Working Groups	To appoint the membership of the Budget Working Group and Planning and Performance Working Group.	22 June 2023
22 June 2023	Annual Report of the Police and Crime Panel 2022/23	To approve the Police and Crime Panel's Annual Report for 2022/23.	22 June 2023
22 June 2023	Annual Report of the Police and Crime Commissioner 2022/23	Scrutiny of the Commissioner's Annual Report for 2022/23.	22 June 2023
22 June 2023	Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report 2022	Mr John Anderson, Chair of Warwickshire Joint Audit & Standards Committee, will introduce WJASC's Annual Report.	22 June 2023
21 September 2023	Appointments to the Planning & Performance Working Group	To confirm arrangements for the Working Group in the 2023/24 municipal year including Terms of Reference.	21 September 2023
22 November 2023	Community Safety Partnerships (CSPs)	A report from the PCC focusing on: <ul style="list-style-type: none"> • The importance of enabling CSPs to exercise judgement to allocate funding to local concerns, making best use of local knowledge. • Benefits of partnership working between CSPs and other organisations to achieve positive outcomes. • Data and crime statistics provided to CSPs by Warwickshire Police. 	22 November 2023

5 February 2024	Police and Crime Commissioner's Budget and Precept Proposal	To consider the PCC's Budget and Policing Precept for 2023/24.	5 February 2024
7 March 2024	Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report 2023	Mr John Anderson, Chair of Warwickshire Joint Audit & Standards Committee, will introduce WJASC's Annual Report.	
20 June 2024	Funding arrangements for Community Safety Partnerships	In November 2023, the Panel was advised that a revised arrangement for funding of CSPs was under consideration which would allocate funding more equitably. This item will examine CSP funding plans in more detail.	

Standing Items	Report of the Police and Crime Commissioner	<p>A regular update from the Commissioner including:</p> <ul style="list-style-type: none"> • Details of key activities and decisions taken since the previous meeting. • Progress made against Police and Crime Plan objectives. • Grants and commissioning. • Governance and holding to account activities. • Communications and engagement activities. • National Crime and Policing Measures. • A financial summary. • Criminal Justice System considerations. • Climate change and sustainability considerations. • Details of any emerging local and national issues.
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	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)	<p>The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting.</p> <p>The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force performance to the Planning & Performance Working Group to identify key issues for Panel enquiry.</p>
	Work Programme	To consider and review the Panel's Work Programme.
	Issues Raised by Community Safety Partnerships	<p>To consider any issues flagged by Community Safety Partnerships providing a means for community concerns that have high-level, strategic implications to be discussed by the Panel and Commissioner.</p> <p>It is not proposed to consider single local issues, but rather provide a means to take a strategic view to evaluate the implications of residents' concerns.</p>

Items to be Timetabled		
Items	Report detail	Timing Considerations
Re-vetting	The National Police Chiefs Council has requested that all police forces in England and Wales cross-check their officers against the National Police Database to safeguard standards of police conduct. The Chief Constable has instigated a programme of re-vetting across Warwickshire Police. The PCC has agreed to provide an update to the Panel once the re-vetting process has been completed.	To be timetabled upon completion of the re-vetting work being undertaken by Warwickshire Police.
Environmental Sustainability Strategic Plan	An update to be provided on the development of a strategic plan to address carbon impacts and promote environmental sustainability across Warwickshire Police. This will draw on the work of the	To be confirmed.

	Strategic Estate and Asset Manager (once recruited) to draw sustainability-related activities by the Force into a unified plan.	
Local Government Reorganisation / Review of the Role of the PCC	<p>Due to the recent unitary debate across the County, it was agreed in November 2020 that an item on Local Government Reorganisation and the implications for the PCC in terms of Police and Fire and Rescue Services should be added to a future agenda.</p> <p>In July 2020, the Home Office launched a two-phased Review of the Role of the PCC. Recommendations from Part One were reported in March 2021 and included the Home Office working with the LGA to develop a good governance training package for Police and Crime Panels and the mandatory appointment of a Deputy PCC.</p> <p>In March 2022, the Home Secretary outlined the conclusions from Part Two of the Review with a focus on PCCs' role in offender management, including a duty to 'lock-in' collaborative working between PCCs and the Probation Service; improvements to the way PCCs work in partnership with other agencies to fight crime and support victims; measures to improve public confidence in policing; improved access for PCCs to criminal justice data; effective local scrutiny, examining the role of Police and Crime Panels; and measures to ensure that the public can complain about their PCC if needed with trust that their complaint will be handled fairly.</p> <p>The Home Office has advised that it will work with its partners to continue to deliver the recommendations in the year ahead.</p>	<p>The Fire Reform White Paper and consultation was published on 18 May 2022. The Home Office will publish a response paper to the consultation.</p> <p>The Home Office will advise of its progress in delivering the recommendations of the Review.</p> <p>Once more information is available, a report will be provided to the Panel.</p>

Task and Finish Reviews		
Topic	Task and Finish Group	Status
Performance Framework (Police and Crime Plan 2021 – 2025)	The Task and Finish Group met three times in 2021-22. It has concluded the initial phase of its work. The initiative to develop a Performance Dashboard for monitoring of delivery of the Police and Crime Plan 2021 – 25 will be progressed by the Planning and Performance Working Group in collaboration with the Office of the Police and Crime Commissioner.	Adjourned – the Group has kept open the option to reconvene, if required.
Sustainability / Climate Change	Drawing on the findings of Warwickshire Police's Estates Review, this proposed scrutiny review will examine actions being taken by the PCC and the Force to meet the challenges of climate change and reduce emissions in line with the Government's commitment to achieve net zero carbon by 2050.	Pending – consideration will be given to Environmental Sustainability by the Planning & Performance Working Group prior to determining next steps for work in this area.

Briefing Notes		
Topic	Briefing note detail	Timing considerations
None required at present.		

Training / Conferences / Other		
Event	Description	Date
Police Finance Training Workshop	A workshop examining police accounting and finance processes.	Wednesday 30 August 2023 (2pm - 3.30pm)
External Training	Delivered by Frontline Consulting	Wednesday 6 September 2023 (2pm – 5pm) and Wednesday 11 October 2023 (2pm – 5pm)

Police (Fire) and Crime Panels Annual National Conference	The Annual Conference for Chairs, Members and Officers of Police (Fire) And Crime Panels will be held on Thursday 9 November 2023 at Scarman House, Warwick Conference Centre (University of Warwick).	Thursday 9 November 2023
Annual Address from the Chief Constable	To be held at Leek Wootton Police Headquarters.	Monday 29 January 2024 (9am to 1pm)
Precept / Budget Briefing 2024/25	A briefing to be provided by the OPCC outlining the Commissioner's proposed budget for 2024/25 prior to formal consideration by the Panel.	1 February 2024 (10am – midday) via MS Teams