

**West Midlands Police and Crime Panel**

**Wednesday 19 October 2022 at 11:00 hours**

**Wolverhampton Civic Centre, Council Chamber, St Peter's Square, Wolverhampton WV1 1SH**

This meeting will be livestreamed at <https://wolverhampton.public-i.tv>

More information about the Panel, including meeting papers and reports, can be found at [www.westmidlandspcp.co.uk](http://www.westmidlandspcp.co.uk)

Contact Officer: Sarah Fradgley email: [wmpcp@birmingham.gov.uk](mailto:wmpcp@birmingham.gov.uk) Tel: 0121 303 1727

**AGENDA**

| Supporting Document | Item     | Topic   | Approximate time |
|---------------------|----------|---|------------------|
|                     | <b>1</b> | <b>NOTICE OF RECORDING</b><br>This meeting will be webcast for live or subsequent broadcast and members of the press/public may record the meeting. The whole of the meeting will be filmed except where there are confidential or exempt items.  | <b>11:00</b>     |
|                     | <b>2</b> | <b>APOLOGIES</b>  |                  |
|                     | <b>3</b> | <b>DECLARATIONS OF INTEREST (IF ANY)</b><br>Members are reminded that they must declare all relevant pecuniary interests and /or non-pecuniary interests relating to any items of business to be discussed at the meeting. If a pecuniary interest is declared a Member must take no part in the consideration or voting thereon unless a dispensation has been obtained from the relevant Standards Committee. Any declarations will be recorded in the minutes of the meeting.    |                  |
| <b>Attached</b>     | <b>4</b> | <b>MINUTES AND ACTION TRACKER</b><br>To confirm the Minutes of the meeting held on 25 July 2022 and to note the latest Action Tracker.  |                  |
| <b>Attached</b>     | <b>5</b> | <b>MINUTES OF CONFIRMATION HEARING</b><br>To confirm the Minutes of the Confirmation Hearing held on 25 July 2022.  |                  |
|                     | <b>6</b> | <b>PUBLIC QUESTION TIME</b><br>To receive questions from members of the public notified to the Panel in advance of the meeting.<br>Any member of the public who lives, works, or studies in the West Midlands (other than police officers and police staff) can ask a question at the meeting about the Panel's role and responsibilities. Questions must be submitted in writing 4 days before the meeting to <a href="mailto:wmpcp@birmingham.gov.uk">wmpcp@birmingham.gov.uk</a> |                  |

| Supporting Document | Item | Topic   | Approximate time |
|---------------------|------|---|------------------|
| Attached            | 7    | <p><b>PANEL SCRUTINY INQUIRY INTO PUBLIC CONFIDENCE IN POLICING – SIX MONTH PROGRESS UPDATE</b></p> <p>To consider the Police and Crime Commissioner’s response to the Panel’s Public Confidence in Policing scrutiny inquiry and agree an approach for ongoing monitoring of the fulfilment of the Panel recommendations. (Report carried over from 12 September 2022)</p>           | 11:15            |
| Attached            | 8a   | <p><b>POLICE AND CRIME COMMISSIONER’S MEDIUM TERM FINANCIAL PLAN 2022/23 – 2026/27</b></p> <p>To note the Police and Crime Commissioner’s updated medium-term financial plan for the period 2022/23 to 2026/27.<br/>(Report carried over from 12 September 2022)</p>  | 11:45            |
| Attached            | 8b   | <p><b>ESTABLISHMENT OF A BUDGET SUB-GROUP</b></p> <p>To consider the establishment of a Panel sub-group to proactively scrutinise the Police and Crime Commissioner’s budget and precept proposals in detail prior to formal consideration by the Panel.</p>  |                  |
| Attached            | 9    | <p><b>TRAILBLAZER DEVOLUTION DEAL</b></p> <p>The Police and Crime Commissioner to provide an overview of the work of to develop the Crime, Community Safety and Resilience strand for the Government Trailblazer Devolution Deal. (Report carried over from 12 September 2022)</p>  | 12:15            |
| Attached            | 10   | <p><b>POLICE AND CRIME COMMISSIONER UPDATE</b></p> <p>The Police and Crime Commissioner to provide an update on recent activities and performance against the Police and Crime Plan objectives. Decisions published by the Police and Crime Commissioner since the last Panel meeting are also attached for consideration.<br/>(Report carried over from 12 September 2022)</p>       | 12:30            |
| Attached            | 9    | <p><b>POLICE AND CRIME COMMISSIONER AND WMP JOINT AUDIT SERVICE</b></p> <p>To consider the Police and Crime Commissioner and WMP joint Internal Audit Strategy and work programme for 2022/23 and the content of the annual report of the Joint Audit Committee.<br/>(Report carried over from 12 September 2022)</p>   | 13:00            |
| Attached            | 12   | <p><b>PANEL WORK PROGRAMME</b></p> <p>To note the current work programme for 2022-23</p>  | 13:30            |
|                     | 13   | <p><b>MEETING VENUES FOR 2022/2023</b></p> <p>To note the venues for future meetings (Mondays at 14:00hrs)</p> <p>14 November 2022 – Walsall Council Chamber<br/>9 January 2023 – Coventry Council House<br/>6 February 2023 – Solihull Council Chamber<br/>20 February 2023 (provisional date if precept veto) Birmingham Council House<br/>20 March 2023 – Dudley Council House</p> |                  |
|                     | 14   | <p><b>URGENT BUSINESS</b></p> <p>To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.</p>   |                  |

## **MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME PANEL HELD ON 25 JULY 2022 AT 13:00 HOURS – COUNCIL CHAMBER SANDWELL METROPOLITAN COUNCIL**

### **PRESENT: -**

Cllr Alex Aitken – Birmingham City Council  
Cllr Pervez Akhtar -Coventry City Council  
Cllr Raqeeb Aziz – Birmingham City Council  
Cllr Paul Bradley -Dudley Metropolitan Borough Council  
Cllr Alan Feeney – Solihull Metropolitan Borough Council  
Cllr Zahir Hussain – Sandwell Metropolitan Borough Council  
Cllr Jasbir Jaspal – Wolverhampton City Council  
Cllr Abdul Salam Khan – Coventry City Council  
Cllr Gareth Moore – Birmingham City Council  
Kristina Murphy – Independent Panel Member  
Cllr Kamran Razzaq – Dudley Metropolitan Borough Council  
Cllr Suky Samra – Walsall Metropolitan Borough Council  
Lionel Walker – Independent Panel Member

### **ALSO PRESENT: -**

Simon Foster - West Midlands Police and Crime Commissioner  
Jonathan Jardine - Chief Executive, OPCC  
Richard Costello - Head of Communications, OPCC  
Yasmin Francis – Research Officer, OPCC  
Amelia Murray - Overview and Scrutiny Manager, BCC  
Kevin O’Keefe - Chief Executive Dudley MBC - Lead Officer for the Panel  
Sarah Fradgley - Panel Scrutiny Officer, BCC

### **648 ELECTION OF PANEL CHAIR 2022-2023**

Nominations were invited by Kevin O’Keefe for the position of Chair of the Police and Crime Panel. One candidate was nominated and following a majority vote by members present, it was: -

### **RESOLVED: -**

**That Councillor Suky Samra (Walsall) be appointed Chair of the West Midlands Police and Crime Panel for the period ending with the Panel Annual Meeting in 2023.**

COUNCILLOR SUKY SAMRA IN THE CHAIR

### **649 ELECTION OF PANEL VICE-CHAIR 2022-2023**

Nominations were invited by Cllr Samra for the position of Vice-Chair of the Police and Crime Panel. One candidate was nominated and following a vote by members present, it was: -

### **RESOLVED: -**

**That Kristina Murphy (Independent Co-opted Member) be appointed Vice-Chair of the West Midlands Police and Crime Panel for the period ending with the Panel Annual Meeting in 2023.**

**650 NOTICE OF RECORDING**

The Chair announced the meeting would be livestreamed and recorded for subsequent broadcast via the Sandwell MBC meeting portal and members of the press and public could record and take photographs except where there were confidential or exempt items.

**651 APOLOGIES**

Apologies for non-attendance were received on behalf of Councillor Danny Millard (Sandwell) and Councillor Kath Scott (Birmingham).

**652 DECLARATIONS OF INTEREST**

None declared.

**653 POLICE AND CRIME PANEL MEMBERSHIP 2022-2023**

The list of Panel appointments made by the West Midlands local authorities and the West Midlands Met Leaders group for 2022-2023 were noted, subject to the correction that Cllr Gareth Moore should be recorded as a Conservative member.

(See document No 1 – Panel Membership 2022- 2023)

**RESOLVED: -**

**That the appointments to the Police and Crime Panel for 2022-2023 be noted.**

**654 PANEL ARRANGEMENTS AND RULES OF PROCEDURE**

The Panel was asked to note the Police and Crime Panel Arrangements and Rules of Procedure documents.

(See document No. 2 - Panel Arrangements and Rules of Procedure)

**RESOLVED: -**

**That the content of the Panel Arrangements and Rule of Procedure documents be noted.**

**655 MINUTES OF LAST MEETING AND ACTION TRACKER**

**RESOLVED: -**

**That the minutes of the meeting held on 15 March 2022 be confirmed as a correct record, and the action tracker be noted.**

**656 PUBLIC QUESTION TIME**

No public questions were submitted.

## 657 POLICE AND CRIME COMMISSIONER UPDATE

The Police and Crime Commissioner presented his update report detailing recent activities he and his team had been engaged with since the last Panel meeting.

The Commissioner and Jonathan Jardine then summarised the report appendices that contained the February 2022 National Policing Priorities Statement and Police and Crime Plan Scorecard, the Commissioner's response to HMICFRS inspection reports, and recent key decisions made by the Commissioner including the recent allocation of Victims Funding.

(See document No.3 – Police and Crime Commissioner Update)

The Commissioner and Mr Jardine then responded to questions from panel members and the following points were made: -

- Responding to concerns about the continuity of community policing and the impact of the current ratio of trainee officers to substantive officers, the PCC acknowledged the importance of stability and the need for effective handovers procedures when officers move on. He understood WMP were to extend the community policing placements for student officers so there was less churn. The PCC advised that 50% of the 450 community officers had been placed and considered the allocation proportionate alongside the demand for response, investigations, and public protection officers.
- The PCC was asked for the latest data for the KPI to '*Monitor the number and reasons why police officers leave West Midlands Police*'. He suggested profiling of leavers would provide better analysis of the data and had asked WMP about its processes to identify and support officers at risk of resigning. The PCC was also watching the resignation rate of student officers which was currently 8%.
- The meeting noted that despite the additional 1200 officers in the National Uplift Programme, WMP had 1000 less officers, 300 fewer PCSOs and less support staff than in 2010. The PCC explained the Police Funding Formula significantly disadvantaged WMP by £40m a year and had been used to calculate the allocation of the Uplift. He drew comparison with Greater Manchester Police that received £20m more a year and advised that several forces in areas with lower levels of risk, threat, demand, and vulnerability that now had more officers than before. The PCC continued to raise these matters the Home Secretary, the Policing Minister and West Midlands MPs but he understood the Home Secretary's current position to be that she did not accept it appropriate to compare current officer levels with 2010 levels. It was noted that the Panel had previously written to the Policing Minister to support the PCC's campaign.
- The Panel sought assurance as to what element of the increase in crime figures was associated with the changes to the crime recording coding, or due to an increase in the crime itself. The PCC explained crime statistics should be treated with caution as were in part driven by improvements to crime data integrity. Improved recording of some offences (e.g., Stalking) was a consequence better understanding of crimes and willingness of more victims to report incidents. However, significant increases of certain crimes statistics were more difficult explain. Officers were now typically recording 3-4 crimes per incident, and for Rape and Serious Sexual Offences the practice was to record all offences by the perpetrator, not just the primary offence.

- Responding to concerns about the progress toward the KPI to *'Increase the positive outcome rates for Domestic Abuse, Rape and Stalking and Harassment offences'*, the meeting was advised of the work to improve performance including allocation of Uplift officers to CID and public protection, a review of investigation processes, improved training and supervision, and compliance with the Victims' Code. The meeting noted the challenge to get a positive outcome (a charging decision from CPS) for multiple recorded crimes against an individual. New crime recording practices gave a better-quality record of the totality of the offending behaviour but the falling positive outcomes rate looked like the police response was inadequate.
- The PCC outlined his arrangements for monitoring progress towards addressing the three 'Requires Improvement' recommendations in the HMICFRS 2021/22 Peel Inspection, which included scrutiny by internal audit, monitoring reports to his Strategic Policing and Crime Board, and regular discussions with the Chief Constable. He also referred to the work of his dedicated Victims Commissioner to drive victims' rights and increase funding for victim advocates.
- Responding to a question about the consequences of the closure of Sure Start centre on local crime levels, the PCC acknowledge the decline essential preventive public services including mental health services, youth and drug services all had an impact on crime prevention measures.
- The PCC advised that WMP had assured him that issues preventing Force data to be uploaded to Police UK website had been resolved. Data was being updated manually and backdated.
- The PCC was asked to outline what actions were taken during the recent Chief Constable recruitment to encourage a diverse field of applicants reflective of the local community, despite no people from Black, Asian and minority backgrounds participating on the Strategic Command Course. The PCC acknowledged the low representation at a senior level eligible to apply for the Chief Constable position. He had written to every Assistant Chief Constable and equivalent rank in England and Wales to encourage a broader diversity of candidates. The OPCC had also engaged in positive action and approached two potential candidates from a Black, Asian and minority background and a potential female candidate to apply. The PCC reported the stakeholder panels participating in the selection process had represented the people of the West Midlands.
- Drawing the debate to a close the Chair responded to comments from a Panel Member concerning the proposed timeframe for the confirmation hearing and the role of the Panel.

**RESOLVED: -**

**That the report and information provided by the PCC and the OPCC be noted.**

## **658 PANEL WORK PROGRAMME**

The Panel received and noted the current work programme based on its statutory requirements and standard items. Members were invited to identify items for future meetings.

(See document No.4 – Panel Work Programme)

**RESOLVED: -**

**That the current Panel Work Programme be noted.**

**659 MEETING DATES FOR 2022-2023**

**RESOLVED: -**

That the Panel meets on the following dates starting at 14:00 hours

12 September 2022

14 November 2022

9 January 2023

6 February 2023

20 February 2023 (provisional if precept veto)

20 March 2023

**660 URGENT BUSINESS**

No item of urgent business was notified.

The meeting ended at 14:45 hours.

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CHAIR

West Midlands Police and Crime Panel - Action Tracker – 19 October 2022

**1. Outstanding Actions 2021-2022**

| Minute No. | Date     | Action  | Update  |
|------------|----------|---|---|
| 620        | Nov 2021 | The OPCC to feedback to a future meeting on communications and publicity plans in relation to the Fairness and Belonging Plan and Recruitment.  | To be programmed                                    |
| 629        | Jan 2022 | Cllr Brennan, West Midlands Victims' Commissioner be invited to report back to a further meeting on improving victim satisfaction survey response rates and her examination of local Victims' Right to Review provisions. | To be programmed                                    |
| 630        | Jan 2022 | The Commissioner compares the budgets of the most similar forces and feedbacks to the Panel when setting the budget.  | To inform debate on budget – January/ February 2023 |
| 631        | Jan 2022 | The Commissioner report back on the number of criminal justice outcomes relating to the 132 firearm seizures in 2021.   |   |

**2. Actions 2022-2023**

| Minute No. | Date     | Action  | Update                      |
|------------|----------|---|-----------------------------|
| 642        | Mar 2022 | PCC to update panel on developments of the Trailblazer Devolution Deal with the WMCA. | Reporting to WMPCP 19/10/22 |



**MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME  
PANEL CHIEF CONSTABLE CONFIRMATION HEARING HELD ON 25 JULY 2022  
AT 15:00 HOURS – COUNCIL CHAMBER, SANDWELL METROPOLITAN  
BOROUGH COUNCIL**

**PRESENT: -**

Cllr Alex Aitken – Birmingham City Council  
Cllr Pervez Akhtar - Coventry City Council  
Cllr Raqeeb Aziz – Birmingham City Council  
Cllr Paul Bradley - Dudley Metropolitan Borough Council  
Cllr Alan Feeney – Solihull Metropolitan Borough Council  
Cllr Zahir Hussain – Sandwell Metropolitan Borough Council  
Cllr Jasbir Jaspal – Wolverhampton City Council  
Cllr Abdul Salam Khan – Coventry City Council  
Cllr Gareth Moore – Birmingham City Council  
Kristina Murphy – Independent Panel Member  
Cllr Kamran Razaq – Dudley Metropolitan Borough Council  
Cllr Suky Samra – Walsall Metropolitan Borough Council  
Lionel Walker – Independent Panel Member

**ALSO PRESENT: -**

Craig Guildford – Chief Constable Nottinghamshire (Preferred Candidate for West Midlands Police Chief Constable)  
Simon Foster - West Midlands Police and Crime Commissioner  
Jonathan Jardine - Chief Executive, OPCC  
Richard Costello - Head of Communications, OPCC  
Yasmin Francis – Research Officer, OPCC  
Amelia Murray - Overview and Scrutiny Manager, BCC  
Kevin O’Keefe - Chief Executive Dudley MBC - Lead Officer for the Panel  
Sarah Fradgley - Panel Scrutiny Officer, BCC

**661 NOTICE OF RECORDING**

The Chair announced that the meeting would be livestreamed and recorded for subsequent broadcast via the Sandwell MBC meeting portal and that members of the press and public may record and take photographs except where there were confidential or exempt items.

**662 APOLOGIES**

Apologies for non-attendance were received on behalf of Councillor Millard (Sandwell) and Councillor Scott (Birmingham).

### 663 DECLARATIONS OF INTEREST

None declared.

### 664 CONFIRMATION HEARING

The Panel received and noted the following reports:

- West Midlands Police and Crime Panel Confirmation Hearing Procedure: Report of the Panel Lead Officer
- Report of the Police and Crime Commissioner including notification letter
- Report of Mr Karl George MBE, Independent Member of the Selection Panel
- Personal Biography submitted by Mr Craig Guildford
- Slide deck of Presentation by Craig Guildford

The Police and Crime Commissioner presented his report containing the information he was required to provide to the Panel under Schedule 8 of the Police Reform and Social Responsibility Act 2011. He reflected on the recruitment and selection process and outlined how he considered Mr Guildford met the criteria for the post.

Mr Guildford was invited to address the Panel. He summarised his career to date and gave a short PowerPoint presentation outlining his vision for the future of West Midlands Police. Panel Members then asked Mr Guildford a number of questions on a variety of topics to enable them to evaluate his professional competence and personal independence and his suitability for the role.

Mr Guildford was asked about his experience and approach to building public confidence in the police, addressing community concerns about police contact and response; confronting racism within policing, developing neighbourhood policing, partnership working, and improving the diversity of the force and cultivating staff engagement.

At the end of questioning, the Chairman thanked Mr Guildford for answering Members' questions and invited him to make a closing statement. He then informed the meeting that in accordance with Part 1 of schedule 12A of the Local Government Act 1972, the Panel would go into private session to deliberate and determine a report and recommendation to the Commissioner on the appointment.

#### **RESOLVED: -**

- i. **The confirmation hearing process for the appointment of the Chief Constable as set out in the Panel Lead Officer report be noted;**
- ii. **The information provided by the Police and Crime Commissioner regarding the proposed appointment, and the preferred candidate during the confirmation hearing be noted;**
- iii. **The information provided by the preferred candidate ahead of the hearing and in response to panel member questions be noted; and**
- iv. **A report incorporating the Panel's recommendation on the appointment be submitted to the Police and Crime Commissioner no later than 27th July 2022.**

### 665 EXCLUSION OF THE PRESS AND PUBLIC

#### **RESOLVED: -**

**That public be excluded from the meeting in accordance Paragraph 1. Part 1 of Schedule 12A of the Local Government Act 1972, in view of the nature of the business to be transacted that includes exempt information relating to an individual.**

**666 PUBLIC MINUTE OF CLOSED SESSION  
DETERMINATION OF WEST MIDLANDS POLICE AND CRIME PANEL REPORT AND  
RECOMMENDATION ON PROPOSED APPOINTMENT OF CHIEF CONSTABLE OF WEST MIDLAND  
POLICE**

The Panel considered the information provided by the Police and Crime Commissioner as to Mr Guildford’s suitability for the position of Chief Constable. Members were assured that a fair and transparent process had been conducted and the successful candidate was selected on merit.

Members reflected on the information provided by Mr Guildford and were assured that he demonstrated experience of building community policing, collaboration with local partners, and improving the diversity of the force.

Members further acknowledged his reflective approach to learning and development, his plan for engaging with staff and his aspirations for taking forward and delivering a better police service for the residents of the West Midlands.

On a vote the Panel agreed unanimously that his appointment should be recommended to the Police and Crime Commissioner.

**RESOLVED:**

**That the West Midlands Police and Crime Panel recommend the Police and Crime Commissioner appoint his preferred candidate Mr Craig Guildford as West Midlands Police Chief Constable.**

The meeting ended at 16:45hours

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CHAIR

**Report of:** Panel Lead Officer

**Date:** 19 October 2022

## **Panel Scrutiny Inquiry Public Confidence in Policing: Six Month Update**

### **1. Purpose of Report**

- 1.1 This report sets out the Police and Crime Commissioner's (PCC) response to the recommendations of the Panel's scrutiny inquiry report Public Confidence in Policing.
- 1.2 Members are invited to discuss with the PCC the progress towards fulfilling the panel recommendations and agree an approach for ongoing examination of progress.

### **2. Recommendations**

- i. **That the Panel considers the Police and Crime Commissioner's response to the recommendations of the Police and Crime Panel Public Confidence in Policing Inquiry Report; and**
- ii. **That the Panel considers the options set out under Section 7 and agree arrangements for considering further progress updates.**

### **3. Background**

- 3.1 Scrutiny inquiries provide opportunities for the Panel to build on its statutory functions by examining, in-depth, key policing and crime topics of public interest. These time-limited inquiries enable members to build on their knowledge of complex and cross cutting issues by seeking information and views from a wide range of sources and stakeholders.
- 3.2 This proactive work links to the panel's role in supporting the PCC in policy development by making recommendations and suggestions for the PCC to consider.
- 3.3 In 2020, the Panel agreed that public confidence in policing was an important topic to examine in more detail. The Panel set out to answer the following key question: ***"What steps is the Police and Crime Commissioner taking to address the issues that undermine public confidence in the police?"***

### **4. Panel Report and Recommendations**

- 4.1 The Panel report focused on issues identified in a stakeholder survey and roundtable discussion undertaken as part of the inquiry: concerns about the capacity of the 101 number, how the police support victims of crime, demand for visible police presence, and a workforce representative of the community it serves that is procedurally fair.

- 4.2 The Panel welcomed the fact that addressing public confidence was a key strategic theme of the PCC's Police and Crime Plan 2021-2025, including the leadership and co-ordination of the victim's agenda through the appointment of the West Midlands Victims' Commissioner, and the commitment to rebuild neighbourhood policing.
- 4.3 The Panel's report was published in November 2021 and made 10 recommendations to the Police and Crime Commissioner. These are set out in Appendix A. The full report can be viewed and downloaded from [www.westmidlandspcp.gov.uk](http://www.westmidlandspcp.gov.uk)

## **5. Purpose of tracking progress**

- 5.1 Tracking the fulfilment of recommendations provides the Panel with an opportunity to discuss and comment upon the progress made. It also demonstrates that the Panel's scrutiny work has impact.

## **6. Progress update**

- 6.1 The Panel invited the PCC to consider the inquiry findings and provide an initial response to the recommendations by 31 March 2022, reporting annually on progress thereafter.
- 6.2 The PCC's response to the recommendations is attached to this report (Appendix B). The schedule of Panel meetings has delayed consideration of this item until now. Recognising the delay in reporting, the PCC and OPCC officers are happy to answer questions at the meeting on further progress.

## **7. Next steps for the Panel to consider**

- 7.1 It is suggested that members consider the following options for ongoing monitoring of the fulfilment of the Panel recommendations and seek to agree an approach.

**Option 1:** Request annual updates from the Police and Crime Commissioner on outstanding recommendations.

**Option 2:** Identify specific recommendation(s) that require further monitoring and determine whether this should be an annual update report from the Police and Crime Commissioner or factored into the Panel work programme at a more frequent interval.

## **LEGAL AND FINANCIAL IMPLICATIONS**

There are no implications associated with this report and recommendations.

## **BACKGROUND PAPERS**

West Midlands Police and Crime Panel Scrutiny Inquiry Report: Public Confidence in Policing – Scrutiny Inquiry Report (November 2021)

## **APPENDICES**

Appendix A – Panel Recommendations November 2021

Appendix B – Police and Crime Commissioner Response March 2022

**Panel Lead Officer:**

Kevin O’Keefe – Chief Executive, Dudley MBC

**Panel Contact Officers:**

Amelia Murray – Group Overview and Scrutiny Manager, Birmingham City Council

Sarah Fradgley – Scrutiny Officer, Birmingham City Council

wmpcp@birmingham.gov.uk Tel: 0121 303 1727

## **Appendix A**

### **Public Confidence in Policing Scrutiny Inquiry Recommendations November 2020**

#### **Recommendation 01: Police visibility, the ability to contact the force and a representative and fair force**

The PCC respond to the findings reached in this report that visible policing, the ability to contact the force, and seeing a representative force and a fair force are fundamental principles that impact on public confidence and demonstrate with an action plan how these will be improved over the next 3-year term.

#### **Recommendation 02: Collection and analysis of local public confidence data**

That the PCC report back to the Panel on actions taken to improve the measurement and analysis of public confidence in West Midlands Police and victims' satisfaction, addressing the following areas of focus suggested by the Panel:

- Local analysis into the rate of decline of public confidence in WMP in relation to the national average and similar forces.
- Analysis to understand disparities in public confidence in the police across the West Midlands.
- Reassurance that views of the diverse communities of the West Midlands are captured to ensure data is representative of the geographic, age and ethnicity of the region.
- Measures taken to capture the views of those unable to access digital surveys and voice their opinion in that way.

#### **Recommendation 03: Publishing confidence and satisfaction data**

The PCC works with West Midlands Police to ensure locally collected data on public confidence in the police and the satisfaction of victims is made publicly available in an accessible format to enable the public to understand how the police is performing against local objectives to address public confidence.

#### **Recommendation 04: Holding the Chief Constable to account on action**

The PCC outlines in his Police and Crime Plan how he will hold the Chief Constable to account on actions identified through citizen and victim satisfaction surveys to improve public confidence in West Midlands Police, and how the impact of actions will be measured.

#### **Recommendation 05: 101 non-emergency contact analysis and action plan**

The Panel is concerned about a public loss of trust in the 101-telephone service and whether it is fit for purpose. To inform the picture of demand, we suggest analysis into reasons for abandoned 101 calls including the proportion of callers switching to 999 after abandoning 101, and the proportion of 101 callers signposted to other public services.

We suggest the PCC seek to develop an action plan with WMP to address public confidence in the capacity of WMP to respond to the volume of 999 and 101 calls, alongside the development of alternative non-emergency contact and information channels.

**Recommendation 06: Joint public contact/ communication strategy**

We suggest the PCC facilitate the development of a joint public communication strategy with West Midlands Police, local authorities, Community Safety Partnerships, and other public services to inform and educate the public about 'what services to contact when', similar to the NHS "Choose Well" communication strategy.

**Recommendation 07: Implementation of the Vulnerable Victims Review**

The PCC report to Panel on the progress of implementation of the action points identified in the 2020 Vulnerable Victims Review to ensure that victims of crime feel empowered to come forward, report crimes and get the right support they need.

**Recommendation 08: Victims Code compliance**

The PCC report back the Panel on his oversight of West Midlands Police compliance with the Code of Practice for Victims of Crime (Victims' Code), in particular, *Right 6: To be provided with information about the investigation and prosecution.*

We suggest the PCC consider working with West Midlands Police and victims to identify any improvements to current mechanisms for communicating progress of cases and expanding online tracking of recorded crimes.

**Recommendation 09: Fairness and Belonging Plan**

The PCC brings an annual report to the Police and Crime Panel on his oversight of the implementation of the 11 projects within the Fairness and Belonging Plan.

**Recommendation 10: Recruitment and progression for a representative force**

The PCC brings half-yearly reports to the Police and Crime Panel on the progress of recruitment and retention, and career progression of police officers and staff for a force representative of the community it serves



**Telephone Number:** 0121 626 6060  
wmpcc@west-midlands.pnn.police.uk



Wednesday 30 March 2022

Dear Cllr Suky Samra,

I want to thank you for the time which has been taken to draft the WMPCP Public Confidence in Police Inquiry Report for 2022. I have read its contents and recommendations, giving this response much consideration and thought.

I note the panel's intention to deliver this report with the purpose of supporting me with my Police and Crime Plan ambition of improving public confidence in West Midlands Police. I appreciate the panel's support and holding me to account for this key Police and Crime Plan goal.

I have therefore read through and responded below to each of the recommendations outlined within the Public Confidence in Police report. These responses are to update the Panel on the work which is ongoing to achieve the aims set out in the recommendations. You will find my responses below in numerical order.

***“Recommendation 01: Police visibility, the ability to contact the force and a representative and fair force***

*The PCC respond to the findings reached in this report that visible policing, the ability to contact the force, and seeing a representative force and a fair force are fundamental principles that impact on public confidence and demonstrate with an action plan how these will be improved over the next 3-year term.”*

The financial cuts imposed on public services after 2010 did not fall evenly, either in policing or in the public sector more widely, with West Midlands Police losing approximately 2,200 officers. This has undoubtedly had an effect on confidence in policing within the West Midlands.

Investing in visible community policing solves local problems, prevents crime and ultimately reduces demand on the rest of policing. I will work with the Chief Constable to agree how the Uplift and future recruitment programmes will be allocated to community policing - I want to see community policing grow by 450 officers.

The public need to see that West Midlands Police is taking active steps to become more like the public it serves. While not large enough to make up for the 2,200 officers lost during austerity – by 2023 we will still have 1,000 police officers less than we had in 2010 - the National Uplift Programme is a significant opportunity to make West Midlands Police more open to applicants who would not have applied previously.

Accessibility to police services is part of people's confidence in policing and their satisfaction with the service they receive. In collaboration with the PCC Office, West Midlands Police have developed a Citizens Charter, outlining what people can expect when contacting West Midlands Police and also providing a detailed breakdown of service level agreements for 999 and 101 calls. As part of the

Police and Crime Plan, I have implemented key performance indicators drawing upon these service level agreements in order to keep a focus on improving the service received by victims of crime.

In the recent HMICFRS PEEL 2021/22 Inspection, one of the areas which was noted as requiring improvements was the service which is provided to victims of crime. In particular, HMICFRS noted that West Midlands Police doesn't meet targets for handling call demand – partly due to the significant increases in demand seen over the past two years and also due to a lack of available resources. Further information on call handling is included in our response to Recommendations 5 and 6.

It needs to be noted that I will do all that I can to campaign and lobby for an increase in officer numbers and a return of all of the 2,221 police officers lost in the West Midlands, but this is only something which can be granted through funding from central government.

***“Recommendation 02- Collecting and analysing local public confidence data***

*The PCC to report back to the Panel on how public confidence in West Midlands Police and victims' satisfaction is measured.”*

The OPCC, together with the WMP Victims Champion, held a Victims Code and Satisfaction Workshop with representatives of Force departments who have contact with victims and responsibility to deliver victims' rights in line with the Code. This day enabled my office to map the victims' journey, setting out all possible touchpoints between a victim and the Force and the methods currently being used to capture victim's voices/experiences by the Force. This gave us the most accurate picture possible of a victim's current journey within the West Midlands.

My office is now working to actualise direct victim feedback into the victim's code compliance and wider feedback through the Force Victim's champions network to ensure that there is a view from victims and witnesses, that is included in the compliance framework, as well as the self-reported information from criminal justice providers. This work stream will seek to better understand victim satisfaction, hear victims' voices within this and identify tangible ways to address the issues presented.

The purpose of this work is to understand the Victims Journey through the CJ process with a specific initial focus on Police and every touch point a victim may have with the Force when reporting. We are looking to ensure appropriate mechanisms to understand victim satisfaction, directly from victims, and how this compares with self-assessed code compliance.

The priorities of the group will be:

1. Ensuring there are robust and effective mechanisms to hear victims' voices and experiences and utilise this to drive improvements;
2. Improving compliance against the Code of Practice for Victims of Crime;
3. Reducing attrition rates;
4. Increasing the likelihood that victims would report again;
5. Ensuring that victims are not retraumatised by the reporting and criminal justice process;
6. Increasing trust and confidence in policing, and subsequently feelings of safety

When it comes to public confidence data more broadly, West Midlands Police send out 'citizen satisfaction surveys' via SMS for non-sensitive incident types in real-time by Force Contact, Force Response and Initial Investigation Teams. Monthly performance is reported to the Citizen Satisfaction Board and satisfaction, broken down by demographics, is reported to the Fairness and

Belonging and the D&I Boards. Alternative methods are being explored to capture satisfaction feedback for sensitive incident types.

Whilst there are measures within the Police and crime Plan which we know do impact on public confidence in policing, such as how representative West Midlands Police are of the people they serve, stop and search practices, complaints and access to services, there is no direct measure on confidence other than the one featured within the Crime Survey for England and Wales.

One of the aims outlined within the Police and Crime Plan is to work to build a clearer picture of public confidence in policing within the West Midlands. I am working with other PCCs to determine how best we approach measuring public confidence, the format will most likely be a commissioned public attitudes survey which focuses on perceptions of local crime and policing.

Some initial areas scoped include:

- Local crime issues & priorities
- Confidence and trust in police
- Perceptions of the police
- Personal experiences of crime
- Social cohesion and active citizenship

***“Recommendation 03: Public information of confidence and satisfaction***

*The PCC works with West Midlands Police to ensure locally collected data on public confidence in the police and the satisfaction of victims is made publicly available in an accessible format to enable the public to understand how the police is performing against local objectives to address public confidence.”*

Once established, findings from the public attitude survey will be published as part of the quarterly statements on performance to the Strategic Police and Crime Board (SPCB).

***“Recommendation 04: Holding the Chief Constable to account on action***

*The PCC outlines in his Police and Crime Plan how he will hold the Chief Constable to account on actions identified through citizen and victim satisfaction surveys to improve public confidence in West Midlands Police, and how the impact of actions will be measured.”*

The Police and Crime Plan (PCP) outlines six sections which detail the strategic direction set for West Midlands Police as well as the approach to be taken in collaborating with partners to improve the criminal justice system, increase community safety, reduce violence, and ensure that victims of crime are supported and recover

Following extensive consultation, each section has a number of priority outcomes which will be achieved over the term, such as rebuilding community policing and preventing and reducing crime. Progress against these outcomes will be measured as part of the PCP performance framework, within which the Key Performance Indicators (KPIs) are listed alongside the outcome.

There are several forums where performance against the KPIs is discussed, feeding directly into the function of holding the Chief Constable/West Midlands Police to account:

- Monthly meeting with the Chief Constable on performance
- Bi-monthly performance workshop at the informal SPCB Group meeting
- Quarterly performance statements to SPCB

The PCC office also works closely with the West Midlands Police performance team on the context behind performance and also on performance against the wider set of measures, which feature in their performance framework.

***“Recommendation 05: 101 non-emergency contact***

*The Panel is concerned about a public loss of trust in the 101-telephone service and whether it is fit for purpose. To inform the picture of demand, we suggest analysis into reasons for abandoned 101 calls including the proportion of callers switching to 999 after abandoning 101, and the proportion of 101 callers signposted to other public services.*

*We suggest the PCC seek to develop an action plan with WMP to address public confidence in the capacity of WMP to respond to the volume of 999 and 101 calls, alongside the development of alternative non-emergency contact and information channels.”*

As noted above, performance against the KPIs within the Police and Crime Plan are discussed on a regular basis and there is a set of KPIs pertaining to Force Contact under the Access to Police Services section. During these discussions, some explanation has been given such as callers who queue up via multiple methods of contact and then abandon the other contact methods not answered.

A more in-depth request is in the pipeline which will be taken to SPCB Group for discussion, covering the suggestions raised above. Important here also, is a discussion around activity to shift non-emergency demand to other channels, such as online reporting and live chat, and also resource availability within Force Contact.

The Chief Constable is increasing the numbers of staff allocated to the Contact function, and performance in this area is subject to significant scrutiny. Recruitment of 30 police staff is underway with the potential for further recruitment thereafter, though it is to be acknowledged that Contact staff often subsequently apply to be Police Officers. Similarly, while it is appropriate to have some Police Officers in the Contact function, this is not a role that typically requires warranted powers, and therefore simply increasing the strength of the Contact function by deploying additional Police Officers to Contact is not appropriate.

With the Commonwealth Games approaching, plans are in place to ensure the 999/101/Livechat functions are resilient and effective. Calls for service in the West Midlands are among the highest per head in the country, reflecting the level of demand faced by policing in our area. The Contact function is efficient in the sense of the number of calls handled per operator is higher than most comparable forces.

It is important that Panel recognises the artificiality of relying solely on call wait times as a measure of performance. It would be straightforward, for example, to operate Contact as a “switchboard” service, in which calls were answered quickly, but not dealt with at the point of the call. This could radically improve wait times but means that callers would receive a sub-optimal service. It is regrettable that the government’s clumsy introduction of “league tables” exacerbates this risk. Instead, the Force seeks to deal with calls appropriately at the first point of contact. This poses challenges; some non-emergency calls, such as those seeking the disclosure of information concerning domestic abuse or child sexual abuse, can easily take an hour or more. With this in mind, the Force is looking to implement business processes that better manage the demand created by non-emergency calls that require significant resource to manage. The Panel is right to focus on abandoned calls as an area of concern, but again this issue is more complex than it first appears; there is growing evidence that callers are using multiple devices to contact policing on 999, 101 and LiveChat simultaneously, abandoning the two channels that are answered more slowly.

### ***“Recommendation 06: Joint public communication strategy***

*We suggest the PCC facilitate the development of a joint public communication strategy with West Midlands Police, local authorities, Community Safety Partnerships, and other public services to inform and educate the public about ‘what services to contact when’, similar to the NHS “Choose Well” communication strategy.”*

West Midlands Police already regularly promotes contact options extensively through its social media, WM Now, force website and the press. Work is ongoing to ensure LRF partners are aware of how best to contact West Midlands Police. The OPCC will make sure that partners are aware of how they can support this work through the West Midlands Community Safety Partnership.

The Panel is correct to note that only a minority of calls to 999 actually relate to emergencies. While encouraging callers to direct their contact with policing appropriately, it remains the case that shunting callers between public services is often a sub-optimal approach. Callers with complex needs should be supported holistically by the public sector in the round, not expected to navigate complex organisational and operational boundaries and responsibilities. It is this requirement that lie behind the call for a Diversion Hub in the Police and Crime Plan.

It is notable that the recent Levelling Up White Paper includes proposals to give the police powers concerning noise nuisance. There is a need to fully understand the potential implications of this change, as these powers are currently primarily the responsibility of local authorities. While noise nuisance and anti-social behaviour are clearly important issues, the resource implications of expecting policing to enforce noise nuisance provisions are significant. Demand on 999, 101 and LiveChat is already challenging, and expecting policing to absorb this additional demand that will come with these new powers is potentially problematic. Similarly, the WMP Response function is under significant pressure to meet current emergency and urgent demand. It is questionable whether it is appropriate that policing becomes the ‘first port of call’ for out of hours noise nuisance.

### ***“Recommendation 07: Implementation of the Vulnerable Victims Review***

*The PCC report to Panel on the progress of implementation of the action points identified in the 2020 Vulnerable Victims Review to ensure that victims of crime feel empowered to come forward, report crimes and get the right support they need.”*

Findings from the OPCC’s first ever Vulnerable Victims Review (VVR), carried out in 2020, heard from victims directly about their experience of West Midlands Police and other agencies from the wider criminal justice system. This review focused on victims who have been subject to Stalking and Harassment, Domestic Abuse and/or Sexual Assault and Abuse. Overall, the voices of victims who participated in this process felt more could have been done and their experiences have been used to form an action plan for improvements in the system for victims and witnesses of those particular crime types, which should also improve experiences of victims and witnesses of many other crime types.

Actions pertaining to the VVR have been absorbed into the workstreams of the exploitation and abuse governance structure, which are regional multi agency strategic partnerships. From the 33 recommendations outlined within the report, there has been significant progress towards outcomes, including the embedding of a significant number of actions, particularly around victim and witness attrition, through my Police and Crime Plan. Through further development in training for the force, both mainstream and targeted in Vulnerabilities and Trauma Informed practice, as well as ongoing continued professional development (CPD); there is now measurable further understanding of the needs of victims and ensuring that both the Victim's code and support services, as commissioned via the OPCC are utilised to support the needs of victims moving forward. The training particularly focuses on the effects of re-traumatisation, victimology and understanding the impact of offences on victims and how to engage and support. The results of the victim's review are being established in

an exploitation framework and competencies framework for professionals. In addition, there has been an engagement plan through WMP to work with sex workers, as some of the most vulnerable victims of harm and abuse.

Building on the findings from the VVR, we are currently developing a 'Victims Voice Task and Finish Group' linked to the Victims and Witnesses subgroup of the LCJB and the Force-led Victims Code Champions meeting. The Victims Voice Task and Finish Group will seek to understand whether victims' experiences of reporting crime to the Police matches the Force's perceptions of code compliance, (please see above the section on victim satisfaction). In addition, a recent PWC Perform Plus working group for capturing the voice of victims of rape and serious sexual offences (RASSO), has started and fits into the objectives of the VVR, to use coproduction and engagement with victims and victim's services to improve services, processes, and policy.

### ***"Recommendation 08: Victims Code compliance***

*The PCC report back to the Panel on his oversight of West Midlands Police compliance with the Code of Practice for Victims of Crime (Victims' Code), in particular, Right 6: To be provided with information about the investigation and prosecution.*

*We suggest the PCC consider working with West Midlands Police and victims to identify any improvements to current mechanisms for communicating progress of cases and expanding online tracking of recorded crimes."*

Right 6 of the victims' code states that victims have the right to be provided with information about the investigation and prosecution. Decisions made to discontinue with investigations are not routinely articulated to victims. This is a national issue and one that has been echoed in numerous recently published HMICFRS reports and super complaints, including the Hestia Super Complaint; Underground Lives, Police use of protective measures in cases of VAWG super-complaint, HMICFRS & HMCPSI joint Rape inspection Phase 1, Police response to VAWG, as well as the Tackling VAWG strategy, End to End Rape review, Domestic Abuse Act changes.

Action and work to improve West Midlands Police's response to the rights of victims within the victims' code are crucial. It is important that victims have a good level of communication from the Force, are able to contact and be contacted by their OIC, so as to inform them about developments in the investigation in line with the victims' code. The OPCC and the Force, through the Victims Code compliance audit survey and compliance improvement plan, are already monitoring results regarding this specific notification to victims, with particular focus on cases which the police have marked for no further action. As part of this work, there are also ongoing discussions regarding increasing the use of Out of Court Disposals and Restorative Justice as alternative positive outcomes, ensuring the victims' voice is adequately considered and reflected in these decisions.

PCC's play an important role in the oversight of victims' code compliance. This is delivered through LCJB and the Victims and Witnesses Delivery Group. However, as articulated in our response to the victims bill consultation, PCC powers as well as those of the national victims commissioner, must be strengthened if PCC's are to carry out the role of oversight effectively.

Please see here for the PCC response;



Victims Bill  
Consultation Return V

### ***“Recommendation 09: Fairness and Belonging Plan***

*The PCC brings an annual report to the Police and Crime Panel on his oversight of the implementation of the 11 projects within the Fairness and Belonging Plan.”*

This recommendation is accepted. The work on the Fairness and Belonging Plan continues jointly with West Midlands Police. This is a programme of work to ensure that West Midlands Police is as inclusive, diverse and as fair an organisation as possible. Work is taking place to ensure that the strategy is an overarching one that covers disproportionality across a wide range of areas. It covers the work of WMP, but also the work of the OPCC and partners. Simon Foster has prioritised the work taking place, committing to continuing the robust efforts already being made on the Plan. In addition, the OPCC is delivering activity to support this work, delivering anti-racist practice training across the OPCC and working towards becoming an anti-racist practice organisation.

The OPCC also received the [Karl George Race Code](#) accreditation in December 2021. The Code supports organisations to create transformational, sustainable and lasting change, to achieve a competitive and truly diverse board and organisational senior leadership team and the West Midlands OPCC is one of the organisations recognised for their work in this area.

The Fairness and Belonging Plan has now been incorporated into the West Midlands Police Fairness and Belonging Strategy 2021-25. This incorporates all areas of diversity and inclusion. It is much more focussed and ensures that accountability for delivery sits at a senior level. The PCC will continue to have oversight and monitor all the projects that sit within the Strategy and will bring an annual report, highlighting progress to the Panel.

### ***“Recommendation 10: Recruitment and progression for a representative force***

*The PCC brings half-yearly reports to the Police and Crime Panel on the progress of recruitment and retention, and career progression of police officers and staff for a force representative of the community it serves”*

The Police and Crime Plan includes a target to increase the diversity of West Midlands Police and progress reports will be presented to SPCB, which can be included on the Panel’s agenda.

Finally, I would like to take this opportunity to reiterate to the panel my appreciation to them for their writing and delivery of this report. It is vital that we do everything we can to ensure the public can have trust and confidence in West Midlands Police. I appreciate the panel’s support for and scrutiny of my achieving this key ambition set out in my Police and Crime Plan.

Yours sincerely,



Simon Foster  
West Midlands Police and Crime Commissioner

12 September 2022

## Medium Term Financial Plan 2022/23 to 2026/27

Joint Report of the PCC Chief Finance Officer and CC Director of Commercial Services

### 1. PURPOSE

- 1.1 To provide an updated medium-term financial plan (MTFP) for the period 2022/23 to 2026/27, based on current information and assumptions.

### 2. BACKGROUND

2.1 The MTFP details how resources will be utilised to deliver the Commissioner's priorities as set out in Police and Crime Plan. The MTFP is a key document to ensure resources are aligned to priorities and provides forward projections around income and expenditure.

2.2 The medium-term financial plan is built upon the 2022/23 budget. The total grant settlement for the West Midlands in 2022/23 is £559.4m and is the final year of the 3-year national Uplift Programme, increasing police officer numbers by a total of 1,218. This was the first year of a 3-year funding settlement and included the opportunity for PCC's to raise their precept by £10 per year per Band D property.

2.3 Within the 3-year settlement, the expectation is that police forces continue to build on the progress made on improving efficiency and productivity, and has set targets for the police service to deliver efficiencies over the settlement period.

2.4 The 2022/23 budget was set with limited use of reserves for planned expenditure only, and a £5.2m savings target linked to the Priority Based Budgeting exercise. Also, before the budget was set there was a requirement to find £11.1m of savings to set a balanced budget. Within the budget the Force consumed; the increase in national insurance contributions to fund the social care levy; a 2.5% pay award for all officers, PCSO's and staff; and other significant cost pressures including increases gas, electricity, fuel and other costs.

2.5 Since setting the budget, changing market conditions are putting further strain on our budgets with known additional pressures of:

- £3.3m increase on gas / electricity prices;
- £0.3m increase on vehicle fuel costs;
- £6.1m additional officer pay costs linked to the September 2022 pay award of a consolidated £1,900 to each officer SCP. This is offset by £4.3m (estimated) additional grant and therefore creates a net additional pressure of £1.8m; and
- An estimated risk of £2.7m, based on a 2.5% increase on police staff pay scales from September 2022. This is due to the re-opener clause being triggered following the outcome of the police officer pay award.

2.6 West Midlands Police has the second lowest council tax precept nationally, this combined with a reduction in police grants from 2010/11 through to 2018/19 of £175m



in real terms, with the inflexibility to increase the council tax precept rates across the board, this has had a far more detrimental impact on West Midlands Police than other Police Forces.

2.7 With the additional grant for the national Police Officer Uplift Programme over the last 3 years, the overall funding from 2010/11 to 2022/23 for WMP has increased by roughly 10.8%, this is one of the lowest increases, with the highest increase being 27.7% and the national average for England being 14.6%. These increases do not factor in the impacts of inflation since 2010. For illustrative purposes, utilising the national average for England, this would have amounted to an additional £24.0m.

2.8 The medium-term financial plan is refreshed on a quarterly basis and details were last included in the decision paper report published for budget setting 2022/23.

### **3. PRINCIPLES**

3.1 In developing the MTFP the following principles have been adopted:

- Deliver the Commissioner's priorities as set out in the Police and Crime Plan 2021-2025.
- The Change Programme is now in its final phase and the capital programme going forwards largely focuses on delivering the Estates Strategy and business as usual activity.
- Continue to reflect the benefits of Change Programme through the reduction/reshaping of functions and teams.
- The financials have been shaped around the workforce planning strategy.
- To maintain an agreed police officer base headcount of 7,909 (6,691 plus 1,218 officers delivered through the uplift programme).
- Build on the approaches already introduced to enhance the opportunities to increase the representation and flexibility of the workforce.
- Reviewing balances within the Change Programme reserve to transfer any uncommitted amounts into the budget reserve as the programme comes to an end.
- Understanding the need to refresh the borrowing strategy in line with future capital investment decisions.
- Recognising that efficiencies and saving are embedded within financial plan which will need to be delivered.
- Continuation of officer recruitment via Police Education Qualification Framework (PEQF).

### **4. ASSUMPTIONS**

4.1 The MTFP has been refreshed and updated based on a number of key assumptions covering anticipated funding levels, expenditure and inflationary increases. The following funding assumptions have been made:

- The 2021 Spending Review settlement provided three-year budgets for all police forces, with total increases to government grant of £550m in 2022/23, £650m in 2023/24, and £800m in 2024/25. This provides forces with the means to recruit and maintain the full 20,000 officer uplift by 2023, successfully delivering on the Government's commitment to complete the Police Uplift Programme. We have assumed a 2% grant increase thereafter in line with our pay inflation assumptions.
- Following the acceptance of the recommendations of the Police Remuneration Review Body on Police Officer pay for September 2022 the Home Office will provide forces with additional funding for pay over the Spending Review period

of at least £70m in 2022/23, £140m in 2023/24 and £140m in 2024/25. The above assumptions are summarised in the table below:

| Police Grant Increase including Uplift | Initial Settlement £,000 |                                     | Pay Award Adjustment*, Estimate £,000 |
|--|--------------------------|-------------------------------------|---------------------------------------|
| 2023/24                                | 6,100                    | 6.1% of £100m increase from 2022/23 | 8,540                                 |
| 2024/25                                | 9,150                    | 6.1% of £150m increase from 2023/24 | 8,540                                 |
| 2025/26                                | 11,114                   | 2.0% increase                       | 8,540                                 |
| 2026/27                                | 11,336                   | 2.0% increase                       | 8,540                                 |

- Police and Crime Commissioners in England will retain the flexibility to increase their precept income by £10 annually. This is assumed to continue throughout the life of the Medium-Term Financial Plan.
- The Council Tax base increase is assumed to be 1.5%, 1.4% and 1.2% thereafter, as per the SR21 assumptions.

4.2 The updated medium-term financial plan presented in this report has been based on the following assumptions:

- 2.5% per annum pay award for 2023/24 dropping to 2.0% thereafter.
- Each post has annual increments until the top of the grade is reached.
- Fuel cost increase of 5% per annum.
- Energy and utility cost increases of 25% for 2023/24, followed by a 5% increase thereafter.
- General inflation applied to other areas of expenditure between 2% to 10% per annum.
- Rates of national insurance employer contributions remain the same as 2022/23 levels.
- 2022 Police Staff Actuarial Valuation is currently being carried out to cover the 3 years from 2023/24 to 2025/26. The focus of the valuation is the likelihood of contribution increases with less pressure on deficit contributions. With this in mind we have included an increase from 18.8% to 20.0% from 2023/24. Further information will be known in September 2022.

4.3 A number of policy objectives have also been included in the financial modelling refresh to reflect commitments already made by the Commissioner, unavoidable contractual changes and new statutory requirements. These are shown below:

- Continual recruitment to enable the Force to maintain police officer numbers at agreed levels following completion of the Uplift Programme, 7,909 (headcount).
- Retaining the Police Community Support Officers (PCSO) establishment at 464 FTE.
- The numbers of police staff will reflect the investment and benefits of the change programme and agreed increases thorough the Uplift Programme
- Any additional efficiencies delivered will be reinvested in front line policing resources.
- Continue to comply with the Living Wage Foundation's minimum pay rates.
- Ongoing funding for a West Midlands wide police cadet scheme.
- Continue with our commitment to deliver professional police training through the Policing Education Qualification Framework (PEQF).

4.4 Completion of the Estates Strategy is included as per the current planning assumptions, including increased cost of borrowing to fund the outstanding capital commitments included within the plan. Affordability of the Estates Strategy is currently

being assessed, as part of this assessment we will review our debt to equity ratio compared to other forces.

4.5 Included in the medium-term plan is the investment government has made to increase investment in national policing priorities, providing £1.4billion nationally. This includes drugs and county lines activity, violent crime reduction, child sexual abuse and exploitation, fraud and modern slavery. We have received a 3-year settlement for our Violence Reduction Units, Guardian (Grip) and County Lines. These funding streams are included within the medium-term plan and assumes these funding arrangements continue into the medium term.

4.6 The Spending Review also provides £125m revenue funding in 2022-23 as well as £121m capital funding for the Emergency Service Mobile Communications Programme. The allocation of this funding to West Midlands Police is at present not clear. Timing, expenditure, benefits and potential grant funding for the Emergency Service Mobile Communication Programme is **not** currently included within this version of the medium-term financial plan.

4.7 The medium-term financial plan reflecting the assumptions outlined above is shown in the table below. This includes the impact of the 2022 police officer pay award in the 2022/23 budget.

|  | Current Budget | MTFP         | MTFP         | MTFP         | MTFP         |
|--|----------------|--------------|--------------|--------------|--------------|
| Revenue Budget £m                                    | 2022/23        | 2023/24      | 2024/25      | 2025/26      | 2026/27      |
| Pay inc. Overtime                                    | 571.0          | 600.8        | 619.8        | 639.1        | 663.0        |
| Non-Pay  | 120.3          | 135.2        | 134.0        | 137.7        | 141.0        |
| PBB Saving   | -3.1           | -5.1         | -5.1         | -8.1         | -8.1         |
| Capital Financing                                    | 21.1           | 22.7         | 24.5         | 25.2         | 25.3         |
| External Income                                      | -38.4          | -37.7        | -38.0        | -38.2        | -38.4        |
| Estates Strategy                                     | 1.5            | 2.0          | 9.3          | 7.1          | 6.8          |
| Planned Use/contribution to Reserves                 | -6.0           | -5.3         | -5.7         | -1.8         | 0.8          |
| <b>Total Police Force</b>                            | <b>666.4</b>   | <b>712.4</b> | <b>738.8</b> | <b>760.9</b> | <b>790.5</b> |
| Expenditure  | 190.1          | 91.1         | 93.3         | 95.4         | 97.5         |
| Income   | -160.1         | -67.1        | -68.6        | -70.1        | -71.6        |
| Planned Use of Reserves                              | -6.7           | 0.0          | 0.0          | 0.0          | 0.0          |
| <b>Total National / Regional Services</b>            | <b>23.4</b>    | <b>23.9</b>  | <b>24.7</b>  | <b>25.3</b>  | <b>25.9</b>  |
| Office of Police and Crime Commissioner              | 2.9            | 3.0          | 3.1          | 3.2          | 3.2          |
| Community Safety Funding                             | 3.9            | 3.9          | 3.9          | 3.9          | 3.9          |
| Helping Communities Fund                             | 0.4            | 0.4          | 0.4          | 0.4          | 0.4          |
| External Commissioning                               | 1.7            | 1.7          | 1.7          | 1.7          | 1.7          |
| Planned Use of Reserves                              | -0.4           | -0.4         | -0.4         | -0.4         | -0.4         |
| <b>Total Office of Police and Crime Commissioner</b> | <b>8.5</b>     | <b>8.6</b>   | <b>8.7</b>   | <b>8.7</b>   | <b>8.8</b>   |
| Police Grants  | -563.7         | -574.0       | -583.2       | -594.3       | -605.7       |
| Precept  | -134.6         | -145.6       | -155.1       | -164.6       | -174.2       |
| <b>Potential Savings Required</b>                    | <b>0.0</b>     | <b>25.3</b>  | <b>33.9</b>  | <b>36.1</b>  | <b>45.3</b>  |
| Review of Police Staff Pay Award                     | 0.0            | 4.6          | 4.7          | 4.8          | 5.0          |
| <b>Revised Potential Savings Required</b>            | <b>0.0</b>     | <b>29.9</b>  | <b>38.6</b>  | <b>40.9</b>  | <b>50.3</b>  |

\*The Office of the Police and Crime Commissioner also includes funding for Victim Services and the Violence Reduction Partnership (Net Nil impact).

4.8 The table above shows the medium-term financial plan after the refresh. It can be seen that significant savings will be required to fund the financial plan over the medium term. There are both potential risks and issues emerging that may further adversely affect this projection which are highlighted in Section 5, and potential opportunities to mitigate these pressures highlighted in Section 9.

4.9 The financial pressures West Midlands Police are facing is in common with all public sector organisations. This is demonstrated through research carried out by the Institute of Fiscal Studies in August 2022 which predicts the government will need to spend an extra £44bn over the next 3 years on public services to keep pace with rising inflation.

## 5. SENSITIVITY/VARIANCE ANALYSIS

5.1 The main sensitivities from 2023/24 onwards that may affect the assumptions and the impact of a 1% variance are shown in the table below.

|                         | Planning Assumptions<br>2023/24<br>% | Planning Assumptions<br>2024/25<br>onwards<br>% | 1%<br>Movement<br><br>£m (+/-) |
|-------------------------|--------------------------------------|---|--------------------------------|
| Salaries                | 2.5%                                 | 2.0%  | 5.6                            |
| Supplies and services   | 10.0%                                | 2.0%  | 0.6                            |
| Income                  | 1.0%                                 | 1.0%  | 0.3                            |
| Premises inc. utilities | 25.0%                                | 5.0%  | 0.2                            |
| Fuel                    | 5.0%                                 | 5.0%  | 0.1                            |
| Other Transport         | 3.0%                                 | 2.0%  | 0.1                            |
| Third Party Payments    | 5.0%                                 | 5.0%  | 0.2                            |
| Taxbase                 | 1.5%                                 | 1.2% - 1.4%                                     | 1.3                            |

5.2 Based on the above table, the main risk to the West Midlands are pay awards to officers and staff above the assumed 2.5% increase from 2023/24, along with general inflation. The table below sets out the potential impact on gas / electricity of some of the different inflation rates that could materialise if increased over and above the 25% increase assumed:

| Revenue Budget £m                 | MTFP<br>2023/24 | MTFP<br>2024/25 | MTFP<br>2025/26 | MTFP<br>2026/27 |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Potential Savings Required</b> | <b>25.3</b>     | <b>33.9</b>     | <b>36.1</b>     | <b>45.3</b>     |
| 50% Gas / Electric Increase       | 2.4             | 2.5             | 2.6             | 2.7             |
| 75% Gas / Electric Increase       | 4.7             | 4.9             | 5.2             | 5.5             |
| 100% Gas / Electric Increase      | 7.1             | 7.4             | 7.8             | 8.2             |

5.3 The impact a £1 movement in the precept funding is shown in the table below.

|             | Planning Assumptions<br>2022/23 | Planning Assumptions<br>2023/24 to<br>2024/25 | £1<br>Movement<br><br>£m (+/-) |
|-------------|---------------------------------|---|--------------------------------|
| Precept (£) | £10                             | £10   | 0.7                            |

5.4 Other potential risks / issues that have not been factored into the current plan include:

- The 2022 Actuarial Valuation of the Police Staff pension fund is higher than assumptions made within the Medium-term financial plan.

- The implications of the police staff pay award reopening are currently unknown.
- Market conditions not returning to 'normal' and elevated inflation rates staying at these levels for longer than assumed or becoming embedded into costs.
- Delayed implementation or increased costs to the remaining Change Programme / Estates Strategy. This will be managed and monitored as part of the ongoing reports to established governance forums.
- Funding of further transformation projects beyond the current programme.
- Impact of any national policy changes or legal challenges that would affect the financial position.
- Costs associated with national projects/programmes such as The National Policing Technology programme which includes the Emergency Services Mobile Communications Programme (ESMCP) and National Law Enforcement Data Services (NLED).
- Increased costs in relation to Home Office ICT charges.
- Increased costs for the National Police Air Support provision, or a change in the service provision.
- Reductions in Home Office grants for key services such as CTU, Firearms, ROCU.

5.5 There are a number of factors around the officer pension scheme that holds a financial risk in the medium term to our financial planning, these haven't yet been factored into the medium-term financial plan whilst we determine whose liability the increased costs belong to. These are:

- Increases in the officer employers' pensions rates of between 5%-10% from 2023/24 onwards (worth £12.5m to £25m).
- Financial implications of the McCloud and Sargeant cases.

## 6. FORECASTED STAFFING

6.1 The table below details the current staffing projections (full time equivalents) up until March 2027.

| Workforce Breakdown    | 31/03/2022<br>FTE | 31/03/2023<br>FTE | 31/03/2024<br>FTE | 31/03/2025<br>FTE | 31/03/2026<br>FTE | 31/03/2027<br>FTE |
|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Police Officers        | 7,378             | 7,837             | 7,837             | 7,837             | 7,837             | 7,987             |
| Police Staff*          | 4,167             | 4,172             | 4,172             | 4,172             | 4,172             | 4,172             |
| PCSO+                  | 477               | 464               | 464               | 464               | 464               | 464               |
| <b>Total Workforce</b> | <b>12,022</b>     | <b>12,473</b>     | <b>12,473</b>     | <b>12,473</b>     | <b>12,473</b>     | <b>12,623</b>     |

\* Estimate, work is ongoing within the PBB process and uplift

+ City of Culture included to May 2022

## 7. COMPARISON WITH OTHER FORCES BUDGETS

7.1 The panel at its meeting in February 2022 asked for details of budgets of other police forces. The table below details the 2022/23 budget for Greater Manchester (GMP), Merseyside (MER), WMP and West Yorkshire Police (WYP). It also includes details of the 2023/24 budgets as per each forces MTFP. This information has been compiled from published budgets reports on the respective websites. In the case of GMP the report was from June 2022, whilst MER and WYP the information was from their 2022/23 budget report in February 2022. It must be assumed that the forecasts for 2023/24 would show an increased predicted expenditure due to inflationary expenditure and therefore an increased budget gap in 2023/24.

|                                  | 2022/23 £m |     |     |     | 2023/24 £m |     |     |     |
|----------------------------------|------------|-----|-----|-----|------------|-----|-----|-----|
|                                  | GMP        | MER | WMP | WYP | GMP        | MER | WMP | WYP |
| <b>Expenditure</b>               | 719        | 406 | 698 | 532 | 738        | 413 | 745 | 561 |
| <b>Funding</b>                   |            |     |     |     |            |     |     |     |
| Government Grant                 | 537        | 310 | 564 | 384 | 544        | 314 | 574 | 393 |
| Precept                          | 182        | 90  | 135 | 149 | 188        | 95  | 146 | 157 |
| <b>Total Funding</b>             | 719        | 400 | 698 | 533 | 732        | 409 | 720 | 550 |
| <b>Savings / Use of Reserves</b> | 0          | 6   | 0   | 0   | 6          | 4   | 25  | 11  |

## 8. CAPITAL PROGRAMME

8.1 The capital programme for the period is detailed in the table below. This includes business as usual capital replacement and the capital implications of the Estates Strategy along with the current planning assumptions with regard to funding.

| Capital Programme Budget £m                       | Current Budget 2022/23  | MTFP 2023/24 | MTFP 2024/25 | MTFP 2025/26 | MTFP 2026/27 |
|---|---|--------------|--------------|--------------|--------------|
| Fleet   | 4.7   | 5.1          | 5.7          | 6.4          | 6.6          |
| Body Worn Video                                   | 0.7   | 1.4          | 1.0          | 1.0          | 1.0          |
| Taser   | 0.0   | 1.6          | 0.8          | 0.8          | 0.8          |
| Mobility Devices                                  | 2.5   | 3.0          | 3.0          | 3.0          | 3.0          |
| Laptops / Desktops                                | 2.0   | 2.0          | 2.0          | 2.0          | 2.0          |
| IT Infrastructure inc. Uplift                     | 5.9   | 4.0          | 5.5          | 5.5          | 5.5          |
| CTU - estimate                                    | Built in and funded in year through BAU department budgets or capital grants received in year |              |              |              |              |
| Department General Equipment                      |   |              |              |              |              |
| <b>Total Business As Usual Capital</b>            | <b>15.8</b>   | <b>17.0</b>  | <b>18.0</b>  | <b>18.7</b>  | <b>18.9</b>  |
| Estates Strategy                                  | 6.6   | 36.8         | 33.0         | 25.0         | 27.5         |
| <b>Total Capital Programme</b>                    | <b>22.4</b>   | <b>53.9</b>  | <b>51.0</b>  | <b>43.7</b>  | <b>46.3</b>  |
| <b>Business as Usual Funded by:</b>               |   |              |              |              |              |
| Revenue Contributions                             | 12.9  | 17.0         | 18.0         | 18.7         | 18.9         |
| Carry Forward (Revenue Contributions)             | 2.9   | 0.0          | 0.0          | 0.0          | 0.0          |
| Capital Grant                                     | Built in during the year as received  |              |              |              |              |
| <b>Estates Strategy Funded by:</b>                |   |              |              |              |              |
| Planned Borrowing                                 | 2.0   | 28.0         | 0.0          | 0.0          | 0.0          |
| Additional Borrowing                              | 0.0   | 5.7          | 30.0         | 15.0         | 9.2          |
| Temporary Use of Reserves or short term borrowing | 0.0   | 0.0          | 0.0          | 0.0          | 3.1          |
| Unapplied Capital Receipts                        | 2.6   | 0.0          | 0.0          | 0.0          | 0.0          |
| Planned Capital Receipts                          | 2.0   | 3.2          | 3.0          | 10.0         | 15.2         |
| <b>Total Funding</b>                              | <b>22.4</b>   | <b>53.9</b>  | <b>51.0</b>  | <b>43.7</b>  | <b>46.4</b>  |

*The above table excludes the financial implications of The National Policing Technology programme.*

8.2 The business as usual capital replacement is currently fully funded through revenue contributions to capital. The programme will be updated with any specific grants at the time of receipt.

8.3 The current planning assumptions included additional borrowing of £60m, short term internal borrowing / temporary use of reserves and excess capital receipts above planned, based on the assumption that to date each building has sold at a higher value than anticipated.

8.4 The cost of borrowing has been assumed at July 2022 interest rates and has been built into the revenue table in paragraph 4.7 above. We are mindful that interest rates have increased and we will be revisiting the cost of borrowing as the 2023/24 budget is developed.

8.5 Given the wider changes in market conditions and in line with good practice we are taking the opportunity to revisit costs and reconsider priorities.

## 9. RESERVES

9.1 The reserves have been utilised over the last few years to support the WMP2020 Change Programme to reduce them to a sustainable amount going forward. It must be recognised however that as a complex £700m+ organisation some reserves will always need to be retained to address business issues and risks, including major incidents, which may require significant resources for a prolonged period of time.

9.2 Reserves are maintained by the Police and Crime Commissioner based on the following principles:

- Maintaining a working balance or general reserve to cover the effects of uneven cash flows and to avoid temporary borrowing.
- Reserves in place to provide flexibility in managing future year's budget reductions.
- Funding investment in the Estates Strategy.
- Earmarking specific funds to meet known or predicted requirements in the future (e.g. the Self-Funded Insurance Reserve).
- Creating contingencies to cushion the impact of unexpected events or emergencies as part of the budget reserve.

9.3 The table below details the levels of reserves held by the Commissioner as at 31 March 2022. The total level of reserves as at 31 March 2022 was £66.2m. The table also details the forecast balance for each reserve to the 31 March 2026.

| Reserves (£m)  | Actual<br>31st<br>March<br>2022 | Forecast<br>31st<br>March<br>2023 | Forecast<br>31st<br>March<br>2024 | Forecast<br>31st<br>March<br>2025 | Forecast<br>31st<br>March<br>2026 |
|--|---------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b><i>Funding for Planned Expenditure on Projects &amp; Programmes over the current medium term financial plan</i></b> |                                 |                                   |                                   |                                   |                                   |
| Regional / National Reserve  | 4.6                             | 4.0                               | 3.7                               | 3.7                               | 3.7                               |
| PPA/Misuse of Drug Act   | 1.7                             | 1.5                               | 1.2                               | 0.8                               | 0.5                               |
| Change Programme Reserve   | 2.8                             | -                                 | -                                 | -                                 | -                                 |
| Estates Strategy Reserve   | 11.2                            | 10.8                              | 9.5                               | 3.1                               | 0.5                               |
| Carry Forward Reserve  | 15.8                            | -                                 | -                                 | -                                 | -                                 |
| Useable capital receipts reserve*  | 2.6                             | -                                 | -                                 | -                                 | -                                 |
| Capital Grants Unapplied*  | 0.7                             | -                                 | -                                 | -                                 | -                                 |
| <b><i>Reserves held in accordance with sound principles of good financial management</i></b>                           |                                 |                                   |                                   |                                   |                                   |
| Uniform and Equipment Reserve  | 7.2                             | 6.7                               | 2.4                               | 2.9                               | 3.5                               |
| Budget Reserve   | 3.3                             | 5.7                               | 5.7                               | 5.7                               | 5.7                               |
| National Contingency   | 1.3                             | 1.3                               | 1.3                               | 1.3                               | 1.3                               |
| Insurance Reserves   | 0.6                             | 0.6                               | 0.6                               | 0.6                               | 0.6                               |
| Council Tax Funding Reserve  | 2.5                             | 0.8                               | 0.8                               | 0.8                               | 0.8                               |
| General Fund Reserve   | 12.0                            | 12.0                              | 12.0                              | 12.0                              | 12.0                              |
| <b>Total Useable Reserves</b>  | <b>66.2</b>                     | <b>43.5</b>                       | <b>37.3</b>                       | <b>31.0</b>                       | <b>28.7</b>                       |
| <b>Provisions</b>  | <b>9.9</b>                      | <b>9.9</b>                        | <b>10.1</b>                       | <b>10.4</b>                       | <b>10.6</b>                       |

\* capital reserves only

9.4 The reserves table above splits the reserves into earmarked and general fund reserves, separating out further the earmarked reserves between reserves to be used

to support the revenue budget and change programme and those required to be retained by the PCC to manage the day to day operation of the Force.

9.5 The following assumptions have been made on the Reserves:

- Regional / National reserve will be drawn down and utilised over the medium term as and when required by the departments.
- The Budget Reserve will be maintained at current levels to create a contingency to cover the materialisation of any of the risks highlighted in paragraph 5.4 and 5.5.
- The Change Programme reserve includes carry forwards from 2021/22 and a general provision to support the change programme going forward and plans will be developed to determine when this will be utilised.

9.6 The reserves to operate the Force will be managed and reviewed on an annual basis to ensure sufficient funding is available to support operational requirements.

9.7 The Commissioner's Reserve Strategy is a published document which is updated on an annual basis in line with current projections.

## **10. OPTIONS OVER MEDIUM TERM FINANCIAL PLAN**

10.1 Possible levers to reduce the financial pressures are detailed below. Consideration will be given to the impacts of any proposals on the delivery of policing services.

- A cyclical Priority Based Budgeting (PBB) process has been developed to drive out cashable savings and non-cashable efficiencies on an annual basis.
- To revisit service level choices for all functions that have been through the PBB process.
- Review and challenge all non-pay budgets including current overtime, agency and consultancy budgets.
- Seek further income generation opportunities. This includes income from policing events.
- Consider re profiling delivery timelines and /or costs committed as part of the Estates Strategy / Change Programme.
- Identify further invest to save opportunities including environmental projects.
- Review of all desktops and laptops so that we don't have more kit than required.
- Review data sims in phones and laptops and consolidate data plans.
- Consider laptop lite with reduced capabilities and software for some roles.
- Utilising vehicle telematics to reduce the fleet size where inefficiencies are identified.
- Consider partnership and collaboration options.
- Review agile working policies to drive out further savings through different ways of working i.e. change desk allocations in police buildings so that most enabling departments only have a touchdown area.
- Bring forward savings linked to turning off legacy IT systems earlier than planned.
- Review / reduce the capital programme and hence the required revenue contributions. Or look at alternative ways of funding such as short-term borrowing.

10.2 The above options will be explored during the budget setting process for 2023/24 and will be included in the papers when the Commissioner presents the budget and precept proposals for 2023/24 to the police and crime panel.



## 11. SUMMARY

11.1 The medium-term financial plan seeks to find a balance between delivering savings whilst maintain the following approach.

- Recruitment of a mix of police officer, police staff and PCSO.
- Significant opportunities to recruit more BME police officers, police staff and PCSOs as a key way of transforming the force to be more representative of the public.
- The creation of more cost efficient, flexible and modern roles through police officer modernisation and apprenticeships, depending upon affordability and requirement to maintain officer numbers.
- Compliance with the Living Wage Foundation recommended minimum pay rates.
- Short term operational resilience and a sustainable number of police officers, police staff and PCSOs over the medium term.
- Funding to support the delivery of the Estates strategy.
- Reserves held at a level consistent with an organisation of this size, complexity and operational exposure.
- The Commissioner will continue to work on efficiencies and productivity to redirect resources to frontline policing as a priority.

11.2 To achieve the outcomes shown above, the plan is based upon the following funding assumptions:

- Application of the maximum increase in Council tax precept every year, to limit further reductions in resources policing the West Midlands.
- Continued use of reserves over the medium term to support the Estates Strategy and completion of the Change Programme.
- Full delivery of the Change Programme savings.
- Home Office grants are maintained at the modelled level and not reduced further as a result other policy initiative.
- The Officer Uplift programme is delivered in line with Home Office requirements.

## 12. RECOMMENDATION

12.1 The panel is asked to note the content of this report.

M Kenyon  
PCC Chief Finance Officer

P Gillett  
Director of Commercial Services

## **Establishment of a Police and Crime Panel Budget Sub-Group**

Report to: The West Midlands Police and Crime Panel

Report of: Panel Lead Officer - Kevin O' Keefe Chief Executive Dudley MBC

Date: 19 October 2022

### **1. Introduction**

This report sets out the proposals and suggested membership for a Police and Crime Panel Budget Sub-Group.

### **2. Recommendations**

- i. Agree the terms of reference for the Budget Sub-Group attached at Appendix A; and
- ii. Appoint a minimum of 3 members to the Budget Sub-Group for the remainder of the 2022/23 Municipal Year.

### **3. Background**

The Police Reform and Social Responsibility Act 2011 gives the Police and Crime Panel the responsibility to review the Police and Crime Commissioner's annual precept proposals.

This is one of only two areas where the Panel has the power of veto and therefore is a significant responsibility for the Panel.

To reach an informed decision on the precept proposals the Panel must scrutinise the PCC's budget and develop robust lines of enquiry.

### **4. Establishment of a Panel Sub-Group**

It is suggested a sub-group of panel members be established to proactively scrutinise the Police and Crime Commissioner's budget and precept proposals in detail prior to formal consideration by the full Police and Crime Panel.

The Panel's Rules of Procedure permit the establishment of sub-committees on the following basis:

- Membership is from the Panel membership and no co-opted members are appointed
- Sub-committees may not undertake the Special Functions set out in the Police Reform and Social Responsibility Act 2011, including the formal review and decision on the PCC's proposed policing precept.

- The work to be undertaken by a sub-committee must be defined beforehand, together with the timeframe within which the work is to be completed
- The outcome of the work is reported to the Police and Crime Panel.

## **5. Role and timeframe of work of the Budget Sub-Group**

The terms of reference for the Budget Sub-Group are set out at Appendix A.

It is suggested the three meetings are programmed and report to the following Panel meetings.

- Late November 2022 - reporting to 9 January 2023 Panel
- Mid-January 2023 – reporting to 6 February 2023 Panel
- July 2023 (with appointment of members for 2023-2024 Municipal Year) – reporting to September 2023 Panel

## **6. Membership**

Given the terms of reference, and to draw on the expertise of the Panel it is recommended that members of the sub-group have some financial skills and/or experience.

There should be a minimum of three members with membership open to Panel Members and named substitutes. It is also suggested the group is cross party and has regional representation.

## **7. Administration support**

The Budget Sub-Group will be facilitated by the Panel Secretariat. The OPCC will be represented by the OPCC Chief Finance Officer.

Agenda and reports will be circulated a minimum of one week before meetings.

## **5. Legal Implications**

There are no immediate legal implications arising from this report.

## **6. Financial Implications**

Administration of the budget sub-group will be funded through the West Midlands Police and Crime Panel Home Office Grant Allocation.

## **8. Appendix**

**A** – Terms of Reference Police and Crime Panel Budget Sub-Group

## **9. Background information**

West Midlands Police and Crime Panel Rule of Procedure

## **10. Contact Officers**

Overview and Scrutiny Manager (Birmingham City Council): Amelia Murray (07825 979253)

Scrutiny Officer (Birmingham City Council): Sarah Fradgley (0121 303 1727)

[wmpcp@birmingham.gov.uk](mailto:wmpcp@birmingham.gov.uk)

## **Appendix A**

### **West Midlands Police and Crime Panel Budget Sub-Group Terms of Reference**

#### **Purpose**

To proactively scrutinise the Police and Crime Commissioner's budget and precept proposals prior to formal consideration by the Police and Crime Panel.

#### **Membership**

A minimum of 3 members of the West Midlands Police and Crime Panel.

#### **Role of the Budget Sub-Group**

1. To review the precept proposals in advance of the annual precept Panel meeting.
2. To develop a good understanding of the West Midlands Police and the Police and Crime Commissioner's budgets, the key issues, projections, financial pressures and budget outturn.
3. To carry out detailed scrutiny of specific budget issues as necessary.
4. To present its findings to the Police and Crime Panel so that all members of the Panel can make informed decisions.

## STRATEGIC POLICING AND CRIME BOARD

Tuesday, 26 July 2022

### Report: Trailblazer Devolution Deal

Presented by: Simon Down, Head of Policy & Brendan Warner-Southwell, Policy Manager

#### Purpose of paper

1. The purpose of this report is to provide an update to the Board on the progress of developing the Crime, Community Safety and Resilience strand for the Trailblazer Devolution Deal.

#### Trailblazer Devolution Deal: Crime, Community Safety and Resilience Strand

2. Before we analyse what is meant by the Trailblazer Devolution Deal (TDD), we first need to unpack what is meant by Devolution. “Devolution” is the term used to describe the process of transferring power from the centre (Westminster) to the nations and regions of the United Kingdom.



Figure 1

3. One of the key vehicles used by the government to achieve devolution is the use of combined authorities. Combined authorities are set up by groups of local authorities working together on shared issues. It is not obligatory for a combined authority to be led by an elected mayor, but the Government prefers this model as it makes it easier to agree 'deals' for more local powers and investment. There are currently ten combined authorities led by elected mayors, including in the West Midlands. The

West Midlands Combined Authority (WMCA) was set up in 2016 and elected its first Mayor in 2017.

4. At present there are four key forms of devolution. These can be found in the box below:

| Type              | What it means   | Example                                    |
|-------------------|---|--|
| Single devolution | The power to make decisions about activity and funding is moved from Whitehall to the WMCA.   | Adult Education Budget £128 Million        |
| Double devolution | The power to make decisions about activity and funding is moved from Whitehall to the WMCA and then passed on to, usually, Local Authorities.   | Brownfield funding, Housing First          |
| Triple devolution | The power to make decisions about activity and funding is moved from Whitehall to the WMCA and then passed on to, usually, Local Authorities, who then pass on the power to communities – often the voluntary sector. | Business Improvement Districts, Thrive IPS |
| Centralisation    | Powers from Local Authorities are administered centrally by the Combined Authority  |  |

5. The Trailblazer Devolution Deal sits within the context of the government’s ‘Levelling Up’ agenda. This Levelling Up agenda is described most clearly within their Levelling Up White Paper, published February this year. The paper articulates levelling up as the following: *“While talent is spread equally across our country, opportunity is not. Levelling Up is a mission to challenge, and change, that unfairness. Levelling Up means giving everyone the opportunity to flourish. It means people everywhere living longer and more fulfilling lives and benefitting from sustained rises in living standards and well-being.*

*This requires us to end the geographical inequality which is such a striking feature of the UK... It is vital that we preserve and enhance the economic, academic, and cultural success stories of the UK’s most productive counties, towns, and cities.”*

6. This brings us on to the ‘Trailblazer Devolution Deal’. Manchester Combined Authority and West Midlands Combined Authority have been invited by the Department for Levelling Up Housing and Communities (DLUHC) to engage with them on a TDD process, where they will be given the opportunity to negotiate with central government on achieving tailored devolved powers and devolved funding on a basis of what will be most beneficial for their given geographies and systems. As part of this process both combined authorities will need to articulate how their TDD proposals will help to achieve the 12 Levelling Up missions.
7. The 12 Levelling Up missions can be found below:
- By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, and the gap between the top performing and other areas closing.
  - By 2030, domestic public investment in R&D outside the Greater South East will increase by at least 40%, and over the Spending Review period [2022/23-2024/25] by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment

- c. By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing
  - d. By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
  - e. By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third
  - f. By 2030, the number of people successfully completing highquality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high quality-skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas
  - g. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years
  - h. : By 2030, wellbeing will have improved in every area of the UK, with the gap between top performing and other areas closing
  - i. By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing
  - j. By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government’s ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
  - k. By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas.
  - l. By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.
8. To address these 12 Missions the West Midlands Combined Authority have broken down the development of their Trailblazer Devolution Deal into 20 separate strands.
9. One of these strands is ‘Crime, Community Safety and Resilience’. This strand sits wholly within the areas of work which are covered by the West Midlands Police and Crime Commissioner.
10. The Combined Authority has been working in partnership with the Office of the West Midlands Police and Crime Commissioner since March of this year to develop a series of proposals for this strand of work. The office has engaged in a thorough design process to generate ideas which will then be taken to central government. These ideas are all areas of policy which may benefit from devolved funding or devolved powers. In order to do this, we have employed a double diamond design process. See figure 2.



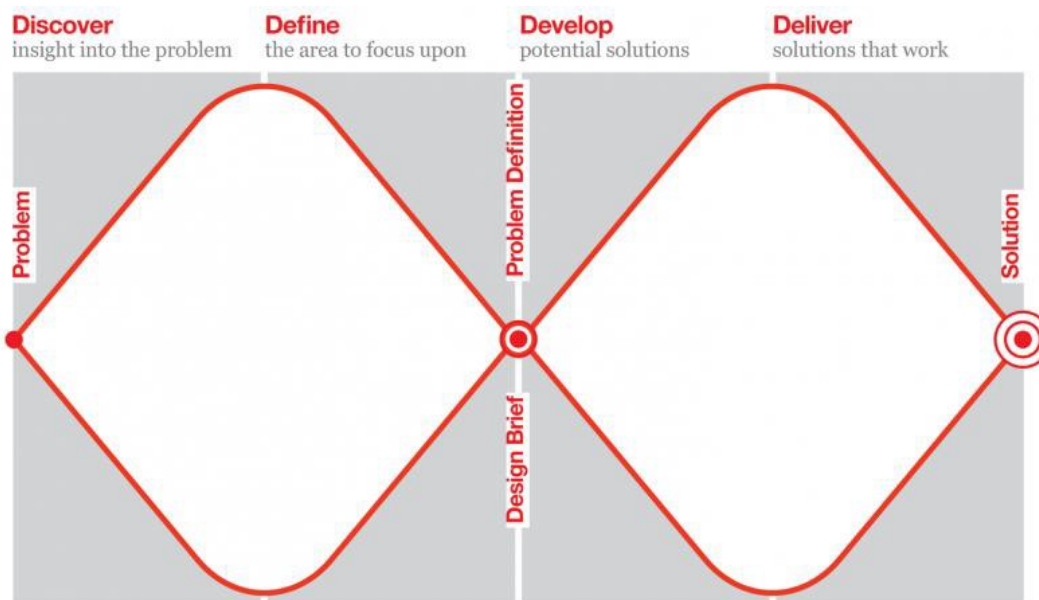


Figure 2

11. In practice this has meant a process of extensive engagement to develop the ideas we have generated over the course of the drafting process for this area of work.
12. Our starting point was a series of four 'Ideas Generation Sessions', with partners from across the systems that we cover. We structured the sessions using blue sky thinking tools, encouraging partners to imagine what could be possible if all barriers were removed and how this may translate into being achievable through either devolved powers or funding. This constituted the 'Discover' stage of our process.
13. We then entered a thorough drafting process and engaged with a number of system leaders both in forums and one on one. Towards the end of this drafting process we organised a number of meetings with officials from the Department for Levelling Up as well as two meetings with the Home Office and a meeting with the Ministry of Justice. There have been a number of formal engagements between the PCC and the Mayor in which negotiations have taken place on what each other will accept to be included within this strand of the Trailblazer Devolution Deal. This formed the 'Define' stage of our process.
14. Most recently, we have run a series of four consultation sessions with partners from across the criminal justice system, as well as an extraordinary Local Criminal Justice Board. At these sessions we have shared with partners the ideas which have come as a result of our 'Define' stage, using these sessions to hone, refine and alter our proposals – so they are best angled to fit the needs of the systems we are looking to enhance through devolved powers and funding. This has formed part of our 'Develop' stage of the design process.
15. These ideas have been drafted into a position paper, which will be submitted to the Department for Levelling Up in September. Before this happens, the paper will pass through a number of governance forums. These forums are as follows:
  - a. The Senior Local Authority Officers Group
  - b. The Devolution Strategy Group
  - c. The Finance Director's Group
  - d. The Met Leaders Group
16. Once the paper has passed through these groups it will then be sent to government. Following this a series of negotiations will take place between the Combined Authority, the Office of the Police and Crime Commissioner and central government to decide on which proposals can be advanced.
17. Once all parties have decided on a set of proposals, the expectation is that the Combined Authority works to develop them into business cases which meet treasury green book standards.

18. For the Crime, Community Safety and Resilience strand these business cases will need to be drafted in partnership with the Office of the West Midlands Police and Crime Commissioner.

### **Financial Implications**

19. This paper has no immediate financial implications though it should be noted that the process is seeking devolved funding from central government

### **Legal Implications**

20. This paper has no immediate legal implications though it should be noted that the process is seeking devolved powers from central government

### **Equality Implications**

21. The WMCA TDD process includes a full Equality and Health Impact Assessment. This process has already commenced within the Crime, Community Safety and Resilience strand and we are actively considering how we can ensure that our proposals have a positive impact on disadvantaged groups.

Author: Brendan Warner-Southwell, Policy Manager OPCC



## **Police and Crime Panel Update: 12th September 2022**

I set out below a summary of just some of the many activities that my team and I have been engaged in. This is an updated version of the document provided to the Police and Crime Panel on the 25 July 2022.

### **First Year in Office**

I have now been in post for 16 months, having officially taken office on 13 May 2021. Representing the people of the West Midlands is an honour and a privilege. I take the trust and responsibility placed in me by the people of the West Midlands very seriously. It drives me on to take the action that is required to ensure West Midlands Police is the best it can possibly be, in order to prevent crime, protect people and help those in need.

Significant progress has been made in my first year. I want to thank my team for all of their hard work over the past year. After an extensive and wide-ranging consultation, I launched a West Midlands Police and Crime Plan on 1 November 2021. I am rebuilding community policing to prevent and tackle crime and to keep people, their families and communities safe and secure.

We have, amongst many other matters, more than doubled the number of Independent Domestic Violence Advocates and Independent Sexual Violence Advocates; established the first West Midlands wide support service for victims of hate crime; invested in safer streets; expanded a drug treatment programme to reduce shop lifting; commissioned victim support services; and launched campaigns to combat violence against women and girls and domestic abuse.

In addition to the operational policing response of West Midlands Police to prevent and reduce violence, together with our Violence Reduction Partnership and partners, we are working to prevent and tackle violent crime by focusing on prevention, early intervention and addressing the underlying causes of crime.

That includes, education projects in schools; youth workers in A and E Departments and custody centres; rescue and outreach workers; and youth workers out on the streets, keeping young people safe. I also continue to fund the network of what is now 23 weapons surrender bins across the West Midlands, as a consequence of 3 additional weapons surrender bins having been placed in Chelmsley Wood, Stourbridge and Wolverhampton.

## **Helping Communities Fund**

I am making available £400,000 to help prevent crime and promote community safety across the West Midlands. The money is proceeds of crime the police have seized from criminals under the Proceeds of Crime Act 2002. I am now investing that money back into communities. The scheme, that was previously known as the Active Citizens Fund, will now be known as the Helping Communities Fund.

Its purpose is to support locally based projects which aim to make both a positive difference and the West Midlands a safer place to live, learn or work. All funded projects must contribute to crime prevention, reduction, and community safety in the local area.

I have provided each of the 8 Neighbourhood Policing Units with a share of the £400,000 budget, to help fund community projects. I encouraged groups from across the West Midlands to apply for funding. The first round of Bids had to be submitted to Neighbourhood Policing Units by 12.00pm on Wednesday 1 June 2022. There will be a second round of bids later in the year.

## **Here and Now Campaign**

We have shared the results of a West Midlands wide survey by YouGov that we commissioned. The research saw 2,018 adults surveyed online between 6 May and 11 May 2022. The findings illustrate how people in the region feel about 'stepping in' when they witness unacceptable male behaviour by friends, colleagues or strangers – and who they believe people are most likely to listen to in such circumstances.

The results coincide with the launch of the second phase of the Here and Now campaign that we launched on 29 April 2022, asking all men and boys in the West Midlands to have important conversations with their peers about the need to end male violence against women and girls.

Combatting violence against women and girls is a top priority. We are calling on all men in the region to have more open conversations about the part that they need to play in challenging and changing actions and behaviours.

The insights received have been really helpful in understanding the obstacles that people face in having these conversations, or in calling out unacceptable behaviour when they see it. There is work to be done here in giving people the confidence to step up and play their part.

Alongside the work on challenging and changing behaviours and having a proactive policing response to preventing and tackling violence against women and girls, the Office of the Police and Crime Commissioner also commissions a wide range of support services for victims.

## **New Chief Constable**

Appointing a Chief Constable is one of the most important decisions I will make whilst in office. I announced Craig Guildford as my preferred candidate to be the next Chief Constable of West Midlands Police. The announcement followed an open, transparent and rigorous selection process. Steps were taken to attract as diverse and talented a panel of candidates as possible.

During the assessment, candidates were interviewed by a panel of young people, an external community stakeholder panel, an internal officer and staff panel and finally a formal interview by an Appointment Panel, chaired by myself. The Appointment Panel included an Independent Panel Member, who provided a Report to the Police and Crime Panel, so as to provide reassurance as to the appointment process. The Appointment Panel also benefited from advice and guidance, via the College of Policing and an Independent Professional Policing Advisor.

The Chair of the Police and Crime Panel was also invited to attend and observe the interviews before the Appointment Panel. I am pleased that the Chair was able to accept that invitation. The Panels, were representative of the people and communities of the West Midlands, and helped to inform my decision.

Craig Guildford attended before the Police and Crime Panel for a confirmation hearing on the 25 July 2022. Following the confirmation hearing, his proposed appointment as Chief Constable was unanimously endorsed by the Panel. He is an outstanding police leader and I look forward to working closely with him.

Craig Guildford will be responsible for working with me to deliver my Police and Crime Plan and my core pledge to rebuild community policing. I also expect the incoming Chief Constable to reduce crime, so as to ensure the West Midlands is a safe and secure place for people to live and work and to drive recruitment to make West Midlands Police look more like the communities it serves.

Sir David Thompson has been an excellent Chief Constable and has led the force during the course of the Commonwealth Games and will continue to do so through to December 2022. Sir David has modernised the force and had to grapple with the huge challenges of austerity and ever-changing and challenging threats to public safety.

## **Ending VAWG Alliance**

On 27 May 2022 representatives from organisations across the West Midlands came together to collectively vow to end male violence against women and girls. Ending Male Violence

Against Women and Girls is a top priority in my West Midlands Police and Crime Plan, published on 1 November 2021. It is a top priority for West Midlands Police and for as long as I am West Midlands Police and Crime Commissioner, it always will be.

I was joined by the Victims' Commissioner, Nicky Brennan, at the landmark conference to launch the Ending Male Violence Against Women and Girls Alliance. We are calling on all men in the region to have important conversations about the part they need to play in challenging and changing actions and behaviours and to be upstanders for women's safety and not bystanders to intimidation and violence.

Alongside the work on changing behaviours and having a proactive policing response to violence against women and girls, the Office of the Police and Crime Commissioner offers a wide range of support services to victims.

My personal commitment and the commitment of the Office of the Police and Crime Commissioner is to constant and unremitting action to end male violence against women and girls.

West Midlands Victims' Commissioner, Nicky Brennan, has launched 2 surveys which aim to understand the real impact that the cost of living crisis is having on victims of domestic abuse in the West Midlands.

The first survey is for female victims of domestic abuse and the second survey is for victim service providers. The victims survey asks questions relating to the financial circumstances of victims and whether their abuser controls their finances, as well as whether the cost of living crisis has stopped them from being able to leave their abuser or end an abusive relationship. The provider survey aims to understand recent trends organisations have seen in victims accessing their services.

The surveys were live until 25 August 2022. Once the data has been analysed, we will use the findings to inform our policy, research and fundraising. It will help the Victims' Commissioner to lobby the government for increased support for victims and for those experiencing hardship, due to the increasing cost of living.

### **Safer Streets**

The Home Office has granted a further £1,051,312 to the West Midlands from the Safer Streets Fund for educational programmes and public-facing campaigns aimed at preventing male violence against women and girls. Wolverhampton Council has received £365,667, Sandwell Council has received £227,100 and a regional bid led by the OPCC has been allocated £458,545.

A core focus of the previous regional bid was on education, following the positive response to the pilot scheme of #timetotalk, a programme that was delivered in 12 schools across the region by Safer Together. The programme focused on boys in schools, helping them to understand violence against women and girls and to learn how to be an ally in preventing it and calling it out when they see it.

The additional £458,545 fund will see the programme rolled out to 60 schools in the region, alongside the development of new materials and resources. There will also be a continuation of the regional campaigns spearheaded by the West Midlands' Victims' Commissioner, Nicky Brennan.

Between November 2021 and June 2022, many thousands of people across the West Midlands will have seen or heard important messages about how everyone can play their part in ending male violence against women and girls. The new tranche of funding will support further campaigns that will be developed alongside regional agencies and experts.

In Wolverhampton, the £365,667 fund will be invested in tackling anti-social behaviour and promoting the safety of women in the city centre. The funding will see the further expansion of the 'Night Guardians scheme'. They patrol the city centre, act as a point of contact to visitors and provide a visible and practical presence to help women and girls.

Training and workshops around tackling anti-social behaviour and ensuring the safety of women at night will be delivered to staff working in the night time economy, including taxi drivers, taxi marshals and venue workers, so that they are better able to respond to incidents, if they occur. Additional police will be on duty around the bus station, where there are higher rates of anti-social behaviour among young people, while the charity P3 Navigator will provide outreach services to address anti-social behaviour and street drinking. Funding for the Late-Night Safe Haven, a service that provides a safe-point for people to wait for licenced taxis in the late hours, will continue.

In Sandwell, the £227,100 fund will target neighbourhood crime, violence against women and girls and anti-social behaviour. The council and its partners are also supplying a matched funded contribution of officer time, bringing the total project value to nearly £350,000. New CCTV will be installed along Bearwood Road, which will link to the council's 24-hour control room and will be monitored by licensed operatives. This will be complemented by enhanced detached youth work in Lightwoods Park and Warley Woods. Additionally, an officer will work with partners to engage with businesses and the community, and support school transition projects at two primary schools in the area.

### **£150k Victims Fund Allocated**

The rights and welfare of victims of crime are a top priority for me. I am therefore pleased to announce that eight charities from across the region have been allocated a share from a £150,000 Victims Fund to help and support victims of crime.

The groups, from across the West Midlands, have been successful in applying to the Victims' Fund, which will help and support people dealing with the impact that criminal behaviour has had on their lives.

They include services which are linked to priorities within the Police and Crime Plan, such as those helping victims of domestic abuse, child sexual exploitation, stalking, harassment, female genital mutilation, hate crime and modern slavery. This funding will ensure that victims have access to the right services at the right time and are able to recover and re-build their lives.

### **Extra Victims Funding from the Ministry of Justice**

There has also been additional funding to help support victims of crime in the West Midlands. Allocated by the Ministry of Justice, an additional £295,372.46 will be available in 2022/2023, bringing the total 'core' victims funding to £3,696,362.92.

Working with the Victim's Commissioner, Nicky Brennan, I have a statutory responsibility to provide support services for victims of crime, to help them to cope and recover. This represents the first increase in our core allocation of victims funding for many years. Although, with growing demands and inflationary pressures, it is clear that additional funding is still required, in order to safeguard the rights and welfare of victims.

### **Commonwealth Games**

The West Midlands Police policing operation was the largest single operation in the history of West Midlands Police. Over 3,000 officers and staff, including 1,700 police officers, via mutual aid from other police forces, were working every day on the Commonwealth Games to keep us all safe and secure.

To increase capacity of the force, officers worked 12 hour shifts during the Games. This provided increased capacity for business as usual policing and allowed for a percentage of cancelled rest days to be re-instated.

There was a significant amount of planning put in place to ensure a safe, secure and friendly Games were delivered this Summer, but I continued to provide oversight and scrutiny of those plans, in public and private before the Games and during the course of the Games, as part of the need to build and promote public trust and confidence.



By all accounts Birmingham and the West Midlands rose to the occasion and the Commonwealth Games were a huge success. Policing played a major role in that. As with all major events, there are matters to review and the force will undertake a de-brief with partners. In the coming months, I will take a report on the Games through my Strategic Policing and Crime Board, following on from several reports taken in public during the planning of the Games.

We must ensure a lasting legacy from the Games is secured. I have invested £200,000 into the Gen 22 project, to provide young people with social action opportunities and have assigned a further £100,000 for legacy activities this year. We need investment and support from all those who have control of the financial resources and in particular central government. I also want the Games to act as a catalyst for increased volunteering and will be working closely with West Midlands Police to increase the number of people taking part in Street Watch and other volunteering schemes to help make our communities safer.

### **Meeting with Home Secretary and West Midlands MPs**

On 29 June 2022, I had an opportunity to meet the Home Secretary when she visited West Midlands Police. The matters discussed were the preparations for the Commonwealth Games, our 1,000 missing police officers in the West Midlands, the need for a fair funding formula for the West Midlands, the work I have been doing in partnership with the West Midlands Metro Mayor to prepare a bid for the Trailblazer Devolution Deal, the need for Police and Crime Commissioners to be Senior Responsible Owners within the government's Drug Reduction Partnerships who will represent and account for local delivery and performance to central government and the appointment of a preferred candidate for the new Chief Constable of West Midlands Police.

On 5 July 2022, I attended the House of Commons, together with the Chief Constable and the Director of the West Midlands Violence Reduction Partnership, to provide a briefing to West Midlands MPs on policing, crime, community safety and criminal justice related matters in the West Midlands. There was also an opportunity for a question and answer session. It is important that I communicate with and build relationships cross party with all West Midlands MPs.

### **Midlands Fraud Forum: Annual Conference**

On 30 June 2022, I opened the Midlands Fraud Forum Annual Conference. The purpose of the Conference was to bring together people from the public and private sectors to share learning, but more importantly, to identify the action we all need to take collectively and collaboratively, to prevent and tackle fraud.

The Police Foundation Final Report of the Strategic Review of Policing published on 8 March 2022, observed that over 40 per cent of all crime is now fraud, most of which is cyber-enabled. Yet, we are tackling the crime and disorder of the digital age with an analogue policing approach.

There is a clear need for an end to end overhaul of the way fraud is dealt with, throughout our criminal justice system. Fraud is a national issue and that requires a national response, that is commensurate with the level of demand, risk, threat and vulnerability.

To develop an effective response, across the whole of the West Midlands, I understand that we all need to work with partners from across the region and nationally. One of the ways that I will do that will be, via the Midlands Fraud Board, so as to increase awareness, communicate risk and promote best practice to counter fraud.

### **Combatting Drugs Partnerships**

The new Government Drug Strategy, From Harm to Hope, that has been based upon Dame Carol Black's Independent Review of Drugs, concludes that government interventions to restrict drug supply, although necessary, have limited impact on their own. It is only by also reducing the demand for drugs, through the provision of high-quality drug treatment services, that we will be able to make a positive and sustainable impact on drug related harms. Over the next three years, £780 million of additional funding will be invested in rebuilding drug and alcohol treatment services, to ensure capacity can be increased, along with the quality of treatment being delivered.

PCCs are a key partner in ensuring the funding is successfully utilised to coordinate priorities at a local level. As an office, the OPCC has conducted significant work to consider the implications and requirements of the strategy. We convened an event in February with partners and published a recommendations report based on the discussions and feedback from that event. The key conclusions of the report were that work on the new strategy should be multi-layered in its geographical footprint and should involve collaboration from all of the relevant agencies.

I also met with Dame Carol Black, and members of the new governmental Joint Combatting Drugs Unit (JCDU). In these meetings, the case was put for PCCs to have a key role in the delivery of the strategy. On 15 June 2022, the guidance relating to local delivery partners was published by Government. The guidance calls for new 'Combatting Drugs Partnerships' to be set up across England. Combatting Drugs Partnerships should be multi-agency forums that are accountable for local delivery of the National Outcomes Framework.

On 1 August 2022, it was confirmed to central government that I would be nominated as the Senior Responsible Owner (SRO) for a force-wide West Midlands Combatting Drugs and

Alcohol Partnership. The seven individual local authorities will still have their own local forums in relation to combatting the demand for drugs and alcohol, but these forums will also feed into the force-wide partnership. This partnership will be responsible for delivering the aims of the new strategy and will include partners from WMP, probation and Office for Health Improvement and Disparities (OHID).

### **Problem Solving Courts**

The government has begun an £8.25 million trial into Problem Solving Courts, which will see five new problem-solving courts launched across the country. Birmingham has successfully bid for one of the new courts, designed to help female offenders break the cycle of crime by referring female offenders into support services which treat the issues that are leading to offending, such as mental ill health, drink or drug addictions or domestic abuse.

Under unique orders which can be issued by the courts, offenders will see the same judge at least once a month, have intense support and supervision from the Probation Service, and get wraparound services, tailored to their individual needs, such as from substance misuse agencies, housing support and educational services. The women, who will be primarily targeted by the new court, will all have a history of reoffending and will be at risk of a short-term prison sentence.

This innovative new court pilot will make it easier for crime prevention agencies to work together to tackle these issues with the intention of cutting crime, there being less victims of crime, reducing the pressure on policing and public services, the impact on the criminal justice system, saving taxpayers money and providing an opportunity to break the cycle of crime and for previous offenders to make a positive contribution to society.

### **Community Initiative to Reduce Violence (“CIRV”) Funding**

The Community Initiative to Reduce Violence (“CIRV”), delivered with the Violence Reduction Partnership, for interventions in both Coventry and Wolverhampton, has been successfully granted £2 million by the Youth Endowment Fund (“YEF”) and the Home Office.

The funding will be directed towards reducing gang-affiliated violence within both cities and will mostly target young people who are suspected of involvement in, or are already impacted by, gangs or county lines. The intention of CIRV is to engage with all gangs active within the two cities and in particular those young people believed to be susceptible to their influence by virtue of identified risk factors.

Once a young person has been identified, a team of professionals will then seek to understand the reasons why they are vulnerable and will provide intensive support to them and their families. The project develops trust-based relationships with gang affected and involved young

people. CIRV actively addresses the problem of the lack of young people consenting to support by operating at all hours of the day and professionals will travel across the country to collect young people, offering a sequence of interventions in order to safeguard and promote their welfare, so as to prevent them from becoming, or continuing to be, victims of crime and criminal exploitation. This often involves tackling the root causes of crime, including housing issues, limited access to education, mental ill health, debt or addiction.

CIRV will be delivered via a multi-agency, operational group of practitioners responsible for responding after an incident of serious violence or in response to rising gang tensions. Officers and staff are carefully selected for the programme, are provided with specialist training and will be available to provide 24-hour support to those that need it.

The approach, which originated in Boston and Cincinnati in the USA, is known as 'focused deterrence' and recognises that young people who commit crime have often had traumatic childhood experiences that may make them more vulnerable to addiction, debt, violence and criminal exploitation. The YEF states that focused deterrence has previously helped reduce crime by 33%.

**Simon Foster**

**West Midlands Police and Crime Commissioner**

**12 September 2022**

## West Midlands Police and Crime Panel

11 October 2022

### **Police and Crime Commissioner Key Decisions: 16 July 2022 – 11 October 2022**

The following key decisions have been published by the Police and Crime Commissioner since the last Police and Crime Panel meeting.

Further details of non-confidential decisions, including reports and supporting documents are available on the PCC website: [PCC Decisions](#)

#### **Decision 021-2022**

This is a confidential decision relating to the provision of financial assistance for legal proceedings.

#### **Decision – 019-2022 Appointment of Chief Constable 15 August 2022**

Final Decision following Police and Crime Panel Confirmation Hearing to appoint Mr Craig Guildford as Chief Constable for the West Midlands, with effect from 5 December 2022.

#### **Decision – Traditional Forensics 4 August 2022**

This is a confidential decision relating to traditional forensics.

#### **Decision – 018-2022 – Edgbaston Refurbishment 20 July 2022**

This is a confidential decision relating to Edgbaston Refurbishment.



**Police and Crime Panel  
19 October 2022**

**Joint Audit Service**

**1. PURPOSE OF REPORT**

- 1.1 The purpose of this document is to provide the Police and Crime Panel with:
- An understanding of Internal Audit’s risk-based approach to developing its Strategy and Plan;
  - The Joint Internal Audit Work Plan for 2022/23; and
  - An overview of the work of the Joint Audit Committee during 2021/22.

**2. BACKGROUND**

- 2.1 The overall objective of internal audit is to provide an opinion on the adequacy and effectiveness of the organisation’s control systems. To do this, audit work during the year needs to be planned to cover the significant risks facing the Police and Crime Commissioner and West Midlands Police Force. Internal Audit Professional Standards require this strategy/plan to be considered by the Joint Audit Committee. The Strategy for 2022/23 is provided at Appendix A.
- 2.2 Following review of risk registers and extensive discussions with senior officers, a new plan for 2022/23 was agreed at Joint Audit Committee in March 2022 and is attached at Appendix B. The available days is considered sufficient to cover the higher level reviews and a significant number of those categorised as medium, and therefore will allow appropriate coverage on which to provide an assurance opinion. In addition to the audit work plan agreed, the Public Sector Internal Audit Standards requires the strategy to be transparent about those audit areas not covered in 2022/23 and these areas, which were determined through subsequent communication and Internal Audit’s professional judgement, are provided at Appendix C. Also provided at Appendix D is a summary of audit coverage against the key risks of both the Force and Police and Crime Commissioner.
- 2.3 The Joint Audit Committee maintains oversight of the Internal Audit Service and monitors progress against the agreed audit plan. The Committee undertakes its role in accordance with CIPFA’s Practical Guidance for Local Authorities and Police Audit Committees. As well as maintaining oversight of the work of Internal Audit, the Committee:
- advises the PCC and the Chief Constable according to good governance principles;
  - provides independent assurance on the adequacy and effectiveness of the PCC’s and Force’s internal control environment and risk management framework;

- oversees the effectiveness of the framework in place for ensuring compliance with statutory requirements;
- independently scrutinises financial and non-financial performance to the extent that it affects the PCC's and Force's exposure to risk and weakens the internal control environment; and
- oversees the financial reporting process.

The annual report of the Joint Audit Committee that was reported to the Strategic Police and Crime Board in July 2022 is provided at Appendix E.

### 3. **3 RECOMMENDATIONS**

- 3.1 The Panel note the Internal Audit Strategy and Internal Audit Work Programme for 2022/23 and the content of the annual report of the Joint Audit Committee.

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| <b>CONTACT OFFICER</b> |
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| Name: Lynn Joyce |
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| Title: Head of Internal Audit |
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| <b>BACKGROUND DOCUMENTS</b> |
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| None |
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## Internal Audit Strategy

This document sets out the Internal Audit Strategy 2022/23 for the Police and Crime Commissioner and West Midlands Police Force. These services are provided by the Joint Internal Audit Service. This document complements the Audit Charter.

### Services

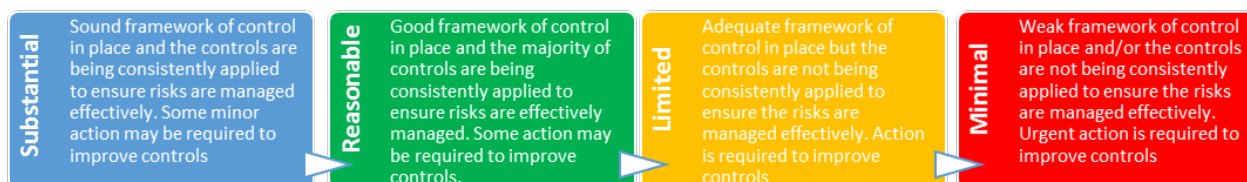
All organisations face risks in every aspect of their work: policy making, decision taking, action and implementation, regulation and spending. The different types of risk are varied and commonly include financial risks, IT risks, operational risks, physical risks to people and damage to the organisations reputation. The key to an organisations success is to manage these risks effectively.

The management of risks is the responsibility of every manager – the role of the Joint Internal Audit Service is to support managers by providing the following services:

#### Assurance

We develop and then deliver a programme of internal audits to provide independent assurance to senior management and the Joint Audit Committee members that significant risks are being addressed. To do this, we will evaluate the quality of risk management processes, systems of financial, management and operational control and governance processes and report this directly and independently to senior management.

In accordance with regulatory requirements a risk based audit approach is applied to most individual assurance assignments. We give an opinion on how much assurance systems give that significant risks are addressed. We will use four categories of opinion in 2022/23:



A report, incorporating an agreed action plan, will be issued for every audit, the results of which are also reported to the Joint Audit Committee. To assist managers in addressing areas for improvement, recommendations will be made, which are classified as:



#### Advice

The organisation<sup>1</sup> will continue to face major changes in systems, processes and procedures over the coming years and we are able to support the organisation and provide advice, where required, on the control implications of these changes. The role of the internal audit service is to act as a critical friend and challenge the design of processes to reduce the risk of failure. It is more constructive for us to advise on design of processes during the change process rather

<sup>1</sup> Organisation throughout refers to the Police and Crime Commissioner and West Midlands Police Force



than identify problems after the event when often it is too late to make a difference. By doing this we are able to challenge current practice and champion best practice, so that the organisation as a whole achieves the objectives set in the Police and Crime Plan and Force's This Work Matters Strategy.

### Irregularities

It is the responsibility of every manager to have systems in place to prevent and detect irregularities. The service liaises with the Professional Standards Department in respect of the investigations into allegations of fraud and corruption. Whilst investigations will predominantly be undertaken by the Professional Standards Department, the relevant senior manager/ member of Executive Team, in consultation with the Head of Internal Audit, should take all necessary steps to prevent further loss and, if necessary, to secure records and documentation against removal or alteration. This service helps foster the anti-fraud approach of the organisation.

### Counter Fraud

The service also undertakes specific counter fraud work, which involves checking large numbers of transactions, for example, travel claims, credit card expenditure, fuel card usage, to identify errors and potential frauds. This is time-consuming work and thus the number of exercises that can be undertaken is very limited.

The service also leads on the organisations participation in the National Fraud Initiative, which is an exercise based upon the exchange and comparison of information with other public sector bodies and agencies. It identifies possible fraudulent activity across a range of areas, including payroll, pensions and creditor payments.

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## Context

The Accounts and Audit Regulations 2015 require organisations to have a sound system of internal control which:

- facilitates the effective exercise of their functions and the achievement of its aims and objectives;
- ensures that the financial and operational management of the authority is effective; and
- includes effective arrangements for the management of risk.

The Regulations require accounting systems to include measures to ensure that risk is appropriately managed. The requirement for an internal audit function is also contained in the Regulations which requires the organisation to:

*“undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.”*

The Police and Crime Commissioner and Chief Constable has delegated responsibilities for internal audit to the Head of Internal Audit.

### Definition of Internal Auditing:

*“Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”*

The role of audit is to provide assurance to the organisation (Managers, Heads of Service, Assistant Directors, Executive Team, Chief Constable, PCC and the Joint Audit Committee)

that the organisation maintains an effective control environment that enables it to manage its significant risks effectively. We help the organisation achieve its objectives by providing assurance that effective and efficient operations are maintained.

The assurance work culminates in an annual opinion on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control environment which feeds into the Annual Governance Statement.

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## Vision, purpose and values

The mission of the Internal Audit Service is *“to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.”*

To deliver on our mission we will:-

- demonstrate integrity and promote appropriate ethics and values within the organisation;
- provide independent and objective risk based assurance;
- be proactive and forward thinking;
- continually improve the quality of our services and promote organisational improvements through our work;
- continue to demonstrate competence and due professional care and develop internal audit staff to ensure we are fully equipped to respond to the organisations demands;
- add value by aligning our work with the strategies and objectives of the organisation focusing our resources on the most significant risks;
- communicate effectively and work with managers to improve controls and performance generally; and
- be appropriately positioned and adequately resourced and consider, where necessary and appropriate to do so, obtaining competent advice and assistance if there is a lack of knowledge, skills or other competencies needed to perform all or part of an engagement.

Our customers will continue to be affected by a variety of local and national issues, including:-

- The increasing use of technology to deliver services;
- Agile working and the introduction of new ways of working;
- Changes in legislation, policing requirements and operational practices;
- Implementation of new systems;
- Increased demand on services with reduced resources;
- Pressure to reduce costs while improving quality/ effectiveness; and
- Increase in partnerships/collaboration.

These, and other developments, require a responsive and flexible Internal Audit Service to review existing systems and provide advice on new systems.

To help achieve our mission and to ensure we are best placed to meet the challenges facing the service, we invest heavily in continued professional development. There are a number of staff within the team holding or studying for professional qualifications:

- The Head of Internal Audit is a qualified member of the Chartered Institute of Public Finance and Accountancy (CIPFA).
- One Principal Auditor is a Chartered Internal Auditor with the Institute of Internal Auditors (IIA), and has an Advanced IT Auditing Certificate also with the IIA and has recently qualified as a Certified Information Systems Auditor (CISA) with the Information Systems Audit and Control Association (ISACA).
- Another Principal Auditor has a Certified Internal Audit qualification with the IIA and is currently studying for Chartered status.
- One Auditor is qualified as a Certified Internal Auditor with the IIA.

Support for professional training will continue during 2022/23. In addition, relevant ad-hoc training will be provided during the year on relevant subjects to maintain Continued Professional Development. Examples of ad-hoc training include, attendance at annual audit conferences, Annual Police Audit Group Conference and relevant 'hot topic' sessions and webinars provided by the professional bodies. We also participate in wider training provided by the Office of the Police and Crime Commissioner in areas such as trauma informed practice and anti-racist practice and safeguarding processes.

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## Our approach for 2022/23

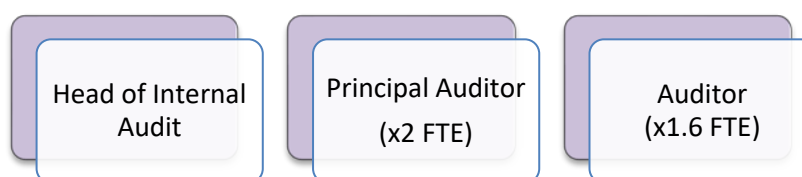
The plan covers one year, although it will remain flexible to cover changes in the risk profile of the organisation and will be revised at key stages throughout the year. The focus of the plan is primarily on the high risk areas, areas of significant change and key organisational processes. Audits of this nature are a more effective use of limited resources and are key to providing the appropriate assurance to the organisation that its overall governance arrangements remain effective.

As far as possible, our work is aligned with the organisations risk base by reviewing both the Force and Police and Crime Commissioner's risk register and consulting extensively with senior management to identify other risk areas for review where management require assurance that systems of control are adequate and operating effectively. The consultation process for devising the Audit Plan included the following:

- Individual meetings with the Deputy Chief Constable, all Assistant Chief Constables and Directors, a selection of Assistant Directors and Head of Service and the Police and Crime Commissioner's (PCC) Chief Executive, Deputy Chief Executive and Chief Finance Officer.
- Review of the Police and Crime Plan, the Force's three year strategy 'This Work Matters', Force Corporate Risk Register and the PCC's Risk Register.
- Review of other sources of information including national and local strategies and policies, organisational changes, HMICFRS reports and consideration of collaborative arrangements in place.

In addition, the Head of Internal Audit has access to various professional networks such as the National Police Audit Group which highlight wider issues affecting internal audit, which have also been considered when determining the programme of work.

The Internal Audit Service consists of five members of staff (4.6 FTEs). The team consists of:



When taking account of any avoidable days, e.g. Annual leave, bank holidays, training, administration time, planned absences etc., this provides a total of 805 productive audit days. The breakdown of days against each of the key activities is provided below:

| Category   | Days       | % of days   |
|--|------------|-------------|
| Assurance; including contingency   | 675        | 84%         |
| Advisory; incl. contingency for ad-hoc advice  | 25         | 3%          |
| Counter Fraud/Investigation contingency  | 30         | 4%          |
| Management; incl. JAC facilitation and reporting, External Audit Liaison, Audit Planning, Senior Management Liaison etc. | 75         | 9%          |
| <b>Total Productive days available for audit</b>   | <b>805</b> | <b>100%</b> |

As in previous years, the number of potential audit areas exceeds the days available this year, and a number of topics cannot therefore be accommodated within the resources available. This is not unusual across most audit services and therefore the work plan has to be prioritised to identify those audits with the highest risk. The work plan has been prioritised based on the following criteria:

- Links with the objectives in the Police and Crime Plan and the Force's This Work Matters Strategy;
- Links to the Force and PCC risk register;
- Previous known issues that highlight potential control weaknesses (from HMICFRS, Internal Audit, External Audit, reports to Strategic Policing and Crime Board etc.);
- Other scrutiny and assurance processes in place;
- Key new system or service priorities
- Time since last review.

Based on these criteria, the audits have been scored and prioritised as Very high, high, medium and low and we will focus resource on those areas with the highest score. There will be exceptions to this where the review is required to maximise objectives and is time limited. One example of this in the 2022/23 audit plan is the Commonwealth Games Legacy Audit, whereby it's not considered high risk but to maximise effectiveness the review would be better undertaken in 2022/23 following conclusion of the Games.

To minimise duplication and make the best use of limited resources we aim to rely or build on work undertaken by other assurance providers rather than undertake our own detailed checks. For example, if the Information Management function undertakes compliance checks on information management and security policies, we will evaluate their approach and if it is sound then future audit work on the topics covered can be limited. A further example is Forensics Services which is ISO registered and has its own compliance team, we therefore rely on the ISO registration.

A detailed list of topics forming the 2022/23 work plan is shown in Appendix B. The available days is considered sufficient to cover the higher level reviews and a significant number of those categorised as medium, and therefore will allow appropriate coverage on which to provide an assurance opinion.

An illustrative list of topics that we are not planning to audit based on the existing level of resource is also provided at Appendix C. The illustrative topics consists of suggestions received through the annual planning exercise and is not a complete list of potential auditable topics (the audit universe). Being transparent about topics that cannot be audited is a key requirement of the Public Sector Internal Audit Standards. Some of the illustrative topics are in mid change and are therefore more suitable subjects for future years. Others are low level or already have scrutiny arrangements in place. The audit universe will continue to change and be developed and refined during future planning exercises as risk profiles change.

Priority has been given to those areas of activity with links to the key risks identified in the strategic risk registers. A summary of existing risks and the audit coverage in previous years and planned for 2022/23 is summarised at Appendix D.

There will inevitably be circumstances where the Head of Internal Audit may have to amend the work plan, e.g. when risks change or a specific project becomes a matter of priority. There may be cases where individual lower priority audits have to be rescheduled because of competing priorities. Also, as a number of the areas in the work plan are new areas, estimating time on individual audits can be difficult. As a result, throughout the year the plan will be closely monitored and updated to ensure it remains relevant. In year changes to the plan to reflect such variances are accepted as best practice. This plan, therefore, is not set in stone and will be revised as circumstances change. The Joint Audit Committee will be consulted on any such changes and will be provided with regular updates on progress.

## 2022/23 Draft Internal Audit Work Plan

| Portfolio | Area  | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and<br>Crime Plan                     | This Work<br>Matters Strategy                                   | Priority | Assurance | Advice | Investigations | Counter fraud | Management |
|-----------|---|---|----------------------|--|---|----------|-----------|--------|----------------|---------------|------------|
| Crime     | <b>Organisational Learning - Child Abuse - Learning from Inspection reports</b> | There have been a number of inspections into recent failing in a child abuse case. This review will determine how the Force is taking forward the recommendations and learning from these inspections, including national review, led by the National Child Safeguarding Practice Review Panel, into the abuse of Arthur Labinjo-Hughes and the Governments commissioned Joint Targeted Area Inspection review.<br><br><b>CRR01 Vulnerability and Hidden Crimes</b>   | Force                | Learning from incidents                      | A whole-system approach to prevention with external partners    | VH       | ✓         |        |                |               |            |
| Crime     | <b>Rape and Serious Sexual Offences (RASSO)</b>                                 | The Force has received consultancy advice from PWC on RASSO investigations and this piece of work is due to conclude in March 2022, leaving the Force with a 100-day plan to improve arrangements. This review will follow up on progress with the 100-day plan as well as confirming progress in implementing the recommendations arising from the minimal assurance opinion audit that reported in August 2021.<br><br><b>CRR 08 Investigative and Criminal Justice Process and Outcome</b>   | Force                | Bringing Offenders to Justice                | A whole-system approach to prevention with external partners    | M        | ✓         |        |                |               |            |
| Crime     | <b>Stop and Search - Focus on strip search</b>                                  | This review will focus on the policies and processes in place for conducting strip searches ensuring compliance with guidance and appropriate governance and oversight.   | Force                | Safer detention<br><br>Stop and Search       |   | M        | ✓         |        |                |               |            |
| POD       | <b>Training</b>   | Training has been massively impacted by the Pandemic and as a result key training courses have not progressed leaving a critical risk around officers' core skills. This review will cover how the Force is addressing the backlog of training to ensure staff receive skills training in essential areas. The review will also assess the commissioning approach to training to determine how training is assessed prioritised and provided to maximise benefits in this area.<br><br><b>CRR 18 Core Skills Resilience &amp; Training Risk</b><br><b>CRR 03 Operational Training and Embedded Learning</b> | Force                | Performance management of officers and staff | Refresh how learning and development is delivered, and assessed | H        | ✓         |        |                |               |            |
| POD       | <b>Wellbeing</b>  | Many organisations are evolving as a result of numerous changes brought about by aspects such as Covid Pandemic, green agenda, changing demographics etc. This review will  | Both                 | Supporting the workforce, organisational     | Invest in the health and wellbeing of our                       | H        | ✓         |        |                |               |            |

| Portfolio      | Area  | Description<br>(CRR – Links to Force Risk register)  | PCC/Force<br>or Both | Police and<br>Crime Plan   | This Work<br>Matters Strategy   | Priority | Assurance | Advice | Investigations | Counter fraud | Management |
|----------------|---|--|----------------------|--|---|----------|-----------|--------|----------------|---------------|------------|
|                |   | consider how the wellbeing offer to staff and officers is changing as a result, considering how the Organisation supports staff through the different stages of their time with the organisation. This will include how the Force identifies and supports officers in roles where they are exposed to constant trauma.<br><b>CRR 06 Corporate Health, Safety and Wellbeing</b>               |                      | change and new technology:<br><br>Performance management of officers and staff   | people  |          |           |        |                |               |            |
| POD            | <b>Recruitment</b>  | This review will assess the robustness of recruitment and onboarding procedures in place and consider whether these are being complied with and that recruitment and onboarding is being undertaken in the most efficient and staff are recruited in a timely manner and aligned with the strategic workforce planning requirements.<br><br><b>CRR 09 Recruitment &amp; Retention/Uplift</b> | Force                | Police Recruitment<br><br>Supporting the workforce, organisational change and new technology<br><br>A police force that represents the best of the West Midlands | Deliver on our diversity commitment and build specialist capabilities | H        | ✓         |        |                |               |            |
| POD            | <b>Expenses</b>   | To assess, review and provide assurances that the procedures and operating protocols in place for the payment of employee expenses are efficient and effective. This will include fraud prevention aspects.  | Both                 | Financial Probity  | Invest in the health and wellbeing of our people                      | M        | ✓         |        |                |               |            |
| POD            | <b>Pensions</b>   | This review will assess the procedures and operating protocols in place within the Pensions Department to ensure they are efficient and effective. The latest position with the McCloud ruling will also be determined to determine how the Force is preparing for this.   | Force                | Financial Probity<br><br>Police Officer and Police Staff pay   | Invest in the health and wellbeing of our people                      | M        | ✓         |        |                |               |            |
| Local Policing | <b>Local policing response to Serious Youth Violence (U25s)</b> | This review will have specific focus on the local policing contribution to responding to the Youth Violence agenda to confirm the strategy is being delivered and there is evidence to confirm the input is having the anticipated impact.<br><br><b>CRR 02 Serious Violence in Under 25s</b>  | Force                | Serious Violence Strategies<br><br>Vulnerability, exploitation and abuse   | A whole-system approach to prevention with external partners          | H        | ✓         |        |                |               |            |

| Portfolio      | Area                               | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and<br>Crime Plan   | This Work<br>Matters Strategy                                    | Priority | Assurance | Advice | Investigations | Counter fraud | Management |
|----------------|------------------------------------|---|----------------------|--|--|----------|-----------|--------|----------------|---------------|------------|
| Local Policing | <b>Citizen's Experience</b>        | This cross-cutting review will consider citizen's experience and confidence in policing assessing the way in which the Force obtains feedback from victims and witnesses and determining whether effective victim and care strategies are in place and operating across the Force. The review will assess the data gathered from public contact and assess how this is being used to inform delivery etc.   | Force                | Understanding, measuring and improving public confidence in policing and satisfaction with service | Improve the public's experience and be clearer on expectations   | M        | ✓         |        |                |               |            |
| Local Policing | <b>Impact Areas (NPU Learning)</b> | Impact Areas have been identified within neighbourhoods where there is a disproportionate amount of crime, demand, deprivation and harm. The Force work with partners and communities in these areas to solve problems in the long term. This review will consider how the learning from positive results are shared widely across other Impact Areas and beyond. The review will also consider arrangements for prioritising and tasking across impact areas.  | Force                | Rebuilding Community Policing  | Get better at understanding what matters most to our communities | M        | ✓         |        |                |               |            |
| Security       | <b>ROCU Tasking</b>                | The Regional Organised Crime Unit (ROCU) receives funding from a variety of streams to deliver different objectives. This review will aim to provide assurance that the Force is using its resources in the right way. The review provide assurance on the governance of regional tasking arrangements and ensure consistency in tasking based on threat, risk and harm.<br><br><i>ROCU forms part of a Section 22a arrangement and findings will be made available to the other Forces within the collaboration.</i><br><b>CRR 15 S22 Governance</b> | Force                | Serious and Organised Crime  | A whole-system approach to prevention with external partners     | H        | ✓         |        |                |               |            |
| Security       | <b>Hidden Crimes</b>               | This review planned for later in the year cuts across Crime and security portfolios and will consider the operating protocols for the new SOCEX hub and how embedded this now is in the investigative process and whether benefits have been achieved.<br><br><i>This audit was postponed from 2021/22 audit plan</i>   | Force                | Reducing Violence  | A whole-system approach to prevention with external partners     | H        | ✓         |        |                |               |            |
| Security       | <b>Special Branch</b>              | WMCTU took over governance of Special Branch function in Staffordshire, Warwickshire and West Mercia. This review will ensure the operations within Special Branch are robust and consistent and where any inconsistent practices have arisen development plans are in place to harmonise processes.  | Force                | Counter Terrorism  | A whole-system approach to prevention with external partners     | M        | ✓         |        |                |               |            |

| Portfolio                | Area  | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and<br>Crime Plan   | This Work<br>Matters Strategy                                | Priority | Assurance | Advice | Investigations | Counter fraud | Management |
|--------------------------|---|---|----------------------|--|--|----------|-----------|--------|----------------|---------------|------------|
|                          |   | <i>WMCTU forms part of a Section 22a arrangement and findings will be made available to the other Forces within the collaboration.</i><br><b>CRR 15 S22 Governance</b>  |                      |  |  |          |           |        |                |               |            |
| Security                 | <b>Organisational Learning - Manchester Arena Bombing</b> | This review will consider the learning from the Manchester Arena bombings and determine how the Force is taking forward the learning and recommendations from independent reports ensuring the recommendations are being tracked and implemented and any changes to processes as a result are robust and subject to appropriate governance.<br><br><b>CRR 17 Organisational Learning</b>  | Force                | Preparing for emergencies and critical incidents                                       | A whole-system approach to prevention with external partners | H        | ✓         |        |                |               |            |
| Operations               | <b>Operations Resilience Unit / Civil Contingencies</b>   | This review will provide assurance that the Force is complying with the Civil Contingency Act and that adequate arrangements are in place to ensure that the 6 key duties are being fulfilled. The review will focus on the work of the Operations Resilience Unit.<br><br><b>CRR 03 Operational Training and Embedded Learning</b>   | Force                | Strategic Policing Requirement<br><br>Preparing for emergencies and critical incidents | A whole-system approach to prevention with external partners | H        | ✓         |        |                |               |            |
| Operations               | <b>Body Worn Video</b>                                    | New body worn cameras are being rolled out across the Force. This review will consider the allocation, management and use of body worn camera as well as the plans and testing around enhanced functionality offered by the cameras, such as livestreaming.   | Force                | Stop and Search<br><br>Police Use of force   | Continue to modernise and ensure a sustainable WMP           | M        | ✓         |        |                |               |            |
| Operations               | <b>Airport Insider Threat</b>                             | PND Wash project is a new process established to enhance airport security by determining insider threat from those who have access to land side/air side critical areas. The review will determine the robustness of the new processes established for identifying intelligence relating to individuals and how this is disclosed and the threat, harm, risk is assessed.   | Force                | Airport Policing   | A whole-system approach to prevention with external partners | M        | ✓         |        |                |               |            |
| Commercial Services (IM) | <b>Parole Board Disclosures</b>                           | Parole boards routinely request police information to assist with prison recall or parole decisions. These disclosures were originally managed by Probation but are now received directly in the Force. This review will ensure the arrangements established by the Force for sharing information with the parole boards is robust and follows a consistent process that ensure disclosures are not excessive.<br><br><b>CRR 20 Probation Data Sharing &amp; Disclosure</b> | Force                | Preventing and reducing crime  | A whole-system approach to prevention with external partners | H        | ✓         |        |                |               |            |



| Portfolio                  | Area   | Description<br>(CRR – Links to Force Risk register)  | PCC/Force<br>or Both | Police and<br>Crime Plan   | This Work<br>Matters Strategy                            | Priority | Assurance | Advice | Investigations | Counter fraud | Management |
|----------------------------|--|--|----------------------|--|--|----------|-----------|--------|----------------|---------------|------------|
| Commercial Services (F&P)  | <b>Budgetary controls / Priority Based Budget</b>  | Review of arrangements in place for budget setting, budget monitoring, forecasting, virements, variances monitoring, management of financial saving plans etc. the review will also consider how the outcomes from the ongoing priority based budget reviews are considered in wider budgeting process<br><br><b>CRR 10 Financial Management</b>   | Both                 | Financial Probity  | More effective working across our departments – one team | M        | ✓         |        |                |               |            |
| Commercial Services (F&P)  | <b>Procurement</b>   | Recent events such as the Pandemic and Brexit have prompted organisations to assess the risks around supply chains. This review will consider the arrangements across the organisation to identify key suppliers and ensure supplier risks are appropriately identified and assessed. The review will also consider whether the procurement strategy and supporting procedures are followed for new procurement exercises.   | Force                | Financial Probity<br><br>Social Value and Corporate Social Responsibility                    | More effective working across our departments – one team | M        | ✓         |        |                |               |            |
| Commercial Services (IT&D) | <b>IT&amp;D Business Continuity and Disaster recovery</b>                                  | Effectiveness of planning to protect the Force from the effects of significant negative events, allowing the Force to maintain or quickly resume critical functions following a disaster. This will be essential leading up to and during the Commonwealth Games.<br><br>This will include processes in place to understand a systems ability to withstand a major disruption (including identification of single points of failure) within acceptable parameters and to recover within an acceptable time.<br><br><b>CRR 13 Cybersecurity</b> | Force                |  |  | M        | ✓         |        |                |               |            |
| Commercial Services (IT&D) | <b>Change Management (including configuration, release and patch management processes)</b> | This review will provide assurance that policies and procedures used for the efficient and effective handling of all IT changes are complied with, to minimise the impact of change-related incidents upon service quality.  | Force                | Financial planning<br><br>Supporting the workforce, organisational change and new technology | Continue to modernise and ensure a sustainable WMP       | M        | ✓         |        |                |               |            |
| Commercial Services (CAMS) | <b>Uniform Service</b>   | This review will assess the robustness of the arrangements in place for ordering, receipt, invoicing and distribution of uniform. Also considered will be arrangements for secure disposal of uniform and governance arrangements as part of the National Uniform Managed service.   | Force                |  | More effective working across our departments – one team | M        | ✓         |        |                |               |            |

| Portfolio                  | Area   | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and<br>Crime Plan                                  | This Work<br>Matters Strategy   | Priority | Assurance | Advice | Investigations | Counter fraud | Management |
|----------------------------|--|---|----------------------|---|---|----------|-----------|--------|----------------|---------------|------------|
| Commercial Services (CAMS) | <b>Environmental Strategy</b>                | The Force are in the process of formalising an Environmental Strategy agenda. This review will be planned in Q3/4 to determine the delivery planning arrangements for taking forward the strategy.  | Both                 | A greener West Midlands Police                            | Continue to modernise and ensure a sustainable WMP                    | M        | ✓         |        |                |               |            |
| CWG                        | <b>CWG Legacy assurance</b>                  | The Commonwealth Games take place in Summer 2022 and a significant focus is on legacy benefits. A legacy strategy has been developed but the Force. This review will determine how the Force is delivering against the strategy   | Force                | Supporting a friendly, safe and secure Commonwealth Games | Pursue collaboration with policing partners                           | L        | ✓         |        |                |               |            |
| Force                      | <b>Fairness and Belonging</b>                | This review will determine how the strategy is being embedded across the Force and how the three strands 'communities, partners and people' are being delivered and governed to ensure the strategy is delivered.<br><br><b>CRR 07 WMP Demographics and Representation</b>                    | Force                | Fairness and Belonging Programme                          | Deliver on our diversity commitment and build specialist capabilities | M        | ✓         |        |                |               |            |
| Force                      | <b>Force Governance</b>                      | High level review of the force governance arrangements to ensure effective governance and decision-making processes in place, including terms of reference, clarity of roles, decision making regimes, interdependencies, risk enabling, links to delivery of This Work Matters Strategy etc. | Force                | Good Governance   | More effective working across our departments – one team              | M        | ✓         |        |                |               |            |
| OPCC                       | <b>OPCC – Police and Crime Plan Delivery</b> | This review will provide assurance on the monitoring mechanisms in place for the delivery of the Police and Crime Plan including management oversight, impact of activities on budget and understanding and utilising data available to monitor performance.                                  | OPCC                 | All aspects of plan                                       | N/A   | M        | ✓         |        |                |               |            |
| OPCC                       | <b>Custody Visiting Scheme</b>               | Advisory piece on proposed changes to the Custody Visiting Scheme to apply a risk-based approach to vulnerability.  | OPCC                 | Safer detention   | N/A   | L        |           | ✓      |                |               |            |
| Mandatory                  | <b>Contingency for assurance work</b>        | Due to uncertainty in the time required for some jobs - contingency established to be allocated to audits that merit further allocation of time.  | Both                 | N/A   | N/A   | N/A      | ✓         |        |                |               |            |
| Mandatory                  | <b>Management</b>                            | Includes Audit Committee planning, reporting and attendance, Audit Planning and ongoing liaison, effectiveness review, general management etc.  | N/A                  | N/A   | N/A   | N/A      |           |        |                |               | ✓          |
| Mandatory                  | <b>Contingency for investigations</b>        | Includes liaison with PSD on ad-hoc investigation   | Both                 | N/A   | N/A   | N/A      |           |        | ✓              |               |            |
| Mandatory                  | <b>Contingency for Ad-hoc advice</b>         | Small amount of time to provide advice on request that is not already included as part of this plan. This includes Internal Audit representation at Information Assurance Working Group and Strategic Information Management Boards   | Both                 | N/A   | N/A   | N/A      |           | ✓      |                |               |            |

| Portfolio | Area              | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and<br>Crime Plan | This Work<br>Matters Strategy | Priority | Assurance | Advice | Investigations | Counter fraud | Management |
|-----------|-------------------|---|----------------------|--------------------------|-------------------------------|----------|-----------|--------|----------------|---------------|------------|
| Mandatory | <b>Follow-ups</b> | Time allocation to follow-up on audit recommendations to confirm implementation                                       | Both                 | N/A                      | N/A                           | N/A      | ✓         |        |                |               |            |
| Mandatory | <b>NFI</b>        | Providing data downloads to Cabinet Office and investigating matches and subsequent investigation of matches reported | Both                 | N/A                      | N/A                           | N/A      |           |        |                | ✓             |            |

### Illustration of Auditable Topics (not planned for 2022/23)

In addition to the audit work plan above, the Public Sector Internal Audit Standards requires the strategy to be transparent about those audit areas not covered in 2022/23. Based upon the planning discussions with senior management and subsequent communication around proposed audit areas, Internal Audit's professional judgement and the results of previous audits, the following topics are **not** planned for 2022/23. However, should any of the planned audits not take place this list will be used to substitute, in consultation with Senior Management and Joint Audit Committee. The audit universe will continue to be developed and refined during future planning exercises and liaison meetings.

| Portfolio | Area   | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and Crime Plan                        | This Work Matters<br>Strategy                                  | Priority | Comments                                  |
|-----------|--|---|----------------------|--|--|----------|---|
| POD       | <b>Performance Management - Officers and staff</b> | This review will focus on the arrangements across the Force for managing the performance of staff and officers. The WMP Conversations process was introduced in 2018 and is now an embedded part of managing staff performance. In January 2022 a new staff rating process was introduced as part of WMP conversations and this review will assess how this new process is being adopted and embedded and the plans to use the process to provide praise and recognition as well as supporting development. | Force                | Performance management of officers and staff | A workforce empowered to learn quickly and improve performance | M        |   |
| POD (SS)  | <b>Overtime</b>                                    | This review will provide assurance that the arrangements for claiming and paying overtime to staff and officers is robust ensuring appropriate approvals and due diligence checks on payments.  | Force                | Financial Probity                            | More effective working across our departments – one team       | M        | Advisory work ongoing on new Overtime App |
| POD (SS)  | <b>Debtors</b>                                     | To provide assurance that the processes and systems in place for the raising of debtor invoices and subsequent recovery of debts are effective  | Both                 | Financial Probity                            | More effective working across our departments – one team       | L        |   |
| Security  | <b>ROCU Business Support</b>                       | This review will consider the robustness of business support processes operating within ROCU.   | Force                | Serious and Organised Crime                  | A whole-system approach to prevention with external partners   | M        |   |

| Portfolio                 | Area   | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and Crime Plan   | This Work Matters<br>Strategy                                    | Priority | Comments   |
|---------------------------|--|---|----------------------|---|--|----------|--|
| Security                  | <b>Intelligence – Specific focus on Threat to Life scenarios</b> | This themed audit will determine whether the processes in place for categorising Threats to Life (TTL) as high, medium and low are robust. The review will confirm the guidance is clear and consistently applied.  | Force                |   |  | L        |  |
| Local Policing            | <b>Volunteers</b>  | The Force relies on its volunteer workforce but sustaining volunteers longer term can be challenging. This review will consider how the Force is working towards sustaining its pool of volunteers. The review will consider shared learning from across the pool of volunteers.  | Force                | Equality and Human Rights   | Make it easier for the public to help us build safer communities | M        |  |
| Commercial Services (IM)  | <b>Information Sharing Agreements</b>                            | A review of the Information Sharing Agreements across the Force to ensure policies, standards and procedures for sharing information between partners and other third parties are being complied and data is shared in a safe and secure way.   | Force                | Serious and Organised Crime<br><br>Preventing and reducing crime<br><br>Reducing Violence (Analysis and data) | A whole-system approach to prevention with external partners     | L        | Compliance with ISA agreements will be addressed through individual audits where ISA agreements are in place |
| Commercial Services (F&P) | <b>General ledger</b>  | This audit will seek to give assurances that the general ledger accurately reflects the financial transactions of the Force and PCC. The review will include aspects such as account code maintenance, management of suspense accounts, reconciliation of ledger balances, reliability and integrity of transactions and records.<br><br><b>CRR 10 Financial Management</b> | Both                 | Financial Probity   | More effective working across our departments – one team         | M        |  |
| Commercial Services (F&P) | <b>Priority Based Budget approach</b>                            | The Force is reviewing its budgeting arrangements to respond to the budget cuts from Government. This review will determine how the Force is driving forward those plans to deliver priority based budgets.   | Force                | Financial Planning  | A workforce empowered to learn quickly and improve performance   | M        | Aspects of priority based budget will be incorporated into planned budget management audit                   |

| Portfolio                  | Area                                  | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and Crime Plan   | This Work Matters<br>Strategy                                    | Priority | Comments   |
|----------------------------|---------------------------------------|---|----------------------|---|--|----------|--|
|                            |                                       | <b>CRR 10 Financial Management</b>  |                      |   |  |          |  |
| Commercial Services        | <b>POCA – Proceeds of Crime Act</b>   | This review will ensure that the processes for administering proceeds of crime monies are operating effectively to maximise amounts received by the Force   | Force                | Proceeds of Crime Act   |  | M        |  |
| Commercial Services (F&P)  | <b>Income Generation</b>              | This review will consider the arrangements across the Force for generating income, including how the Force is managing its income sources and exploring opportunities for new income streams.   | Force                | Financial Planning  |  | M        |  |
| Commercial Services (IT&D) | <b>Robotics</b>                       | The use of robotics and automation solutions are becoming more widespread. This review will determine the roadmap for the use of robotic solutions across the Force and will assess the processes used for determining, prioritising, programme parameters, access to parameters, change control processes etc. The review will also test a sample of processes that use robotics to ensure they operate as intended. | Force                | Financial planning<br><br>Supporting the workforce, organisational change and new technology: | Ethically apply the use of machines to improve our effectiveness | L        | Aspects of processes that utilise robotics will be reviewed as part of individual audits |
| Commercial Services (IT&D) | <b>IT Development Plan / Strategy</b> | This review the adequacy and effectiveness of the governance, processes and key controls over the delivery of the IT strategy to help the Force meet its objectives. The review will consider the readiness for delivering key local and national system developments.  | Force                | Supporting the workforce, organisational change and new technology:                           | Ethically apply the use of machines to improve our effectiveness | L        | New IT Synergy Strategy being developed. Defer to 2023/24 to assess delivery.            |
| Commercial Services (IT&D) | <b>Mobile devices</b>                 | Due to the vast increase in number of mobile devices this review will assess how well the Force is managing mobile devices, e.g. issue, losses, stolen device management, standard set up, systems access, tracking staff moves, security policies, disposal and destruction, usage policies etc.   | Force                | Organisational change, national programmes, other new technologies                            | Continue to modernise and ensure a sustainable WMP               | L        |  |

| Portfolio                  | Area  | Description<br>(CRR – Links to Force Risk register)  | PCC/Force<br>or Both | Police and Crime Plan  | This Work Matters<br>Strategy                                   | Priority | Comments  |
|----------------------------|---|--|----------------------|--|---|----------|---|
| Commercial Services (IT&D) | <b>Software Licencing</b>                   | This review will provide assurance around the adequacy, effectiveness and completeness of monitoring of software licenses across the Force.  | Force                |  |   | L        |   |
| Crime                      | <b>Children through the Custody Process</b> | This review will provide assurance that a trauma informed approach is applied when managing children through the custody process. The review will ensure compliance with established processes.  | Force                | Recognising trauma in victims and offenders<br><br>Children in custody |   | M        |   |
| Crime                      | <b>Use of Civil Orders</b>                  | This covers areas such as Domestic Abuse, Stalking and Harassment, DVPO, injunctions etc. The rate of use of civil orders by WMP is lower than other forces. This review will consider compliance with best practice for issuing civil notices.  | Force                | Preventing and reducing crime  |   | M        | Some aspects such as DVPO/DVPNs reviewed as part of recent Domestic Abuse audit               |
| Crime                      | <b>Forensics - Biometrics</b>               | This review would provide assurance that the samples taken from FCID and PPU from victims and witnesses are managed properly and comply with required standards. These arrangements fall outside of Forensics Services and their ISO regime.   | Force                |  | Expand use of data and technologies to define our interventions | L        |   |
| Crime                      | <b>Mental Health</b>                        | This review will assess changes in policies and processes since the previous audit of mental health in 2018/19 with specific focus on S135 and S136 which relies heavily on support from partners.   | Force                | Rebuilding Community Policing<br><br>Mental Health                     | A whole-system approach to prevention with external partners    | L        |   |
| Operations                 | <b>Digital Evidence Store</b>               | Digital Evidence Store is a system to manage and store digital evidence from point of collection through to disposal. This review will assess how the digital evidence store is being implemented across the Force following its initial pilot to capture evidence from BWV and members of the public and how it is being utilised to speed up the investigation process | Force                | Organisational change, national programmes, other new technologies     | Continue to modernise and ensure a sustainable WMP              | M        | Process currently being piloted with wider roll out expected later in year – defer to 2023/24 |

| Portfolio  | Area                      | Description<br>(CRR – Links to Force Risk register)   | PCC/Force<br>or Both | Police and Crime Plan          | This Work Matters<br>Strategy | Priority | Comments |
|------------|---------------------------|---|----------------------|--------------------------------|-------------------------------|----------|----------|
|            |                           | resulting in quicker charging decisions and allowing more collaborative working   |                      |                                |                               |          |          |
| Operations | <b>Strategic Protests</b> | This review will consider how threat, harm, risk is assessed and intelligence information shared in relation to strategic protests. | Force                | Strategic Policing Requirement |                               | L        |          |



## Appendix D

### Audit Coverage of Key Risk Areas

This table summarises the previous and planned audit coverage against current risks within the Force and PCC Risk Registers

| <i>Risk ID</i> | <i>Risk Name</i>                                  | <i>Description</i>   | <i>Residual Risk Rating</i> | <i>Previous audit coverage (18/19 to 2021/22)</i>   | <i>Proposed Internal Audit 2022/23</i>   |
|----------------|---|--|-----------------------------|---|--|
| <b>CRR18</b>   | <b>Core Skills Resilience &amp; Training Risk</b> | There has been a drop in Police Officers trained in core skill areas, this has partly been due to COVID and self-isolation measures. This has led to a reduction in the percentage numbers and resilience of Police Officers trained in core skills such as Personal Safety Training, Driver Training, Public Order Skills and Taser. The reduced capacity has also led to a reduced offer from L&D.   | <b>Critical</b>             | <ul style="list-style-type: none"> <li>• Training</li> </ul>  | <ul style="list-style-type: none"> <li>• Training</li> </ul>                               |
| <b>CRR20</b>   | <b>Probation Data Sharing &amp; Disclosure</b>    | There is a risk that the Force does not have the appropriate oversight and a centralised process to deal with and record the information requests made by the Parole Board.  | <b>Critical</b>             |   | <ul style="list-style-type: none"> <li>• Parole Board Disclosures</li> </ul>               |
| <b>CRR03</b>   | <b>Operational Training and Embedded Learning</b> | <p><b>Op Plato Embedding</b><br/>There is a risk that Operational Officers fail to adopt the national Joint Operating Principles introduced to WMP in December 2020 in a timely manner. A new challenge with this risk is the lack of ownership locally now that ORU have rolled out the training to keep this an annual refresher on CPD days within departments.</p> <p><b>JESIP Command Training</b><br/>Limited roll out of the JESIP re-accreditation courses. This has been caused by insufficient access to training venues and JESIP trainers amongst the tri-service and could lead to a delay in re-accreditation of the JESIP Commanders and upskilling new staff.</p>  | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Marauding Terrorist Attacks</li> </ul>   | <ul style="list-style-type: none"> <li>• Civil Contingencies</li> </ul>                    |
| <b>CRR15</b>   | <b>S22 Governance</b>                             | <p><b>ROCU</b> - If the current model - ARIS (Asset Recovery Incentivisation Scheme) is altered and assets seized were distributed across the region e.g. as per the current funding formula WMP OPCC would stand to lose 47% of current ARIS funding. There is a risk that if ARIS funding is not provided to other forces they may withdraw resource from the ROCUWM as they are not seeing equitable benefits from the regional agreement.</p> <p><b>CTU</b> - There are two proposed options for the method of transferring Special Branch funding into CT Policing as part of the national SB Reform project. There is a risk that if Option 1 is chosen the transfer of SB funding into CT Grant will result in a 'top slice' from forces across the region that is not consistent with the actual spend of Special Branch. Option 2 would be a one-time adjustment. Based on this information, there is a risk that WMP will see their budget reduced by more than the actual cost of Special Branch.</p> | <b>High</b>                 |   | <ul style="list-style-type: none"> <li>• Special Branch</li> <li>• ROCU Tasking</li> </ul> |
| <b>CRR09</b>   | <b>Recruitment &amp; Retention/Uplift</b>         | <p>There is a risk of being unable to recruit staff across the Force in a timely manner and aligned with the strategic workforce planning requirements.</p> <p>The uplift targets and their associated entry routes (e.g. PEQF) create significant additional demand on WMP. The failure to meet recruitment targets will impact on the force's resilience and may potentially affect future funding from the Home Office.</p>   | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Workforce Planning</li> <li>• Diversity and inclusion</li> <li>• Uplift Programme</li> </ul> | <ul style="list-style-type: none"> <li>• Recruitment</li> </ul>                            |

| <b>Risk ID</b> | <b>Risk Name</b>                              | <b>Description</b>   | <b>Residual Risk Rating</b> | <b>Previous audit coverage (18/19 to 2021/22)</b>   | <b>Proposed Internal Audit 2022/23</b>   |
|----------------|---|--|-----------------------------|---|--|
|                |   | There is a risk that a number of student officers have been identified as potentially being at risk of dismissal due to repeated failures of university modules.   |                             |   |  |
| <b>CRR13</b>   | <b>Cybersecurity</b>                          | Failure of the Force's IT&D systems (due to cyber-attack, hardware failure, loss of IT systems via IT services provider or other data security breaches) will lead to severe disruption to service delivery and response.  | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Cybersecurity</li> </ul>   | <ul style="list-style-type: none"> <li>• IT Business Continuity and Disaster recovery</li> </ul>           |
| <b>CRR06</b>   | <b>Corporate Health, Safety and Wellbeing</b> | <ul style="list-style-type: none"> <li>- There may be an increase in employee related mental health and wellbeing issues which impacts WMP's ability to deliver and recover operational services during the post pandemic environment.</li> <li>- There is a risk of post-Traumatic Stress Disorder to forensic services staff caused through constant exposure to trauma, death, violence and sexual scenes and evidence and the subsequent raw emotion of victims and families.</li> </ul> | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Occupational health</li> </ul>   | <ul style="list-style-type: none"> <li>• Wellbeing</li> </ul>  |
| <b>CRR01</b>   | <b>Vulnerability and Hidden Crimes</b>        | There is a risk that the increased identification of vulnerability in demand, and hidden crimes (includes child exploitation, modern day slavery, human trafficking, domestic abuse, missing people) poses a challenge to the Force to manage its complexity. The risk could also impact the response levels provided impacting the delivery of an effective service to those in need.   | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Thrive+</li> <li>• Vulnerability - focus on delivery plan and domestic abuse</li> <li>• Vulnerability - Governance arrangements</li> <li>• Domestic Abuse Serial Perpetrators</li> <li>• Vulnerability in Calls/THRIVE+</li> <li>• Missing Persons</li> <li>• Domestic Abuse Case Management</li> <li>• Hidden Crimes</li> <li>• Rape and Serious Sexual Offences</li> </ul> | <ul style="list-style-type: none"> <li>• Rape and Serious Sexual Offences</li> </ul>                       |
| <b>CRR02</b>   | <b>Serious Violence in Under 25s</b>          | There is a risk that interventions to address multiple risk factors/indicators are not impactful or effective. The increase in volume of serious youth crime and serious violence (gun and knife crime) in the under 25s could lead to the cumulative risk around community safety. There could be a perceived failure that the Force is not responding adequately to prevent and respond to crime involving young people.   | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Serious Violence in Under 25s</li> <li>• Violence Reduction Unit</li> </ul>  | <ul style="list-style-type: none"> <li>• Serious Violence in Under 25s - Local Policing aspects</li> </ul> |
| <b>CRR05</b>   | <b>Demand Management</b>                      | There is a risk that the Force fails to respond to and manage the effective and efficient policing requirements of the region as a result of the increased volume and complexity in demand. The nature of the rise requires an increasing level of sophistication to understand how it moved through the system and may be compounded by resourcing constraints.   | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Force Response</li> <li>• Thrive+</li> <li>• Intelligence Management &amp; Tasking</li> <li>• Data Driven Insight</li> <li>• Use of Intelligence</li> </ul>  |  |

| <b>Risk ID</b> | <b>Risk Name</b>  | <b>Description</b>  | <b>Residual Risk Rating</b> | <b>Previous audit coverage (18/19 to 2021/22)</b>   | <b>Proposed Internal Audit 2022/23</b>   |
|----------------|---|---|-----------------------------|---|--|
| <b>CRR17</b>   | <b>Organisational Learning</b>                                | <p>Organisational learning is obtained across the force via its various learning hotspots (i.e., IA / HMIC recommendations, debriefs, inquiries (Manchester Arena bombings), IOPC reports etc). There is no integrated organisational learning structure across the force to ensure once learning is identified, it is evaluated and shared across the Force to positively impact policy practise and outcomes.</p> <p>There is a risk that WMP lacks the oversight required to analyse strategic, cross cutting and/or operational organisational learning to ensure risks and opportunities are managed and evaluated in showing learning and ideas have a route to action including integration into operational practice.</p> | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Covid - Organisational Learning</li> </ul>   | <ul style="list-style-type: none"> <li>• Organisational Learning - Manchester Arena Bombing</li> <li>• Organisational Learning - Child Abuse - Learning from Inspection reports</li> </ul> |
| <b>CRR04</b>   | <b>CONNECT Legacy/BRC Data</b>                                | Data migration into CONNECT could lead to loss of relevant information transferring over from legacy systems into CONNECT. Data loss/gaps could lead to the Force being unable to accurately access historic audit data.  | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Connect Case Management</li> <li>• Connect Benefits realisation</li> </ul>                           |  |
| <b>CRR08</b>   | <b>Investigative and Criminal Justice Process and Outcome</b> | <p>- There is a risk that the case backlog that exists due to COVID may result in victims and witnesses losing faith in the Criminal Justice system. The backlog also puts at risk the cost recovery from Police Led Prosecutions. There is also the risk of an additional strain on CJS resources, particularly in Witness Care, due to the new court listings process.</p> <p>- Updates to the Attorney General's Guidelines on Disclosure which sits alongside the Criminal Procedure and Investigations Act ("CPIA") 1996, has an impact on the working practices of investigations officers and staff, with a short turnaround time for adhering to the guidance.</p>  | <b>High</b>                 | <ul style="list-style-type: none"> <li>• Bail Management</li> <li>• Management of Suspects including Release Pending investigation</li> </ul> |  |
| <b>CRR14</b>   | <b>Alarms Management</b>                                      | There is a risk that alarm notifications may fail at Force Control C3 due to the unreliability of receiver equipment and delays in replacing it.  | <b>High</b>                 |   |  |
| <b>CRR16</b>   | <b>Police Cadet Leaders - Safeguarding</b>                    | There is a risk that WMP Police Cadets policies, procedures and process fail to comply with the National Safety and Safeguarding guidelines (UKYSSF). The guidelines are set out by the National VPC who advises that WMP aligns its practice to the UK Youth Safer Spaces Framework (UKSSF) backed by the NPCC Enforcement.  | <b>Medium</b>               |   |  |
| <b>CRR21</b>   | <b>Mutual Aid &amp; Resourcing</b>                            | There is a risk that significant resources abstractions (police officers and staff) will be required from operational business and duties during the operational period of the Commonwealth Games. There is a risk that a local, regional or national critical incident could see Mutual Aid and / or WMP officers and / or vehicles abstracted to resource the incident response.  | <b>Medium</b>               | <ul style="list-style-type: none"> <li>• CWG resourcing</li> <li>• CWG Volunteer Strategy</li> </ul>  |  |
| <b>CRR07</b>   | <b>WMP Demographics and Representation</b>                    | <p>There is a risk that a failure to attract, recruit and retain a diverse and representative workforce across the force that is less representative of the communities we serve could create risk to public confidence.</p> <p>Failure to attract and retain a diverse and representative workforce (both officers and staff) required at every level of the Force to deliver our services to our diverse communities.</p>   | <b>Medium</b>               | <ul style="list-style-type: none"> <li>• Workforce Planning</li> <li>• Diversity and Inclusion</li> <li>• Uplift Programme</li> </ul>         | <ul style="list-style-type: none"> <li>• Fairness and Belonging</li> </ul>   |
| <b>CRR10</b>   | <b>Financial Management</b>                                   | i.- There is a risk that WMP's finances are not sustainable over the medium term and/or efficiency savings required may adversely impact the operational services. Whilst the police grant has increased for 22/23 to fund increase in officer numbers, there are still unfunded inflationary pressures.  | <b>Medium</b>               | <ul style="list-style-type: none"> <li>• Budget Management</li> <li>• General Ledger</li> <li>• Treasury Management</li> </ul>                | <ul style="list-style-type: none"> <li>• Budget Management/ Priority Based Budget</li> </ul>   |

| Risk ID | Risk Name                     | Description   | Residual Risk Rating | Previous audit coverage (18/19 to 2021/22)  | Proposed Internal Audit 2022/23 |
|---------|-------------------------------|---|----------------------|---|---------------------------------|
|         |                               | ii - There is also a risk that as mandated/national initiatives develop (e.g. ESMCP, National Enabling Programme), the actual costs for delivery far exceed the estimated costs within the affordability envelope.  |                      |   |                                 |
| CRR11   | Safeguarding - Local Policing | There is a risk that the Force fails follow safeguarding processes to protect the needs of the most vulnerable members of our community.<br><br>There is also a risk that the Force fails to fully understand the safeguarding needs and experiences of citizens - young and old due to increased demand pressures and the challenging range of commissioned and partner-driven arrangements operating across the region. | Medium               | <ul style="list-style-type: none"> <li>Safeguarding</li> <li>Safeguarding Boards</li> </ul> |                                 |

## PCC Risk Register

| Risk ID | Risk Description and cause   | Current Score | Previous audit coverage (18/19 to 21/22)  | Proposed Audits 2022/23   |
|---------|--|---------------|---|---|
| 1       | Arrangements in place do not secure an efficient and effective police force for the West Midlands  | High          | <ul style="list-style-type: none"> <li>Financial systems audits</li> </ul>  | <ul style="list-style-type: none"> <li>Force governance</li> <li>Financial Systems audits</li> </ul>  |
| 2       | The PCC does not hold West Midlands Police to account effectively  | Medium        | <ul style="list-style-type: none"> <li>Police and Crime Plan</li> </ul>   | <ul style="list-style-type: none"> <li>Police and Crime plan delivery</li> </ul>  |
| 4       | The priorities and actions of the Police and Crime Plan are not delivered  | Medium        | <ul style="list-style-type: none"> <li>Commissioning</li> </ul>   | <ul style="list-style-type: none"> <li>Police and Crime plan delivery</li> </ul>  |
| 5       | The resources of the PCC are not sufficient to deliver the police and crime plan and for West Midlands Police to operate                                       | High          | <ul style="list-style-type: none"> <li>Uplift</li> <li>Budget Monitoring</li> <li>Financial system audits</li> </ul>  | <ul style="list-style-type: none"> <li>Recruitment/Uplift</li> <li>Budget Management/Priority Based Budget</li> <li>Police and Crime plan delivery</li> </ul> |
| 6       | West Midlands Police does not contribute to national and international policing capabilities   | Medium        | <ul style="list-style-type: none"> <li>Marauding Terrorist Attacks</li> <li>Terrorist Offender Management</li> <li>CTU Covert Funds</li> <li>S22A Governance</li> <li>NPAS</li> </ul> |   |
| 7       | Lack of effective partnerships   | High          | <ul style="list-style-type: none"> <li>Commissioning</li> <li>Section 22A Governance</li> <li>Violence reduction Unit</li> <li>Aspects also in individual audits</li> </ul>           | <ul style="list-style-type: none"> <li>Partnership arrangements reviewed as part of individual audits where applicable.</li> </ul>                            |
| Themed  | Partnership - Diversion, violence reduction, roads, children in custody, criminal justice  | High          | <ul style="list-style-type: none"> <li>Violence Reduction Unit</li> <li>Serious Violence U25s</li> <li>Integrated Offender Management</li> </ul>                                      | <ul style="list-style-type: none"> <li>Serious Violence in Under 25s - Local Policing aspects</li> </ul>  |
| Themed  | Disproportionality in policing – Achieving a target of 1,000 officers extra from underrepresented groups by 2025. Also, retention and progression of workforce | High          | <ul style="list-style-type: none"> <li>Uplift</li> </ul>  | <ul style="list-style-type: none"> <li>Recruitment</li> </ul>   |
| Themed  | Accessing police services - Calls for service and publishing of stop and search information  | High          | <ul style="list-style-type: none"> <li>Contact service levels</li> </ul>  | <ul style="list-style-type: none"> <li>Citizens experience</li> </ul>   |

| Risk ID | Risk Description and cause  | Current Score | Previous audit coverage (18/19 to 21/22)                                    | Proposed Audits 2022/23   |
|---------|---|---------------|---|---|
| Themed  | Stop and search - Performance target relating to stop and search  | High          |   | <ul style="list-style-type: none"> <li>• Stop and Search - Focus on strip search</li> </ul> |
| Themed  | WMP police officer and staff welfare - Understanding of activities currently being undertaken through WMP's People Strategy. Introduction of the Police Covenant. | High          | <ul style="list-style-type: none"> <li>• Occupational health</li> </ul>     | <ul style="list-style-type: none"> <li>• Wellbeing</li> </ul>                               |
| Themed  | Performance management of officers and staff - Understanding WMP's plans around performance management of officers and staff                                      | High          |   |   |
| Themed  | Resources - Long term funding for the Violence Reduction Unit, introduction of green agenda, funding crime prevention activities                                  | High          | <ul style="list-style-type: none"> <li>• Violence Reduction Unit</li> </ul> | <ul style="list-style-type: none"> <li>• Environmental Strategy</li> </ul>                  |
| Themed  | Supporting Victims and Witnesses – Mechanisms for victims feedback. Includes referral pathways based on need including mental health support                      | High          | <ul style="list-style-type: none"> <li>• Victims Satisfaction</li> </ul>    | <ul style="list-style-type: none"> <li>• Citizens Experience</li> </ul>                     |

**Joint Audit Committee Annual Report 2021/22**

## **1. INTRODUCTION**

- 1.1 This is the annual report of the Joint Audit Committee and covers the financial year 2021/22. The report has been developed to enable the reader to form a view about the effectiveness of the committee's activities during the year and its oversight of the governance, assurance and risk management frameworks within which the West Midlands Police and Crime Commissioner (PCC) and West Midlands Police Force operates.

## **2. ROLE OF THE COMMITTEE**

- 2.1 The committee's terms of reference for 2021/22 sets out the purpose of the committee, which can be summarised as:
- Advising the PCC and the Chief Constable according to good governance principles.
  - Providing independent assurance on the adequacy and effectiveness of the PCC's and Force's internal control environment and risk management framework.
  - Overseeing the effectiveness of the framework in place for ensuring compliance with statutory requirements.
  - Independently scrutinising financial and non-financial performance to the extent that it affects the PCC's and Force's exposure to risk and weakens the internal control environment.
  - Overseeing the financial reporting process.
- 2.2 The Joint Audit Committee is therefore the primary means by which the PCC and the Chief Constable ensure that adequate assurance and internal control systems are in place. The committee's responsibilities are additional and supportive to those of the Chief Finance Officer. The latest terms of reference for the committee can be found on the Police and Crime Commissioner's website.

## **3 THE WORK OF THE COMMITTEE IN 2021/22**

- 3.1 The committee is accountable to the PCC and the Chief Constable. CIPFA's Practical Guidance for Local Authorities and Police Audit Committees sets the criteria for this accountability which forms the basis of this report. The criteria is as follows:
- Has the committee fulfilled its agreed terms of reference?
  - Has the committee adopted recommended practice?
  - Have the development needs of committee members been assessed and are committee members accessing briefing and training opportunities?

- Has the committee assessed its own effectiveness or been the subject of a review?
- What impact has the committee had on the improvement of governance, risk and control?

This report sets out progress made by the committee against each of these criteria.

### **Has the Committee fulfilled its agreed terms of reference?**

3.2 The specific objectives of the committee during 2021/22 was to oversee the following arrangements:

- Internal Control Environment
- Corporate Risk Management
- Regulatory Framework
- Internal Audit
- External Audit
- Financial Reporting
- Inspection and Review

3.3 The committee has met its requirements during the year. A total of 38 reports were considered, the details of which are provided in Appendix A. The key activities are summarised below:

- **Internal Control Environment** - The committee maintained its oversight of the preparation of Annual Governance Statements for the PCC and the Force, which are consistent with the principles of the CIPFA/SOLACE Framework: Delivering Good Governance in Local Government. The Annual Governance Statements were considered by the committee in June 2021 prior to their final production.

The committee also considered the robustness of the internal control environment through reports from both internal and external audit.

- **Corporate Risk Management** - Risk management updates of the PCC and Force were considered at each meeting. The format and reporting of the risk registers of both the Force and OPCC changed during the year as both have adopted new arrangements. The committee received updates throughout the year on the changes in approaches and shared their assessment of where the registers can be developed and improved further to help understand the risk appetite and effectiveness of mitigations. In addition, members received training on the new approaches during the year.

Members continued to challenge the risks and mitigating actions, particularly where risks' scores have remained static for a length of time.

- **Regulatory Framework** - Specific aspects of the regulatory framework, such a review of Accounting Policies, Treasury Management Strategy and Insurance arrangements have been reviewed by the committee.

The annual effectiveness review of anti-fraud and corruption arrangements included an update on internal investigations undertaken by the Professional Standards Department, providing oversight on matters of conduct and behaviour.

The committee has maintained an overview in respect of financial regulations and contract standing orders through the assurance work provided by internal audit during the year on key financial systems such as accounts payable and cash services.

- **Internal Audit** – Internal audit activity updates were reviewed at every meeting with updates on agreed plans, performance of the internal audit team and significant findings

from those audits with a 'Limited' or 'Minimal' opinion being considered. The internal audit findings considered by the committee continue to be wide ranging, for example; rape and serious sexual offences, victim satisfaction, detained property, Force risk management arrangements, new systems reviews etc. Where appropriate, the committee requested additional updates from management to gain further assurance. The committee also monitored the implementation of internal audit recommendations and challenged progress made by management.

Internal Audit are due to be externally assessed during 2022/23 and in September 2021 the committee approved the proposed form of external assessment and agreed the specification against which external assessors would be evaluated.

In December 2021 the committee endorsed changes to the 2021/22 audit plan which was amended to reflect new risks in the Force's risk register. Updates on internal audit's compliance against the Public Sector Internal Audit Standards have also been reviewed and in March 2022 the committee endorsed the Internal Audit Strategy and Audit Charter and the Work Programme for 2022/23.

- **External Audit** – External audit activity was considered at each meeting with plans and update reports received, along with a sector update in March 2022 on emerging national issues and developments that may be relevant to the PCC and the Force.

In December, the committee considered a report on the latest position in relation to the appointment of External Auditors for both the PCC and the Force, to enable External Auditors to be in place from April 2023.

In March 2022 the committee welcomed a new audit manager from Grant Thornton who will be leading the 2021/22 accounts process.

- **Financial Reporting** – Statements of Accounts were reviewed as well as the Accounting Policies and Treasury Management Strategy also being considered during the year.

The outliers identified in the HMICFRS VFM outcomes was shared with the committee as well as the actions taken by the Force to investigate these.

- **Inspection and Review** – Regular updates from HMICFRS inspections were considered at each meeting, which include details of the findings, recommendations or improvement actions and gradings awarded for each inspection. The programme of HMICFRS inspections is also shared with the committee requesting updates where felt appropriate and necessary.

### **Has the committee adopted recommended practice?**

- 3.4 The CIPFA Practical Guidance for Local Authorities and Police Audit Committees was published during 2018/19. Following publication, the committee's terms of reference was assessed against the model terms of reference detailed in the guidance and minor amendments were made as a result. The terms of reference were considered and approved by committee in March.

### **Have the development needs of committee members been assessed and are committee members accessing briefing and training opportunities?**

- 3.5 Training was a key objective of the Committee during 2021/22 following the appointment of new members who joined the Committee in July 2021 following election of a new Police and Crime Commissioner. External training was commissioned from CIPFA to act as both a



formal induction session for new members and refresher training for existing members. The objectives of this session, which was provided in September 2021, included:

- Developing knowledge of the joint audit committee, its roles and responsibilities
- Develop skills and confidence
- How to question, scrutinise, and make a difference:
- Risk principles
- Relations with internal audit
- Accountability, assurance and making an impact
- Challenging yourself to improve

Further training on risk management arrangements of both the Force and Office of the Police and Crime Commissioner was provided in January 2022 to increase knowledge and awareness of the changes in this area.

Two further training sessions have been identified for 2022/23, one in respect of external audit and another around treasury management. Timings of these have yet to be determined.

### **Has the committee assessed its own effectiveness or been the subject of a review?**

3.6 In March 2019, the committee assessed its own effectiveness against the CIPFA guidance and Grant Thornton's 'Examining the Evidence - Audit Committee effectiveness in the police sector.' The result of this exercise was positive with only minor exceptions being identified, which have since been addressed.

3.7 Due to the uncertainty around PCC elections in 2020/21 a further assessment was not undertaken as the election was likely to instigate change in membership of the committee. The committee did however undertake a reflection session in March 2021 to discuss what works well and what would be recommended to continue under any new membership going forward and the outcome of this discussion have been considered during 2021/22. The feedback included:

- *maintaining the openness and transparency that the committee has established through the public meetings which are broadcast live by webcam.*

Following periods of disruption due to lockdowns as a result of the pandemic, the committee managed to hold two face to face meetings during the year which the public can attend and which were broadcast live. Even when not able to conduct meetings face to face live broadcasts continued, although meetings were held virtually.

- *having knowledgeable and insightful members who can provide an informed input.*

The wide-ranging agenda requires a breadth of knowledge which requires members to work as a collective to provide appropriate scrutiny and challenge. The membership of the committee changed during the year with the Chair and Vice Chair being joined by new members following the PCC election in May 2021. Training and development has been and will continue to be provided to develop the committee's knowledge and awareness. Despite the infancy of new members in their role, the committee has continued to provide rigorous scrutiny.

- *having continued commitment and attendance from senior staff and officers from across both the Force and OPCC.*

All meetings have continued to be well supported by senior staff and officers who have responded honestly and openly to any questions asked of them.

- 3.8 The Chair continues to have open access to both the PCC and Chief Constable and with internal and external audit, providing a platform for any compliments or areas of concern to be discussed.

### **What impact has the committee had on the improvement of governance, risk and control?**

- 3.9 A wide range of issues were considered by the committee during the year, providing independent scrutiny of the PCC and the Chief Constable. The committee has made an impact on the governance of both organisations, as demonstrated in the following examples:
- The committee has continued to maintain oversight of HMICFRS inspection findings during the year and has requested progress be reported back on several external inspections. The committee has encouraged the Force to consider wider organisational learning from these inspections and internal audit findings.
  - The risk management session held in January 2022 allowed members to contribute to the developments within the risk management arrangements of the OPCC and Force. The committee particularly expressed support for introducing risk appetite onto the Force risk register which is in development. The risk registers are now more dynamic and the committee has continued to challenge the mitigations in some of the developing risk areas such as vulnerability and training.
  - The committee ensures that the work of internal audit continues to be directed to those areas of greatest risk and encourages revisions to the audit plan when new risks arise. For matters of significant weaknesses raised by internal audit, the committee have requested updates directly from the Force and the OPCC to gain a greater level of assurance around progress made to address these high-risk areas. The committee gave particular emphasis on scrutiny this year to the management of rape and serious sexual offence investigations and the management and administration of detained property.
  - The committee played a key role in reviewing the annual accounts and annual governance statements, providing assurance to the PCC and Chief Constable before they formally approve these documents.
  - The Scheme of Governance Framework, which sets out how the PCC and the Chief Constable conduct their organisations business both jointly and separately, was considered by the committee during the year.
  - As part of their financial reporting oversight, the committee consider and endorsed various strategies and policies including treasury management strategy, accounting policies and insurance arrangements and challenged arrangements in these areas to ensure best practice approaches are taken. How the Force demonstrates value for money was also considered during the year by encouraging investigation of the outliers identified in the HMICFRS value for money report.
  - The committee monitors the performance of the internal and external auditors and has considered and endorsed the recommendation that the PCC and Chief Constable opt into the next round of national appointment arrangements being coordinated by the Public Sector Audit Appointments for the period 2023/24 through to 2027/28.
  - The Chair was invited to a session reviewing the draft new Police and Crime Plan following the Commissioner's election.

#### 4 Membership of the Committee and Attendance Record

- 4.1 The committee comprises of five members and is chaired by Sue Davis. The other members are Richard Hollands (Vice Chair), Cath Hannon, Charmaine Burton and Bhupinder Gakhal.
- 4.2 The Committee met on four occasions during 2021/22. The June 2021 meeting was represented by the Chair and Vice Chair whilst awaiting the appointment of new members following the PCC elections in May 2021. During 2021/22 all meetings held were quorate. The attendance of members was:

Table 1: Joint Audit Committee Attendance 2021/22

| Member            | No. of Meetings were attendance requested | Number of Meetings Attended |
|-------------------|---|-----------------------------|
| Sue Davis – Chair | 4   | 4                           |
| Richard Hollands  | 4   | 4                           |
| Cath Hannon       | 3   | 3                           |
| Charmaine Burton  | 3   | 2                           |
| Bhupinder Gakhal  | 3   | 2                           |

- 4.3 In addition to the members, the Chief Executive, Chief Finance Officer, Head of Internal Audit, Deputy Chief Constable, Director of Commercial Services, representatives from external audit (Grant Thornton) and other officers, as appropriate, attended committee meetings.

#### 5 PRIORITIES FOR 2022/23

- 5.1 The committee's schedule of work for 2022/23 was approved in March 2022 and includes reviews of the internal and external annual audit plans, statements of accounts, annual governance statements, annual audit reports, internal audit updates, treasury management strategy, accounting policies, risk management strategy, risk registers, HMICFRS updates and anti-fraud and corruption arrangements.
- 5.2 Looking forward, the committee will be enhancing its effectiveness by developing in the following areas:
- Continue to build knowledge and awareness of members through establishment of a training programme, including training on areas within the work programme such as treasury management and external audit.
  - Receiving a wide range of assurance on key corporate and strategic risks facing the PCC and Force, through scrutiny of risk registers, the risk-based approach to internal audit and on scrutiny of progressing areas for improvement identified by HMICFRS.
  - Continue to strengthen and support accountability by discussing governance, risk and control issues directly with responsible officers, where considered appropriate.
  - Promoting a strong ethical and counter fraud structure by maintaining oversight of the internal investigations, considering any revisions to the anti-fraud and corruption arrangements and monitoring the outcomes of National Fraud Investigation matches reported.
  - Assess internal audit against the Public Sector Internal Audit Standards (PSIAS) and review the effectiveness of internal audit through its regular reporting on performance.

Also contribute to the self-assessment against PSIAS and to the next external assessment of internal audit due to commence in June 2022.

- Consider any revisions made to Corporate Governance arrangements and maintain oversight of compliance through any updates from the internal Joint Corporate Governance Board and through review of the annual governance statements and work of internal audit.
- Towards the end of 2022/23, undertake a self-assessment against the CIPFA's Practical Guidance for Local Authorities and Police Audit Committees in light of the new membership of the committee. This will determine whether any further training and development is required.

## **6 CONCLUSION**

- 6.1 The committee's primary contribution to the PCC's and Force's strategic objectives is to ensure the governance, control, risk management and audit systems which underpin the work of the PCC/Force are sound, reliable, robust and secure.
- 6.2 This report gives an overview of the comprehensive range of work undertaken by the committee, which has enabled it to conclude that the Commissioner's / Chief Constable's system of checks and balances remain adequate and effective and that the overall arrangements for corporate governance are deemed satisfactory.
- 6.3 The committee recognises the significant challenges facing the Commissioner and the Chief Constable and aims to promote and support good governance. The continued openness of the Commissioner and Chief Constable and the value they place on the work of the Joint Audit Committee in assisting them to provide best value to local citizens is acknowledged. The committee saw new membership during the year and we embarked on several training sessions to build knowledge and awareness and this training will continue during the coming year to ensure we can maintain our customary vigorous levels of scrutiny.
- 6.4 I would like to thank my fellow committee members for their preparation, attendance and balanced and informed input throughout the year and officers for their support in enabling us to achieve our objectives during 2021/22.

**Sue Davis**  
**Chair Joint Audit Committee 2021/22**

## West Midlands Police and Crime Panel – Work Programme 2022-23

**Date:** 19 October 2022

**Report of:** Panel Lead Officer: Kevin O’ Keefe Chief Executive Dudley MBC

### Panel Members

Cllr Alex Aitken, Cllr Gareth Moore, Cllr Kath Scott – Birmingham City Council  
 Cllr Pervez Akhtar, Cllr Abdul S Khan – Coventry City Council  
 Cllr Paul Bradley, Cllr Kamran Razaq – Dudley Metropolitan Borough Council  
 Cllr Zahir Hussain, Cllr Danny Millard – Sandwell Metropolitan Borough Council  
 Cllr Alan Feeney – Solihull Metropolitan Borough Council  
 Cllr Suky Samra (Chair) – Walsall Metropolitan Borough Council  
 Cllr Jasbir Jaspal – Wolverhampton City Council  
 Kristina Murphy (Vice-Chair), Lionel Walker – Co-opted Independent Panel Members

### Officer Support:

Overview and Scrutiny Manager (Birmingham City Council): Amelia Murray (07825 979253)  
 Scrutiny Officer (Birmingham City Council): Sarah Fradgley (0121 303 1727)

### 1. Purpose of Report

The purpose of this report is to outline the current work programme for the Panel for 2022-23 with regards to its statutory requirements and standard items.

### 2. Recommendations

The Panel is recommended to:

- a) Consider the work programme for 2022-23 set out in the table at paragraph 3; and
- b) Make suggestions for additional agenda items relevant to the Panel’s remit.

### 3. Panel Work Programme – As at October 2022

| Meeting Dates     | Items  |
|-------------------|--|
| 25 July 2022      | <ul style="list-style-type: none"> <li>• Election of Panel Chair and Vice Chair</li> <li>• Panel Rules of Procedure and Panel Arrangements</li> <li>• Confirmation Hearing Chief Constable (statutory task)</li> <li>• PCC Police and Crime Plan – Progress and Performance</li> </ul> |
| 27 September 2022 | <ul style="list-style-type: none"> <li>• LGA Police and Crime Panel Webinar (10am)</li> </ul>  |
| 13 October 2022   | <ul style="list-style-type: none"> <li>• WMPCPC Member Training: Performance and Finance Scrutiny</li> </ul>   |
| 19 October 2022   | <ul style="list-style-type: none"> <li>• PCC Medium Term Financial Plan</li> <li>• PCC and WMP Joint Audit Strategy, work programme and annual report</li> <li>• Trailblazer Devolution Deal</li> <li>• Public Confidence in Policing WMPCP Inquiry: PCC Response</li> </ul>           |
| 11 November 2021  | <ul style="list-style-type: none"> <li>• Annual National Police (Fire) and Crime Panel Conference</li> </ul>   |
| 14 November 2022  | <ul style="list-style-type: none"> <li>• PCC Annual Report (statutory task)</li> <li>• Memorandum of Understanding between WMPCP and PCP</li> </ul>  |

| Meeting Dates                               | Items   |
|---|---|
| 9 January 2023                              | <ul style="list-style-type: none"> <li>• PCC draft policing precept and budget proposals 2023/24</li> </ul>   |
| 6 February 2023                             | <ul style="list-style-type: none"> <li>• Review of PCC's precept proposal (Statutory Task)</li> <li>• PCC Police and Crime Plan – Progress and Performance</li> </ul>   |
| 20 February 2023<br><i>Provisional Date</i> | <ul style="list-style-type: none"> <li>• <i>Provisional - if Precept Veto</i></li> </ul>  |
| 20 March 2023                               | <ul style="list-style-type: none"> <li>• Panel budget and expenditure annual monitoring</li> <li>• Panel annual complaints annual monitoring</li> <li>• PCC Police and Crime Plan – Progress and Performance</li> </ul> |

#### 4. Items to be programmed

- Member visits - A programme of visits may be developed to support the Panel's activity.
- Training – additional training may be identified by Panel members
- Annual address of the Chief Constable

#### 5. Legal Implications

There are no immediate legal implications arising from this report

#### 6. Financial Implications

There are no financial implications arising from the recommendations set out in this report.

#### 7. Public Sector Equality Duty

This Police and Crime Panel is a joint committee of West Midlands Local Authorities. Therefore, it has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Panel should ensure that it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering how policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; whether impact on particular groups is fair and proportionate; whether there is equality of access to services and fair representation of all groups within the West Midlands; and whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

The Panel should ensure that equalities comments, and any recommendations, are based on evidence.