

Warwickshire Police and Crime Panel

Date: Thursday 13 March 2025
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Mr Andy Davis (Chair), Independent Member
Councillor Dave Humphreys (Vice-Chair), Warwickshire County Council
Mr Andrew Davies, Independent Member
Councillor Claire Edwards, Rugby Borough Council
Councillor Jenny Fradgley, Warwickshire County Council
Councillor Natalie Gist, Stratford-on-Avon District Council
Councillor Ray Jarvis, North Warwickshire Borough Council
Councillor Tim Jenkins, Nuneaton and Bedworth Borough Council
Councillor Bhagwant Singh Pandher, Warwickshire County Council
Councillor Jill Simpson-Vince, Warwickshire County Council
Councillor Jim Sinnott, Warwick District Council

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

Members are required to register their disclosable pecuniary interests within 28 days of their election or 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>

(3) Minutes of the Previous Meeting 5 - 12
To confirm the minutes of the meeting held on 3 February 2025.

(4) Public Speaking

2. Report of the Police and Crime Commissioner 13 - 18
The Report is attached for consideration and comment by the Panel.

(1) Police and Crime Plan Delivery Plan 19 - 26

(2) 20mph Roads Policing 27 - 30

3. Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report 2024 31 - 52
An annual report from the Chair of Warwickshire Joint Audit and Standards Committee for 2024.

4. Appointment of a Member to the Planning and Performance Working Group

5. Work Programme 53 - 56
To consider and review the Panel's Work Programme.

6. Dates of Meetings
To note the arrangements for future meetings scheduled at Shire Hall, Warwick:

- 19 June 2025 – 2pm
- 25 September 2025 – 2pm
- 20 November 2025 – 2pm
- 2 February 2026 – 2pm
- 23 April 2026 – 2pm

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

To download papers for this meeting scan here with your camera



Disclaimers

Webcasting and Permission to be Filmed

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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.

Warwickshire Police and Crime Panel

Monday 3 February 2025

Minutes

Attendance

Committee Members

Andy Davis (Chair), Independent Member
Councillor Dave Humphreys (Vice-Chair), Warwickshire County Council
Andrew Davies, Independent Member
Councillor Claire Edwards, Rugby Borough Council
Councillor Jenny Fradgley, Warwickshire County Council
Councillor Natalie Gist, Stratford-on-Avon District Council
Councillor Bhagwant Singh Pandher, Warwickshire County Council
Councillor Jill Simpson-Vince, Warwickshire County Council
Councillor Jim Sinnott, Warwick District Council

Officers

Amy Bridgewater-Carnall, Senior Democratic Services Officer
Caroline Gutteridge, Legal Manager Commercial & Regulatory
Lucy Adams, Team Lead Senior Solicitor Planning & Litigation
Andrew Harper, Head of Strategic Finance

Others Present

Philip Seccombe, Warwickshire Police and Crime Commissioner
Emma Daniell, Deputy Warwickshire Police and Crime Commissioner
Polly Reed, Chief Executive, Office of the Police and Crime Commissioner
Sara Ansell, Head of Finance, Office of the Police and Crime Panel

1. General

The Chair welcomed everyone to the meeting and outlined the agenda for the meeting.

The Chair referred to one of the reports on the agenda, Recruitment of Independent Person, advising that he wished to clarify the process, following a number of claims made by interested parties, particularly on social media.

Andy Davis explained that the recruitment process was carried out by a sub-group of the Warwickshire Police and Crime Panel and not by the Leader of the Council. He reiterated that at no time was he interviewed or appointed by any individual related to any person present at the meeting. He concluded that he had completed two terms as Independent Member on the Panel and was stepping down as per LGA guidance and to pursue other interests.

(1) Apologies

Apologies were received from North Warwickshire Borough Councillor Tim Jenkins.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

(3) Minutes of the Previous Meeting

The minutes of the Police and Crime Panel meeting held on 20 January 2025 were agreed and signed by the Chair as a correct record.

The Chair asked if it would be possible for the item on the Independent Review Action Plan could be brought forward to the March 2025 meeting. In response, the Chief Executive of the OPCC, Polly Reed, advised that the Force had been asked to submit their initial report on progress in April, therefore the June 2025 meeting would be the first opportunity to share any update with the Panel.

(4) Public Speaking

There was none.

2. Budget Report 2025/26

The 2025/26 Budget report was introduced by the Commissioner, Philip Seccombe who, building on the information contained in the papers, outlined the key points.

He explained that his report requested support for a £14.00 increase (4.83%) to the Council Tax rate for a Band D property, which equated to approximately 27p per week. He gave assurance that the proposal took steps to maintain all existing services and deliver improvements. The Commissioner advised that his office had listened to residents and gave an overview of the communications undertaken, resulting in a second survey taking place throughout December and January. The survey had demonstrated that 60% of residents were in favour of the maximum increase, with over half of that number being willing to pay more.

The Panel were advised that the government funding settlement was provided on the basis that PCC's would apply the maximum uplift in the precept. Warwickshire remained one of the areas in receipt of the lowest level of grant per head of the population and the Commissioner accepted that this resulted in the burden falling increasingly on the council tax payer. In addition, he highlighted the need to find savings of £2.2 million, £1.2 million of which had already been found. This would result in the Chief Constable needing to find an additional £1 million worth of savings, a prospect that he felt was attainable if challenging.

The Commissioner was confident that the measures outlined in the report would not impact on services in Warwickshire and the OPCC had demonstrated good financial management.

The Panel noted the provision of additional Home Office Neighbourhood Policing Grant, which had been notified on Friday 31 January, after publication of the budget papers. The increase in grant

had been doubled totalling almost £1.4 million for Warwickshire, and the suggestion was that the additional amount would be held in reserves until further information relating to the terms and conditions of the grant had been received. The Commissioner committed to reporting back to the Panel to advise how the additional money would be spent. He hoped this would provide a number of benefits to services including an increase in officer numbers, enhancing police visibility and engagement and enabling fast and efficient responses to calls.

The Commissioner highlighted those areas of concern for policing including the escalation of business and retail crime. Other key areas of support included the ability to continue with targeted patrols to tackle anti-social behaviour, maintaining specialist units such as support for domestic abuse victims, rape victims and those affected by burglary, vehicle crime and theft. However, all of these support services would be at risk without adequate funding.

The Commissioner concluded by encouraging the Panel to support the recommendations in the report.

Councillor Sinnott welcomed the commitment to strengthen police officer numbers, noting that Warwickshire remained in the lower quartile of officers per 100 residents. He raised a concern relating to savings, acknowledging that whilst £1.2 million of savings had already been identified there was a need to find a further £2.5 million in future years.

In response, the Commissioner agreed that the savings requirements were challenging, however, the Chief Constable had assured him that the £1 million savings remaining for 2025/26 would be achieved without any staff redundancies or a reduction in officer numbers.

The Commissioner referred back to the commitments he had made in his manifesto when first appointed in relation to increased officer numbers and the funding made available for training. He gave an overview of the costs involved in recruiting, appointing and training individual officers. Whilst noting that the finances were challenging, the Commissioner reiterated the need for the government to revisit the funding formula.

The Chair also enquired where the additional £1 million savings would be sought from. He was advised that the Chief Constable was yet to provide precise detail to the Commissioner but officers had given assurances that the savings were attainable.

Independent Member, Andrew Davies, asked for clarification on the increase of opt out rates for pensions within the Force, which he felt may impact on retention rates in the future. In response, the Commissioner recognised that this was not a positive move for some individuals in the long term but it was difficult to predict how many incoming recruits would opt out.

Sara Ansell, Treasurer of the OPCC, outlined the percentage increase of those opting out in recent times and the subsequent saving per officer. She advised that this was a pattern being seen nationally, with Warwickshire not being the exception. However, it was noted this was a personal decision with re-enrolment required every three years. The Panel acknowledged that this may be reflection of the cost of living crisis.

Councillor Jill Simpson-Vince queried the costs related to the Force's fleet of vehicles and the mitigation measures to manage the imminent road tax changes and replacement of petrol or diesel cars to hybrid or electric vehicles. She was mindful that many police vehicles needed to be high

powered in order to carry out their duties and queried if the amount detailed in the medium term budget was robust enough. Officers confirmed that police cars were exempt from road tax, with Warwickshire holding a fleet of approximately 400 vehicles. There were maintenance programmes in place, however, they were flexible to take into account driving style and potential collisions. The Commissioner referred to a number of electric vehicles being piloted in neighbourhood teams and was conscious that carbon emissions needed to be considered. He hoped to be able to identify more pilots and trials of greener vehicles in the future.

Sara Ansell stated that the cost pressures were recognised and referred to in the report. There were plans to look at the type of vehicles using analytical data with some new technology being added to cars. Whilst it was an area of some cost pressure, the OPCC hoped to make more informed decisions once further data had been received.

The Chair queried the uplift in council tax base figures in relation to the forecast population growth in Warwickshire, as he felt that 2% was quite ambitious and higher than the past few years. The Panel noted that Warwick District Council had made a small amendment to the estimated council tax base figure included in the report, resulting in a final combined council tax base growth figure of 1.7% which OPCC officers were reasonably comfortable with.

The reliance on income from running the contractual vetting service was discussed with Andrew Davies asking the Commissioner if he was concerned the Force was becoming more reliant on it. The Commissioner applauded the service with Warwickshire being the only accredited Force for contractual vetting in the country and recognised the number of officers employed in that team. He advised that half of the surplus received was used for capital projects and the reserve was designed to offset any risk, should the vetting service not continue.

Councillor Dave Humphreys asked a question about the additional costs incurred from exceptional incidents, such as the events at Kingsbury Oil Depot last year. He queried if there was a reserve available that could be used. The Commissioner agreed that exceptional incidents incurred costs through the reliance on the use of resource from police forces outside Warwickshire and the cost of overtime for officers and PCSOs. A record of all costs was kept, however, the threshold for claiming back funds from the Home Office was not met following the Kingsbury Oil Depot and had to be covered by the force. A sum of money was kept back in reserves and planning was put in place for upcoming events, where possible, however due to the nature of many of these incidents, it was not always possible.

The Chair referred to table 7 on page 38 of the report, which detailed the Medium-Term Financial Plan and included increased payments for injury, pensions and ill health. Sara Ansell advised that the 2025/26 figure was higher as a reflection of the pay award and National Insurance increases and had therefore not been anticipated for future years. In addition, an IT contract previously provided by an external provider had now been brought in house, resulting in additional salaries being taken into account for 2025/26.

The reference in the table to abnormal loads was discussed, the income from which was as a result of private businesses paying the Force to escort the vehicle through Warwickshire. The abnormal load movements had increased in the area as a result of the development of HS2, however, the costs forecast last year did not reach the levels anticipated. Officers had therefore chosen to adjust the figure for this year to reflect the timelines and abnormal works schedule expected with HS2.

Councillor Sinnott spoke about the issues that residents raised concerns about, such as anti-social behaviour and the 101 Call service response times. He asked if the Commissioner would be able to provide evidence of how the additional 4.83% in the precept would provide better service for money. In response, the Commissioner reminded Panel members on the Planning and Performance Working Group of the Key Performance Indicators they had scrutinised previously and welcomed further analysis of these. In addition, the Commissioner held the Chief Constable to account and would be monitoring improvements. He referred to the increased anti-social behaviour patrols brought about as part of Operation Resolve in key areas. As yet, he was not certain if the Chief Constable would choose to put more resource into strengthening numbers of officers and providing training in this area. He also highlighted the turnover of staff numbers in the control room, which was often a starting point for officers joining the force.

Councillor Sinnott welcomed the opportunity to scrutinise improvement data in the working group.

Councillor Natalie Gist commented on the government finance being provided and was keen to see the detail of the terms and conditions once it was available. The Commissioner supported the comments and agreed that the conditions specified were not always easy to satisfy, however, he had not received any indication on when this detail may arrive.

Councillor Claire Edwards referred to the potential of new policing legislation being brought out and asked if any of the additional savings required would come from the OPCC itself. The Commissioner reiterated that £1.2 million had already been identified, with the remainder sitting with the Chief Constable to decide. The OPCC had seen similar financial challenges as other local authorities, with some grants being frozen as a result of increases in commissioned costs.

In relation to commissioned services, the Panel recognised that the national insurance increases had impacted on their costs and would affect some more than others. The Commissioner advised that a number of groups had reached out to the OPCC for advice and, whilst there was no additional funding to offer them, officers were working with them to identify areas of savings to avoid frontline user impact.

The Chair thanked the Commissioner and his team for responding to the comments raised and the Panel agreed that there was a role for the Planning and Performance Working Group to monitor improvements over the next year.

It was therefore proposed by Councillor Dave Humphreys, seconded by Councillor Jim Sinnott, and unanimously agreed to support the Budget Precept for 2025/26.

Resolved that the Budget Precept for 25/26 be supported and the Commissioner written to highlighting a number of recommendations.

3. Recruitment of New Independent Member to the Police and Crime Panel

The Panel received a report requesting approval to commence the recruitment process for a new Independent Member to the Police and Crime Panel. Legislation required that the Police and Crime Panel ("the Panel") membership include two independent (non-councillor) co-opted members.

The term of office of one of the current independent members, Mr Andy Davis, was due to expire on 17 March 2025 and he had indicated his intention to step down after a tenure of two four-year terms.

In order to carry out the process detailed in the report, the Panel were asked to appoint three members to a sub-group which would shortlist applications, carry out interviews and recommend a suitable candidate to the Panel for approval.

It was agreed that Councillors Claire Edwards, Jenny Fradgley and Jim Sinnott would be appointed to the Sub-Group.

Members noted the approximate timeline detailed in the report and acknowledged that this may be impacted slightly on any Local Government reorganisation decision or County elections in the future.

The Chair hoped that the recruitment process would generate a lot of interest as he had found his time on the Panel to be informative and very interesting.

Resolved that the Warwickshire Police and Crime Panel

- 1) notes that the Chair of the Panel, Mr Andy Davis, intends to step down as a serving member of the Panel when his current term of office comes to an end;
- 2) agrees to commence a recruitment exercise for a new co-opted independent member of the Warwickshire Police and Crime Panel; and
- 3) appoints a cross-party selection panel to oversee the recruitment process for a new independent co-opted member, and confirms membership as Councillors Claire Edwards, Jenny Fradgley and Jim Sinnott.

4. Work Programme

The Panel received the work programme detailing the reports due for consideration at future meetings.

It had been agreed earlier in the meeting that an update on the Delivery Plan following the Independent Review would be received in at the June 2025 meeting.

The Chair proposed adding an item on Devolution at an appropriate point in the future. Details in the Devolution White Paper indicated that there would be changes to policing, however, a decision on local government reform was expected in the next week.

Councillor Fradgley raised the matter of Community Speed Watch, asking if this could be added to the work programme to ensure it did not get lost. The Commissioner advised that he had asked the Force to update him on policy and how it works and hoped an officer would attend a future Holding to Account meeting. This would be reported back to the Panel.

5. Dates of Meetings

The dates of future Panel meetings were noted.

6. Any Urgent Items

The Chair raised the appointment of a Panel member to the Planning and Performance Working Group, asking for a volunteer to fill the existing vacancy. Councillor Claire Edwards put herself forwards and was advised that the Support Officer would be in contact with future meeting dates and availability requests.

Resolved that Councillor Claire Edwards be appointed to the Planning and Performance Working Group.

7. Reports Containing Confidential or Exempt Information

Resolved 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.

8. Complaints

The Chief Executive of the OPCC confirmed that there were no complaints to be reported at this time.

The meeting rose at 3.00pm

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Chair

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Police and Crime Panel – 13 March 2025 PCC Report

The purpose of this report is to provide the Police and Crime Panel with a short paper outlining key activity in the period since the last meeting. As the new Police and Crime Plan has now been developed and published, this report looks slightly different and will evolve based on feedback.

1. Panel Meeting Papers

Separate to this report are two further attachments:

- Police and Crime Plan Delivery Plan – the Police and Crime Plan delivery will be monitored on a quarterly basis, and an external facing version of this document will be shared with the Panel at the conclusion of each quarter.
- Short paper on 20mph speed limits

2. Police and Crime Plan

The Police and Crime Commissioner has finalised the Police and Crime Plan since the meeting in mid-January. The website has been updated, and the plan is available online, in print, and has been promoted heavily. Much of the work of the office will centre around delivery of the plan (alongside other statutory functions), and progress will be reported to the Panel each meeting, in accordance with the schedule.

The new Police and Crime Plan builds upon the achievements of the previous plan, with the overarching ambition of reducing crime and keeping the people of Warwickshire safe. This Plan sets out the key priorities for the next four years. The 12 priorities are grouped under three key pillars, supported by five foundational themes that will underpin every aspect of our work:

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The delivery plan will be structured around SMART goals, the OPCC will systematically approach the objectives, monitor the effectiveness, and make necessary adjustments to enhance outcomes. Most importantly, areas within the three pillars are prioritised in the delivery plan, and specific areas will be highlighted for a duration of time, to allow deepened focus and accurate measuring of success.

For example, the delivery plan will

- Clearly define what the Police and Crime Plan aims to accomplish. For example, "Reduce property crime rates by monitoring performance metrics and community patrols."
- Establish criteria for measuring progress toward the goal. For instance, "Aim for a 50% reduction in road casualties, with monthly reports to track changes."
- Ensure that the goals are realistic and attainable given the resources and constraints of the OPCC. For example, "Allocate funding for additional officers and resources focusing on community engagement to support our goal."
- Align the goals with broader community safety objectives and priorities. For example, "This goal supports our overall mission to enhance public safety and improve community relations."

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- Set a clear timeline for achieving the goals. For example, "Achieve the targeted reduction in property crime rates within 12 months, with annual evaluations to assess progress."

The measures and progress of the delivery plan will be reported on and will focus on the key specific identified areas for that quarter. This will be reported outlining the start position of the identified pillar and theme area, what action has been taken, data (where applicable) will provide to demonstrate actions/ progress to date and projections of future tasks.

The Annual Report for 2024/2025 will be presented to the June 2025 Meeting of the Panel and will include the evaluation of the 2021-2025 Police and Crime Plan.

3. Governance and Assurance

There are currently 3 ways that I formally 'hold to account' the Chief Constable, in accordance with my statutory responsibilities: -

1. A weekly meeting with the Deputy PCC, OPCC Chief Executive and Deputy Chief Constable in attendance
2. A monthly Governance and Scrutiny Board (GSB), which is more formal than the weekly meetings and with a broader field of senior management attendance. The agenda is populated with items relating to the scrutiny of force performance, force establishment, estates, finance, and governance.
3. Written requests for information on a specific topic – known as information requests.

The website continues to be updated on the items discussed in the holding to account meetings, and papers for the monthly meetings.

At each GSB a specific focus topic is included for in-depth scrutiny and challenge, and the topics discussed since 1 December have been:

- December- Counter Terrorism
- January - Major Investigations Unit
- February- Families First Programme
- March - Operations Communications Centre

Since 1 December information has been requested on the following topics:

- Families First Programme
- Budget Priorities
- Operations Control Centre/Crime Control Centre

For financial year 2025/2026 the planned programme for deep dives at GSB is:

- April- Vehicle Crime

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- May- Legal Services
- June-Roads Policing
- July- Op Invicto and Culture Project
- August- HMICFRS PEEL Inspection Report
- September- SPR Civil Emergencies
- October- Force Investigations
- November- Neighbourhood Policing
- December- Data/Strategy/Performance
- January-Rural Policing
- February- Trust & Confidence
- March- Violent Crime

A progress report will be requested in April to monitor progress against actions arising from the review into ASB in relation to hunting.

4. Finance, Commissioning and Grants

Since the last meeting in February 2025, the budget has now been finalised, and precept collections are being prepared for. The PCC has also finalised the arrangements for the Grant Programme for 2025/2026 and a full list of projects to be supported will be shortly published on our website. The PCC has awarded a total of £275,523.97 to various community projects in Warwickshire split across the PCC prevention and diversion (£250,000 budget) and road safety grants (£50,000 budget). Aside from these grants the PCC also commissions and funds various other services including the Community Safety Partnerships (CSPs), and these arrangements will continue into next financial year.

The PCC has been notified of arrangements for the Neighbourhood Policing Guarantee, and a submission has been made to the Home Office in respect of planned numbers. In addition, the PCC has been made aware that the Hotspot Policing Fund will be made available once more in 2025/2026 – Warwickshire is set to receive £1million, once again. It has been confirmed that the Safer Streets funding will not continue.

5. PCC / DPCC Engagement Events

PCC and DPCC activities in January and February 2025

- Warwickshire MPs Breakfast Meeting
- Paynes Lane Fire Station Opening (DPCC)
- Leamington Rotary Club

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- The Veterans Contact Point Dinner
- Rugby Cadets Fire Station and Cadets Rugby Hill Street (DPCC)
- Community Safety Partnership Workshop
- Warwickshire Police Officer Graduation
- Heart of England Community Foundation (DPCC)
- Dunchurch Parish Council
- Police Constable Degree Apprenticeship Passing out parade (DPCC)
- Nuneaton and Bedworth Communities Partnership Board meeting (DPCC)
- Police Constable Degree Apprenticeship Passing out parade
- Warwickshire County Rural, Wildlife & Heritage Crime Meeting
- Road Safety Partnership: hosted Norfolk PCC
- Quinton Parish Council
- Safer Warwickshire Big Conversation Event

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Police and Crime Plan – Delivery Plan

Pillar Name (P) or Theme	Local Priority (LP) or Thematic Subject	PCC/OPCC Action / CC Holding to Account	Commitment	KPIs	Baseline Data	Monitoring Frequency	Next Review Date	When
(P1) Strengthen Policing	(LP) Increase Policing Effectiveness <i>- Ensuring police officers and staff are as efficient and effective as possible through improved technology, equipment and training</i>	PCC/OPCC action	Seek to expand Warks Police workforce to meet the needs of a growing population, where funding allows.	(a) %/Number expansion of the Warwickshire Police workforce	XX Police Officers for 31 March 2025	Annually	01-Mar-2026	Apr-26
(P1) Strengthen Policing	(LP) Increase Policing Effectiveness <i>- Ensuring police officers and staff are as efficient and effective as possible through improved technology, equipment and training</i>	PCC/OPCC action	Seek to grow the Special Constabulary and other voluntary programmes, including the introduction of specialist roles that draw on business and industry expertise.	(a) Growth of the Special Constabulary (b) Growth of other voluntary programmes (c) Introduction of specialist voluntary roles	XX Special Officers for 31 March 2025	Annually	01-Mar-2026	Apr-26
(P1) Strengthen Policing	(LP) Increase Policing Effectiveness <i>- Ensuring police officers and staff are as efficient and effective as possible through improved technology, equipment and training</i>	PCC/OPCC action	Invest in technology solutions to automate routine tasks, improve productivity, and support complex investigations.	(a) Level of investment in technology solutions to automate routine tasks, improve productivity, and support complex investigations.	Six monthly data review	Six monthly	01-Sep-2025	Apr-27
(P1) Strengthen Policing	(LP) Increase Policing Effectiveness <i>- Ensuring police officers and staff are as efficient and effective as possible through improved technology, equipment and training</i>	PCC/OPCC action	Support workplace wellbeing programmes, ensuring officers and staff have access to resources to manage the challenges of their roles effectively.	(a) Availability of workplace wellbeing programmes and resources to support officers and staff	Monthly performance insights	Monthly		Jul-26
(P1) Strengthen Policing	(LP) Increase Policing Effectiveness <i>- Ensuring police officers and staff are as efficient and effective as possible through improved technology, equipment and training</i>	PCC/OPCC action	Work with partners to ensure that those in crisis receive the support they need from the most appropriate professionals, freeing up police to focus on core duties.	(a) Provision of support to those in crisis from the most appropriate professionals				Dec-25
(P1) Strengthen Policing	(LP) Build Trust and Confidence <i>- Ensuring high standards of conduct across policing to build the trust and confidence of the community</i>	PCC/OPCC action	Support the strengthening of policing standards through continued regular assurance meetings with Warwickshire Police's Professional Standards Department and the Independent	(a) Number of regular assurance meetings with Warwickshire Police's Professional Standards Department	Quarterly data	Annually	01-Sep-2025	Apr-26

			Office for Police Conduct, as well as conducting complaint reviews where appropriate.	(b) Number of regular meetings with the Independent Office for Police Conduct (c) Number of complaint reviews conducted				
(P1) Strengthen Policing	(LP) Build Trust and Confidence <i>- Ensuring high standards of conduct across policing to build the trust and confidence of the community</i>	PCC/OPCC action	Foster partnerships between the police and local community groups to strengthen trust and collaboration.	(a) Number of maintained and new partnerships between the police and local community groups				Sep-26
(P1) Strengthen Policing	(LP) Improve Results <i>- Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented</i>	PCC/OPCC action	Work with all criminal justice partners to ensure that victims receive clear and accessible information about their rights under the Victims' Code and how to access support.	(a) Level of compliance by all criminal justice partners with the requirements to ensure that victims receive clear and accessible information about their rights under the Victims' Code and how to access support.				Dec-25
(P1) Strengthen Policing	(LP) Improve Results <i>- Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented</i>	PCC/OPCC action	Advocate for improved referral pathways between police and specialist support services to ensure seamless and timely assistance for victims.	(a) Number of quality referrals between police and specialist support services that ensure seamless and timely assistance for victims.				Dec-25
(P1) Strengthen Policing	(LP) Improve Results <i>- Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented</i>	PCC/OPCC action	Use victim feedback to identify areas for improvement in processes and highlight good practices for wider adoption.	(a) Application of mechanisms to obtain victim feedback to identify areas for improvement in processes and highlight good practices for wider adoption. (b) Evidenced utilisation of victim feedback to improve processes and promulgate good practice.				Dec-25
(P1) Strengthen Policing	(LP) Improve Results <i>- Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented</i>	PCC/OPCC action	Support the use of Restorative Justice approaches to help give victims a voice and for offenders to understand the impact of their actions.	(a) Number of Restorative Justice approaches used to help give victims a voice and for offenders to understand the impact of their actions.				Oct-25
(P1) Strengthen Policing	(LP) Improve Results <i>- Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented</i>	PCC/OPCC action	Advocate for the appropriate use of Out of Court Resolutions to ensure timely justice while reducing pressure on the wider criminal justice system.	(a) Number of Out of Court Resolutions used to ensure timely justice while reducing pressure on the wider criminal justice system.				Jan-26
(P1) Strengthen Policing	(LP) Increase Policing Effectiveness <i>- Ensuring police officers and staff</i>	Chief Constable H2A	Maximising workforce productivity and resource allocation for effective policing.	(a) Evidence of maximised workforce productivity and	Quarterly	Quarterly	01-Jul-2025	Jun-26

	<i>are as efficient and effective as possible through improved technology, equipment and training</i>			resource allocation for effective policing.					
(P1) Strengthen Policing	(LP) Increase Policing Effectiveness <i>- Ensuring police officers and staff are as efficient and effective as possible through improved technology, equipment and training</i>	Chief Constable H2A	Ensuring technology and equipment investments improve efficiency, service delivery, and early intervention.	(a) Level of technology and equipment investments to improve efficiency, service delivery, and early intervention.	Quarterly	Quarterly	01-Jul-2025	Jan-27	
(P1) Strengthen Policing	(LP) Enhance Neighbourhood Policing <i>- Boosting police visibility, working closely with communities to prevent crime and address local priorities</i>	Chief Constable H2A	Maintaining visible and consistent Safer Neighbourhood Teams focused on local priorities.	(a) Extent to which Safer Neighbourhood Teams have been consistently maintained at a 100% staffing level.	Quarterly	Quarterly	01-Jul-2025		
(P1) Strengthen Policing	(LP) Enhance Neighbourhood Policing <i>- Boosting police visibility, working closely with communities to prevent crime and address local priorities</i>	Chief Constable H2A	Enhancing engagement with residents to ensure responsive services.	(a) Number of engagements with residents to ensure responsive services.				Jan-28	
(P1) Strengthen Policing	(LP) Enhance Neighbourhood Policing <i>- Boosting police visibility, working closely with communities to prevent crime and address local priorities</i>	Chief Constable H2A	Embedding evidence-based crime prevention in local policing plans.	(a) Number of prevention initiatives deployed in local areas on local community safety/crime and disorder priorities (CSP and SNT) (b) Extent to which local community safety/crime and disorder priorities have been reduced					
(P1) Strengthen Policing	(LP) Improve Results <i>- Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented</i>	Chief Constable H2A	Maintaining a sustained focus on improving the quality of investigations to deliver better outcomes for victims and ensure justice.	(a) Improved quality of investigations (b) Better outcomes for victims	Quarterly	Quarterly	01-Jul-2025	Oct-25	
(P1) Strengthen Policing	(LP) Build Trust and Confidence <i>- Ensuring high standards of conduct across policing to build the trust and confidence of the community</i>	Chief Constable H2A	Ensuring transparency and accountability in handling misconduct investigations and promoting a culture of integrity across the force.	(a) Evidence of the level of transparency and accountability in handling misconduct investigations (b) Evidence of the extent to which a culture of integrity has been promoted across the force.	Quarterly	Quarterly		Aug-25	
(P1) Strengthen Policing	(LP) Improve Results <i>- Delivering improved results for victims by improving investigations which bring more offenders to justice and ensuring the Victims' Code is implemented</i>	Chief Constable H2A	Ensuring compliance by Warwickshire Police with the Victims' Code to support victims throughout the justice process.	Compliance by Warwickshire Police with the Victims' Code to support victims throughout the justice process.				Dec-25	

(P2) Safeguard People	(LP) Reduce Road Casualties <i>- Reducing deaths and serious injuries on our roads by half by 2030, through proactive policing, partnership working, education and advocacy.</i>	Chief Constable H2A	Increasing the visible policing presence on key road networks to enhance public confidence and deter dangerous and anti-social driving and riding behaviours.	(a) Number of hours providing a visible policing presence on key road networks to enhance public confidence and deter dangerous and anti-social driving and riding behaviours.	Holding to Account	Annually	Annually	01 -Mar-2026	Jun-25
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Pillar Name (P) or Theme	Local Priority (LP) or Thematic Subject	PCC/OPCC Action / CC Holding to Account	Commitment	Activity Type	Baseline Data	Monitoring Frequency	Next Review Date	When
National Policing Priorities	Capability	PCC/OPCC action	Work closely with regional partners to ensure there is a shared capability to deliver against national threats, with appropriate governance mechanisms in place to effectively assess performance.	Existing Activity				Sep-28
National Policing Priorities	Activity	PCC/OPCC action	Highlight the range of actions taken to deliver against the Strategic Policing Requirement in my Annual Report.	Statutory Requirement		Annually	01-Jun-2025	Mar-26
National Policing Priorities	Governance	PCC/OPCC action	Ensure Warwickshire Police, my office and local partners discharge their Prevent Duty effectively.	Statutory Requirement	Annually			Dec-26
National Policing Priorities	SPR	Chief Constable H2A	Delivery of the Strategic Policing Requirement.	Holding to Account	Annually	Quarterly	01-Jul-2025	Mar-26
National Policing Priorities	SPR	Chief Constable H2A	Delivery of the Prevent Duty by Warwickshire Police.	Holding to Account	Annually	Quarterly	01-Jul-2025	Mar-26
Equality, Diversity and Inclusion	Strategy	PCC/OPCC action	Regularly review and update the PCC Equality Strategy, ensuring objectives remain relevant, responsive to changing need and are transparently reported in my Annual Report.	Statutory Requirement	Annually	Annually	01-Mar-2026	Mar-26
Equality, Diversity and Inclusion	Volunteers	PCC/OPCC action	Support structured volunteer programmes that enable public participation in policing oversight and community safety, ensuring services are inclusive, accessible, and representative.	Existing Activity	Quarterly	Quarterly	01-Jul-2025	Apr-26
Equality, Diversity and Inclusion	Equality	Chief Constable H2A	Delivering Warwickshire Police's Public Sector Equality Duty effectively.	Holding to Account	Annually	Annually	01-Mar-2026	Aug-26
Equality, Diversity and Inclusion	Strategy	Chief Constable H2A	Ensuring Warwickshire Police implements the national Police Race Action Plan.	Holding to Account	Annually	Annually	01-Mar-2026	Nov-25
Finance and Resources	Funding	PCC/OPCC action	Set a balanced budget which meets the operational needs of policing while ensuring value for money and a fair deal for local taxpayers.	Statutory Requirement				Jun-26
Finance and Resources	Funding	PCC/OPCC action	Regularly review and update the Financial Plan to ensure financial sustainability while addressing inflation and service pressures.	Existing Activity				Jun-26
Finance and Resources	Funding	PCC/OPCC action	Advocate for fair funding settlements from the Government which reflect local needs.	Expansion				Jan-27

2025

Finance and Resources	Funding	PCC/OPCC action	Publish and maintain a detailed Commissioning Strategy, setting out principles for responsible and transparent commissioning.	New	Exists yes/no	Annual	01-Jun-2025	Sep-26
Finance and Resources	Commissioning	PCC/OPCC action	Commission services that provide tailored support, including advocacy, counselling, and practical assistance for victims and survivors.	Existing Activity				Sep-26
Finance and Resources	Commissioning	PCC/OPCC action	Monitor the effectiveness of commissioned services through regular performance reviews and feedback from service users.	Existing Activity				Sep-26
Finance and Resources	Commissioning	PCC/OPCC action	Provide an annual grants scheme for projects and initiatives designed to prevent and deter crime, disorder, and anti-social behaviour	Existing Activity	2024/25 spend	6 monthly	01-Sep-2025	Oct-26
Finance and Resources	Commissioning	PCC/OPCC action	Work with Community Safety Partnerships and key Local Authority partners to fund local interventions that reduce crime and disorder.	Existing Activity				Apr-28
Finance and Resources	Commissioning	PCC/OPCC action	Invest in evidence-based programmes addressing the root causes of crime, including substance abuse and those aimed at reducing reoffending.	Existing Activity				Apr-28
Finance and Resources	Commissioning	PCC/OPCC action	Seek opportunities to bring extra resources for commissioned services, bidding for funding streams as they arise, for example from the Home Office or Ministry of Justice.	Existing Activity				Jan-27
Finance and Resources	Collaboration	PCC/OPCC action	Work closely with NHS England, the Integrated Care Board and local authorities to align efforts in supporting victims and improving community safety.	Statutory Requirement				Jan-29
Finance and Resources	Collaboration	PCC/OPCC action	Promote collaborative working between police, victim support agencies, and other key partners to improve outcomes for victims.	Existing Activity				Jan-29
Finance and Resources	Collaboration	PCC/OPCC action	Enter into legal collaboration agreements when needed, including with emergency services, to improve joint working.	Statutory Requirement				Sep-26
Finance and Resources	Collaboration	PCC/OPCC action	Regularly review existing agreements to ensure they are effective and up to date.	Existing Activity				Dec-25
Finance and Resources	Collaboration	PCC/OPCC action	Promote best practice across partnerships, ensuring strategies are consistent and evidence-based.	Existing Activity				Apr-28
Finance and Resources	Estates	PCC/OPCC action	Publish a comprehensive 5-year strategy outlining our commitment to creating a modern, safe, and sustainable police estate that supports effective policing and delivers value for money.	New	Exists yes/no	Annual	01-Jun-2025	Jul-25
Finance and Resources	Environment and Sustainability	PCC/OPCC action	Ensure the continued presence of police stations in major towns and population	Existing Activity	monthly	six monthly		Jul-25

			centres, providing accessible services for our communities.						
Finance and Resources	Environment and Sustainability	PCC/OPCC action	Publish a sustainability strategy.	New					Mar-26
Finance and Resources	Environment and Sustainability	PCC/OPCC action	Support initiatives to reduce Warwickshire Police's carbon footprint and which contribute to tackling the climate emergency.	New					Apr-26
Public Engagement	Consultation and Engagement	PCC/OPCC action	Refresh my Consultation and Engagement Strategy and keep it under review	Existing Activity			Annual	01-May-2025	Jan-26
Public Engagement	Consultation	PCC/OPCC action	Gather the views of Warwickshire residents on policing, crime, and anti-social behaviour	Statutory Requirement	Past survey data, including TONIC report, force public confidence surveys, Op Resolve feedback and community safety surveys.		Annual		Jan-27
Public Engagement	Consultation	PCC/OPCC action	Seek the opinions of victims of crime to understand their experiences and inform improvements in policing and criminal justice	Expansion			Every two years	2026?	Arpil-26
Public Engagement	Consultation	PCC/OPCC action	Conduct annual consultations on the policing precept to ensure the community's voice is heard	Statutory Requirement	Summer consultation data to be incorporated.		Annual	01-Dec-2025	Nov-26
Public Engagement	Engagement	PCC/OPCC action	Amplify the voices of children and young people through the Child Friendly Warwickshire programme and a programme of continued dialogue with young people.	Expansion	Voice of Tomorrow reports, 2024 OPCC/WCC YP Big Conversation report		Annual		Apr-28
Public Engagement	Engagement	PCC/OPCC action	Seek opportunities to engage with community members who are seldom heard.	Expansion			Quarterly?		Apr-28
Public Engagement	Engagement	PCC/OPCC action	Engage with community groups to understand their concerns and represent their interests	Existing Activity			Quarterly		Apr-26
Public Engagement	Engagement	PCC/OPCC action	Connect with people who have lived experience of the criminal justice system to improve services and outcomes.	Expansion			Annually		Jan'27
Public Engagement	Engagement	PCC/OPCC action	Attend community meetings alongside police, local MPs, and councillors to address key local issues effectively.	Existing Activity			Quarterly		Aug-27

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Speed Enforcement in 20mph zones

1. Introduction

This short report has been prepared on request of the Police and Crime Panel, who would like to understand the Warwickshire Police position of enforcement of 20mph speed limit zones on public roads.

2. National Position

The Panel may be interested in reviewing the [DfT Circular 1/2013 revised March 2024 - 'Setting Local Speed Limits'](#) – which sets out the basis for setting and revising speed limits across the country, and makes explicit reference to preparations for, and implementation of 20mph zones.

In particular the following section, under paragraph 77:

“Urban Speed Limits

Speed limits in urban areas influence not only safety: they can influence the quality of life, the environment and the local economy.

Traffic authorities should ensure road hierarchies reflect a road’s function and the mix of traffic that it carries. The national speed limit on street-lit roads in England is 30mph.

Traffic authorities should only consider 20mph limits:

- *over time*
- *with consideration of the safety case; and*
- *with local support on:*

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- *major streets where there are – or are likely to be – significant numbers of journeys on foot, and/or where pedal cycle movements are an important consideration, and this outweighs the disadvantage of longer journey times for motorised traffic*
- *residential streets in cities, towns and villages, particularly where the streets are being used by people on foot and on bicycles, there is community support and the characteristics of the street are suitable*

Where new speed limits are introduced, they should be in places where the majority of drivers will comply with them. General compliance needs to be achievable without an excessive reliance on enforcement.

Authorities should be aware that the reduction of a speed limit will lead to longer journey times for drivers and bus users and could affect air pollution. They should take these effects carefully into account.”

3. Local Position

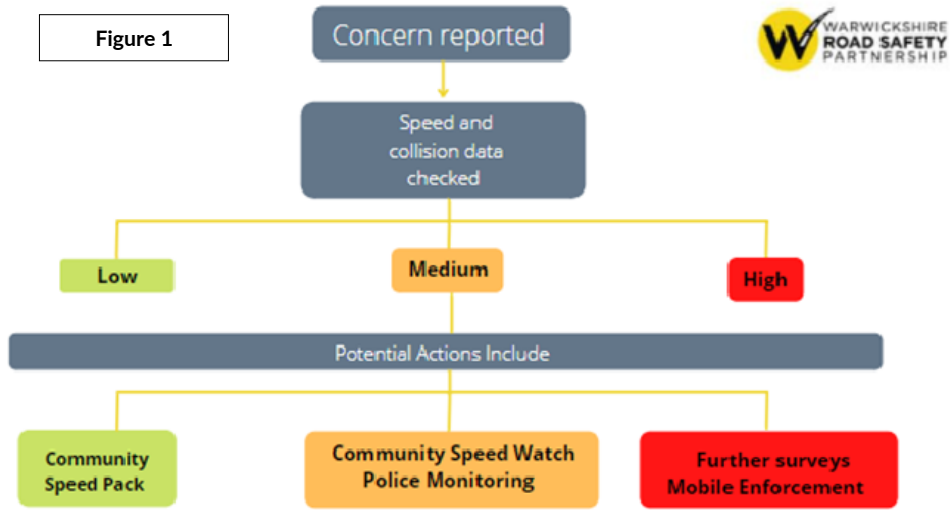
The PCC has sought to understand the approach of the Chief Constable in respect of their enforcement strategy in respect of 20mph zones, who has confirmed that the Road Safety Unit (RSU) have an enforcement strategy which considers the requirements of DfT Circular 1/2013.

The RSU has received enquiries from Community Speed Watch (CSW) groups, who would like to operate in specific areas where 20 mph limits exist. The RSU local policy on this is reasonable and flexible regarding CSW groups operating in 20mph zones. The Unit is very willing to liaise with CSW groups, offer bespoke advice and monitor compliance when justified. Police enforcement will not be a default position if there are breaches of compliance. Education and advice will always be considered first. Enforcement would be a last option but only then if justified and proportionate.

The Warwickshire Road Safety Partnership, of which Warwickshire Police is a key member, has developed an [online tool to enable the public to report areas where they have concerns about speeding](#) – the process for which is outlined at figure 1 below. This tool contains a form, and an outcomes page, so members of the public can see what action is being taken following submissions. Panel Members may wish to promote this tool to partners who raise concerns about speeding.

The Warwickshire Road Safety Partnership regularly reviews all speed data submitted via the reporting tool to help promote the ethos of safer roads and safer speeds in Warwickshire.

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Warwickshire Police and Crime Panel

13 March 2025

Warwickshire Joint Audit and Standards Committee Annual Report 2024

Recommendation

That the Police and Crime Panel notes and comments on the Joint Audit and Standards Committee Annual Report 2024.

1. Key Issues

- 1.1 The Joint Audit and Standards Committee (JASC) Annual Report 2024 sets out the work of the Committee for the year ended 31 December 2024, 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 2025 (plus appendices A, B, and C)

	Name	Contact Information
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**Police & Crime
Commissioner
Warwickshire**



**WARWICKSHIRE
POLICE**

Warwickshire Joint Audit and Standards Committee Terms of Reference

Statement of Purpose and Terms of Reference

1. 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.

2. Governance, Risk and Control

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

- Review the corporate governance arrangements against the good governance framework, including the ethical framework.
- 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.
- Consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- 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.
- 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.

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- Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- 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.
- Review the governance and assurance arrangements for significant partnerships or collaborations.
- Review the governance and assurance arrangements for significant projects and programmes, including health and safety.
- 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.

3. Internal Audit

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

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

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- 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) .
- 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.

4. External Audit

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

- 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.
- Comment on the scope and depth of external audit work, its independence and whether it gives satisfactory value for money.
- Consider the external auditor's annual audit letter, relevant reports and the report to those charged with governance.
- Consider specific reports as agreed with the external auditor.
- Advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.

5. Financial Reporting

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

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

6. Treasury Management

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

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

7. Standards

The Committee will do the following:

- Independently scrutinise closed police complaint cases to ensure due process has been followed and make recommendations on areas highlighted.
- Monitor the embedding of the College of Policing Code of Ethics in everyday policing.
- A representative will attend the Police Internal Ethics Committee (or equivalent) and share information between the two Committees.
- 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.

8. Accountability Arrangements

The Committee will do the following:

- 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.
- 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.
- 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.
- Publish an annual report on the work of the Committee.

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Administrative 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

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Constable on a risk basis, taking into account operational sensitivity and public reassurance.

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Joint Audit and Standards Committee Collated Key Attendee Evaluation 2024 – v5

Responses to the Joint Audit and Standards Committee (JASC) request to key attendees for feedback on its performance and how it can improve. This has helped inform the JASC's annual report for 2024 and the development of its work.

	<i>Unable to assess</i>	<i>Poor</i> 1	<i>Weak</i> 2	<i>Acceptable</i> 3	<i>Good</i> 4	<i>Very Good</i> 5	<i>Optional Comments (particularly for areas of improvement)</i>
<i>How well do you think the JASC displays an appropriate understanding of: -</i>							
<u>Organisational knowledge</u>							
1.1 The organisation's governance structures and decision-making processes.					√√√√	√√√√√	SR - The JASC are experienced and very engaged. This has helped to create good working relationships and a good level of knowledge has been built by all members. They also know who to contact when they have any issues or questions.
1.2 Organisational objectives and major functions of the organisation.					√√√√√	√√√√	
<u>Audit committee role and functions</u>							
2.1 The JASC's role and place within the governance structures					√√	√√√√√√ √	
<u>Technical understanding of: -</u>							
3.1 the principles of good governance					√√√√√√	√√√	PC - There is an appropriate range of technical skills shared across the membership of the Committee.
3.2 Internal Audit					√√√√√√ √√	√	
3.3 External Audit	√				√√√√√√	√√	

3.4 Financial management and reporting					✓✓✓✓✓✓ ✓	✓✓	
3.5 Risk management					✓✓✓✓✓	✓✓✓✓	
3.6 Counter fraud	✓✓				✓✓✓✓✓✓ ✓		
3.7 Treasury management	✓			✓✓	✓✓✓✓✓✓		

	Unable to assess	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 <u>appropriate ways of working</u>: -							
Strategic thinking and understanding of materiality: Is able to focus on material issues and the overall position rather than being side tracked by detail?				✓	✓✓✓✓✓	✓✓	SA - Very occasionally JASC stray into detail issues, but this is often to support a level of understanding of a specific issue. The challenge will always remain to not get sucked into detail questions, particularly operational issues of interest/some relevance. PC - The Committee receives a good range of reports providing assurance on

							governance across the force and OPCC. More work has been done on the specification of required reports to focus on what the committee needs without creating unnecessary work. PR - I think this has improved over time with the use of TORs/info requests for reports
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?				✓	✓✓✓✓	✓✓✓✓	SA - Meetings are well run – the JASC are both supportive and challenging in their approach, which I find really helpful in making improvements. PR - Never see hostility and grandstanding!
Focus on improvement: that ensures there is a clear plan of action and allocation of responsibility?				✓	✓✓✓✓✓	✓✓	
Able to balance practicality against theory: is able to understand the practical implications of recommendations to understand how they might work in practice?				✓	✓✓✓✓✓	✓✓	
Clear communication skills: Is able to clearly communicate advice and opinions to JASC attendees?				✓	✓✓✓✓	✓✓✓	SA - I think the TOR's have been really helpful to outline requirements for reporting. We do need to embed this

							process though across all members, to ensure consistency and commonality of understanding.
Objectivity: Evaluates information based on evidence presented, avoids bias or subjectivity?					√√√√	√√√√	
Meeting management: meetings are conducted effectively?					√√√√√	√√	JC - Very much improved. SR - Focussed agenda and clearer TOR for deep dive papers has helped last few meetings. PC - There has been a move to having information only items which were previously full agenda items for discussion. This has enabled the Committee to be well informed whilst keeping meetings to a reasonable length. PR - Appreciate the tight focus on timings.

Completed by: Phillip Seccombe, Alex Franklin-Smith, Jeff Carruthers, Sarah Ansell, Steve Russell, Paul Clarke, Tania Coppola, Andy Reid, Polly Reed

JANUARY 2025

Evaluation of the impact and effectiveness of the Joint Audit and Standards Committee – 2024, 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	Evaluation: strengths, weaknesses and proposed actions
<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>Review of Corporate Governance Framework and Financial regulations and provided amendments.</i> <i>JASC review of draft AGS in July 2024</i> <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 covering the 3 lines of defense in each of the core elements of the JASC's ToR.</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. JASC has received confirmation on how reviewers’ (internal and external) recommendations are monitored and managed. Review of the Financial Management Code and report from CIPFA. Maintaining a keen oversight of the organisation development programmes and the resultant risks and their management. (e.g. updates on Empower January and March 2024) Reports on Treasury Management strategy, mid-year progress and outturn (March, January and July 2024 respectively). Consideration of the control environment based on the work of internal audit, external audit and by review of the assurance map.</i></p>
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Evaluation of the impact and effectiveness of the Joint Audit and Standards Committee – 2024, using the CIPFA tool (Appendix F of Audit committees: a practical guidance for local authorities and police, 2022.)

<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 were reviewed and commented upon.</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 regularly and proactively reviewed. (e.g. January, March and September 2024)</i></p> <p><i>Deep -dives into specific risk areas e.g. Cyber Security, Force Information Assurance & Estates Governance in January 2024, plus Vetting July 2024.</i></p>
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<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 derived from agreed JASC Terms of reference. 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 outcomes and recommendations (e.g. Updates in March & September, and [preparedness for inspection considered in July 2024]).</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 final accounts. Regular one-to-one meetings between the JASC Chair and External Audit Engagement lead. JASC feedback to PCC and CC on the change of External Auditor. Particular attention given to the transition to new External Audit provider (e.g. January 2024).</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. Review of internal audit plans, plan delivery (e.g. January, March, and September 2024) & findings. Approved a risk-based IA plan for 2023/24 (March 2024), which was aligned to the PCCs and the CCs strategic objectives in line with best practice. JASC Subject-lead meets with Head of internal audit regularly.</i></p>

<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> <i>JASC review of Governance Structure of the Force</i> <i>JASC review of HMICFRS reports and recommendations implementation.</i> <i>JASC continues to receive updates and comments on OPCC's Performance Framework. (e.g. Deep Dive on PCC Holding to account September 2024)</i> <i>JASC receives and reviews reports on the governance and progress with transformation program.</i> <i>JASC review of ASI Assurance and Action plan</i> <i>JASC lines of enquiry on equality, sustainability and Health and Safety governance and organisational arrangements (e.g. H&S Update January 2024).</i> <i>Briefings at each meeting from PCC CC (or DCC) on progress and key issues during 2024.</i> <i>Regular Budget updates.</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>

Evaluation of the impact and effectiveness of the Joint Audit and Standards Committee – 2024, using the CIPFA tool (Appendix F of Audit committees: a practical guidance for local authorities and police, 2022.)

<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 (e.g. January and July 2024).</i></p> <p><i>Dedicated JASC member involvement in Complaints Dip Sampling.</i></p> <p><i>Reports on financial Strategies and Treasury management (e.g. March 2024)</i></p>
<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>Annual review of draft Statement of Accounts and reports from External auditors.</i></p> <p><i>The JASC continues to seek to understand and advise on the Performance Framework introduced by the PCC. (e.g. PCC Holding to Account update in September 2024)</i></p> <p><i>JASC member observation of Police and Crime Panel public meetings. JASC Annual Report.</i></p> <p><i>Open invitation to Police and Crime Panel (PCP) chair to attend the JASC.</i></p>

Warwickshire Police and Crime Panel Work Programme 2024/25

Date of next report/update	Item	Report detail	Date of last report								
13 March 2025 (in person)	Warwickshire Joint Audit and Standards Committee (WJASC) Annual Report 2024	Mr John Anderson, Chair of Warwickshire Joint Audit and Standards Committee, will introduce WJASC's Annual Report for 2024.	7 March 2024								
19 June 2025	Action Plan from Independent Review - Warwickshire Hunt	To receive the action plan and update on progress of recommendations following the Independent Review into the Policing of the Warwickshire Hunt.	20 January 2025								
19 June 2025	Appointment of new Independent Member to the Panel	Subject to the following timeline, a preferred candidate could be agreed by the Panel at their meeting on 19 June 2025: <table border="1" style="margin-left: 20px;"> <tr> <td>Advertisement</td> <td>10 February – 7 March 2025</td> </tr> <tr> <td>Shortlisting</td> <td>w/c 17 March 2025</td> </tr> <tr> <td>Interviews</td> <td>w/c 31 March 2025</td> </tr> <tr> <td>Appointment by the Panel</td> <td>19 June 2025</td> </tr> </table>	Advertisement	10 February – 7 March 2025	Shortlisting	w/c 17 March 2025	Interviews	w/c 31 March 2025	Appointment by the Panel	19 June 2025	
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Shortlisting	w/c 17 March 2025										
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20 November 2025	Annual Review of the Draft Police and Crime Plan	To review and make any recommendations to the Police and Crime Commissioner regarding his proposed Police and Crime Plan.	20 January 2025								

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.
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		<ul style="list-style-type: none"> Details of any emerging local and national issues.
	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).
	Report of Working Groups (Following a meeting of a Working Group)	The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force performance to the Planning & Performance Working Group to identify key issues for Panel enquiry.
	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
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 Strategic Estate and Asset Manager (once recruited) to draw sustainability-related activities by the Force into a unified plan.	To be confirmed.
Devolution – Impact on PCP's	An item to be timetabled when appropriate to look at the impact that local government reform will have on Police & Crime Panels and OPCC's	TBC

Task and Finish Reviews

Topic	Task and Finish Group	Status
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	Pending – further consideration will be given to this work following progress

	and reduce emissions in line with the Government's commitment to achieve net zero carbon by 2050.	by the Force to develop an Environmental Sustainability Strategy.
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Briefing Notes		
Topic	Briefing note detail	Timing considerations
None required at present.		

Training / Conferences / Other		
Event	Description	Date
Police (Fire) and Crime Panels Annual National Conference	<p>The Annual Conference for Chairs, Members and Officers of Police (Fire) And Crime Panels is now anticipated be held in November 2025 at Scarman House, Warwick Conference Centre (University of Warwick).</p> <p>If you are interested in attending the Conference, please contact Amy Bridgewater-Carnall (Democratic Services).</p>	November 2025 (precise date to be confirmed)

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