



Joint Independent Audit Committee

**ANNUAL REPORT
2018/19**

Chairman's Foreword

I present to you this annual report of the South Yorkshire Police and Crime Commissioner (PCC) and Chief Constable's Joint Independent Audit Committee (JIAC) which gives an overview of the role and function of the committee and how it supports the effective discharge of business. This report covers our work during the period from 1 April 2018 to 31 March 2019.

Audit Committees are an essential element of good governance providing independent and effective assurance about the adequacy of governance, risk management and control frameworks, and overseeing the financial management and annual governance processes. They oversee internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place. Our Committee helps to raise the profile of the benefits and need for effective governance arrangements and contributes to enhancing public trust and confidence.

In 2018/19, the JIAC has continued to support the Office of the Police and Crime Commissioner in strengthening the PCC's 'holding to account' arrangements and recognises the part played by the Chief Constable and the Senior Leadership Group (SLG) in responding to this challenge.

For the year of this report the Committee has confirmed, through briefings, reports on audit findings and discussion with senior officers, that appropriate governance, risk management and strong financial controls were embedded in daily business. Where areas for improvement have been identified, processes and action plans are in place to ensure that the necessary action is taken. The action plans are being monitored by the Committee to ensure timely implementation.

As police budgets continue to come under pressure, in 2019/20 a particular focus of JIAC will be to continue to play a proactive part in monitoring the achievement and impact of savings plans in conjunction with the Performance and Efficiency Group

Further focus will be on the Strategic Concern Register being developed as part of the organisational infrastructure work and the outcome of the assurance mapping to develop a risk based assurance framework.

As my term of office finishes in September 2019, this will be my last report as Chair. I would like to place on record my thanks to staff of both the Force and OPCC for their support and guidance during my six years on the Committee and wish them well for the future. I also wish to thank past and present members of the Committee for their commitment, contributions and support.

Melvyn Lunn

**Chair of the Joint Independent Audit Committee of the
South Yorkshire Police and Crime Commissioner and Chief Constable**

Members of the Committee

The Joint Independent Audit Committee (JIAC) currently has 4 members:

Melvyn Lunn (Chair)

A Chartered Accountant with over 40 years experience in both the public and private sector covering external audit, internal audit, and commercial management, spending 18 years as a Finance Director in clothing manufacture and retailing.

Now retired from his own accountancy practice but has a portfolio of non-executive appointments; Management Board Member/Trustee and Chair of Audit and Risk Committee of Sheffield Mutual Friendly Society, Trustee of South Yorkshire Community Foundation, Chair of Barnsley Community and Voluntary Services, Chair of Doncaster West Development Trust and Treasurer/Trustee of Silverwood Scout Camp.

Melvyn was formerly Audit Committee Chair of NHS Barnsley and NHS South Yorkshire and Bassetlaw, Chair of the Berneslai Homes Audit Committee and a co-opted independent member of the Barnsley MBC Audit Committee.

Phil Parkin (Vice-Chair)

A CIPFA and CIMA accountant who worked for the Audit Commission for 27 years up to November 2011. Managed external audits at both local authorities and the NHS in and around South Yorkshire. Role as an external auditor included the audit of financial accounts, value for money and corporate governance.

Phil spent two years on a secondment, during which he researched and wrote a guide to regularity audit in the NHS (***Finger on the Financial Pulse***). Also spent time working in Poland helping the Polish Government to develop audit procedures for its local authorities.

Phil's term of office ended on 30 September 2018.

Ian Falconer

A CIPFA accountant with over 30 years of audit and accountancy experience, helping organisations in most parts of the UK's not for profit sector. For almost 20 years acted as external audit or internal audit partner to many local authorities, universities, colleges, government departments, health bodies, social landlords and grant funded bodies (latterly with Grant Thornton UK LLP). Also worked with a number of regulatory bodies, advising on professional standards for governance and audit.

Ian is also Treasurer of the Sheffield Music Academy, Chair of Audit & Risk Assurance at The Sheffield College, Board member of Arches Housing, and Chair of Audit & Risk Assurance of Futureworks Training Ltd.

Sandi Carman

Over 25 years' experience working in NHS acute, community, and commissioning organisations. Sandi's career started in Occupational Therapy in Sheffield and she has since gained a wealth of experience in operational and leadership roles across the region.

Sandi holds a Master's degree in Health Care Practice, IoD Diploma in Company Direction and has achieved the NHS Leadership Academy Award in Executive Healthcare Leadership. She is employed as Assistant Chief Executive for Sheffield Teaching Hospitals NHS Foundation Trust.

Sandi is a Director of Legacy Park Limited and a Non-Executive Director for South Yorkshire Housing Association.

Julie Gill

Seasoned executive with over 25 years strategic and operational management experience gained in a demanding and highly regulated financial services company in Sheffield as a board member, Company Secretary and senior executive. This enables her to bring a wealth of experience in governance; risk management and financial monitoring to complement the existing Joint Independent Audit Committee members.

Her other interests include working as a School Governor for Bradfield School and being a Director/Trustee and volunteer for the Cathedral Archer Project in Sheffield.

The JIAC was established in 2013. The Committee met five times during 2018/19 up to and including the meeting held on 20th March 2019.

Attendance has been very good demonstrating a commitment to the role and the function of independent challenge and assurance.

The table below shows the attendance of the members of the Committee during the year.

Audit Committee Member	Possible Meetings	Meetings Attended
Melvyn Lunn (Chairman)	5	5
Phil Parkin (Vice-Chairman)	3	2
Ian Falconer	5	4
Julie Gill	5	4
Sandi Carman	5	3

Total Possible Attendances	23
Total Actual Attendances	18
Percentage Attendance	78%

The Work of the Joint Independent Audit Committee during 2018/19

The JIAC's terms of reference cover the following areas (more detailed information is available at Appendix A):

- Internal Control Framework
- Corporate Risk Management
- Governance Framework
- Financial Reporting/Accounts
- Other Sources of Assurance, including any issues referred to it by the Statutory Officers of the OPCC and SYP, reports of HMICFRS, external review agencies and internal inspections and reports of the Regional Collaboration Board and any other regional boards.

Set out below are the JIAC's main areas of focus for 2018/19.

Corporate Risk Management

The JIAC has continued to consider strategic risk registers for the OPCC and Force during 2018/19 and was able to provide assurance that both organisations' strategic risk management arrangements continued to operate and that good progress continues to be made in building more effective ways to manage the strategic risks identified.

Statement of Accounts

In 2018, the JIAC was able to provide assurance that the Force and OPCC would be able to comply with the new statutory timetable for completing the annual Statement of Accounts. However, members were extremely disappointed that, given the excellent work done by the Force and OPCC to prepare the accounts early, KPMG had not finished its work to the same timetable and was unable to report on both accounts and give audit opinions until much later. Grant Thornton have replaced KPMG as external auditors for 2019.

Annual Governance Statement

Members congratulated the OPCC and Force on their Annual Governance Statements which were considered much improved documents on previous years.

Internal Audit

The JIAC has received regular progress reports during 2018/19 regarding Internal Audit activity. Such reports have provided detailed information regarding the planning of and achievement of recommendations by management and the performance of the Internal Audit function itself.

During 2016/17 members had expressed concern with the continuing revisions and the slow progress being made against some long-standing recommendations and were unable to provide assurance that sufficient progress was being made against the overdue actions in the Internal Audit progress report and requested further justifications. In 2017/18 members noted a significant reduction in the average time taken to action recommendations from Internal Audit on the previous year.

In 2018/19 the JIAC continued to monitor the average time taken to action recommendations and were content that they continued to be actioned in a timely manner.

Members were provided with information on the Force's process for progressing Internal Audit, External Audit and HMICFRS actions and recommendations which provided assurance that progress continued to be made against the particular risks identified.

Risk Management

During 2018 the OPCC has revisited its approach to the PCC's strategic risk management arrangements. The risk management arrangements support the delivery of the OPCC Business Plan which describes how the OPCC's activity directly contributes to achievements of the Police and Crime Plan or how the OPCC supports the PCC's monitoring of the contributions of the Plan's delivery by SYP and partners. Following receipt of further information members were assured that the PCC/OPCC's risk arrangements are adequate and that they are being effectively managed.

Members were assured that the Force's current risk management process is embedded and working effectively. However, during the Autumn of 2017 Internal Audit worked specifically with the SCT which resulted in the development of a new approach to strategic risk management and a focus on governance overall. This new 'organisational infrastructure' (OI) approach is now being implemented reflecting a significant change in the culture of risk management and the general approach to governance accountabilities. From 1 April 2019 the Force's Risk Register will be changing as part of the Organisation Infrastructure work and retitled Strategic Concern Register.

During 2019/20 the JIAC will monitor the OPCC and Force's new risk management arrangements.

Governance

During 2018/19 an assurance mapping exercise has been taking place to review the effectiveness of the PCC's and CC's assurance arrangements, and seek to simplify and streamline them. The development of such an assurance mapping exercise is a logical extension of existing risk management arrangements for both PCCs and CCs. On completion of this mapping a risk based assurance framework(s) can be developed.

The JIAC have been frustrated at the length of time this work is taking and this will be a key focus of 2019/20.

General

As well as reflecting on the work undertaken in 2017/18 it is important to highlight some of the areas of risk the OPCC and Force are likely to face and the implications on controls, risk and governance.

The biggest factors likely to place a risk on the PCC's and CC's ability to maintain an adequate and effective control, risk and governance framework are the continuing financial pressures and therefore achieving the agreed budget savings, coupled with the change/transformation programme. Both the OPCC's SLT and the Force's SCT will need to be focussed on implementing the necessary changes whilst ensuring an appropriate and effective control and governance framework – i.e. 'staying safe'.

The acknowledgement and acceptance that there is scope to improve the overall oversight and management of strategic risk and the framework of internal controls is a considerable positive. This further demonstrates the Force's openness and general appetite to change and improve key aspects of strategic governance.

The 2018/19 Internal Audit Plan continues to aim to support the Senior Management Teams through this change programme as well as focus on particular areas of activity and responsibility identified as higher risk. Of particular focus is the adoption of the new organisational infrastructure approach mentioned above. This new approach has implications on the 2019/20 audit plan which will need to be revisited and reviewed in the light of work currently being undertaken. The Committee will receive reports on this during the year to ensure that the OI work becomes embedded within the force as they are concerned that this is a new approach not tested in any other organisation.

As mentioned above, during 2017/18 and 2018/19 the Head of Internal Audit has been working with South Yorkshire Police on an organisational infrastructure approach. Members raised concern last year on the impact this may be having on the delivery of the Audit Plan. It was acknowledged that whilst the work undertaken was useful, not enough progress had been made to inform the annual governance review or to assist in the development of this year's Police and Crime Plan refresh. This has remained the case for 2018/19 and will continue to be a focus for 2019/20.

During 2018/19 members expressed concern at the quality and content of some of the reports. Members felt that whilst reports provided the outcome of a process they did not identify what the results were. They would like to see better signposting around what JIAC's role is in relation to the report as per the work programme. Focus on this will continue in 2019/20.

Regional Governance

In 2005, the four chief constables and the former four police authorities (those previously charged with governance of policing) in Humberside, North Yorkshire, South Yorkshire and West Yorkshire, came together with a view to progressing collaboration. These arrangements are governed through the Regional Collaboration Board. In addition, a Strategic Partnership between Humberside Police and South Yorkshire Police is also now in place.

Through 2016/17, 2017/18 and 2018/19 the JIAC has continued to request further information on the existing regional governance arrangements including regional audit work. The Committee expressed concern at the inability to provide assurance that the regional collaborative arrangements are efficient and effective and that there are sound governance arrangements in place. This continued to be a focus during 2018/19.

Members welcomed an update on Force collaborative working which provided members with the background and progress made on collaboration. Whilst member acknowledged there was more work to be done they were assured by the positive work being undertaken.

Performance of the Joint Independent Audit Committee

The Committee continues to perform well with a clear demonstration that its members have the necessary skills, expertise and commitment to ensure the Committee is as effective as possible and contributes to the delivery of the Police and Crime Plan.

Terms of Reference

During 2016/17 the Office of the Police and Crime Commissioner (OPCC) reviewed the PCC's Holding to Account Arrangements. Following consultation with members, the JIAC Terms of Reference were updated as part of this review. In 2017 a review of how the Committee discharges its functions was revisited to ensure there is alignment

with its Terms of Reference. The Committee was satisfied that its Terms of Reference covered all aspects of the Holding to Account Arrangements.

During 2018/19 the review of the Committee's Terms of Reference has been put on hold until the assurance mapping work has been completed.

Plans for the next 12 months

For 2019/20 the Committee will:

- Continue to focus on a positive, constructive approach to support the development, implementation and improvement of the governance, control and risk arrangements across the service. A particular focus will be on the Strategic Concern Register being developed as part of the organisational infrastructure approach.
- Develop Members' existing skills to help them to fulfil their responsibilities by providing or facilitating training based on annual performance reviews.
- Support the continued production of high quality and compliant statutory accounts and general good practice in financial management.
- Help to further increase awareness within the service of its governance arrangements and responsibilities.
- Continue to support the continued development and alignment of risk management.
- Play a critical role in the governance arrangements of any collaboration arrangements including regional internal audit work.
- Following completion of the assurance mapping exercise, build better and more integrated assurance.
- Continue to monitor the savings plans in conjunction with the Performance and Efficiency Group.

The JIAC looks forward to continuing to work collaboratively with the PCC and the Chief Constable in 2019/20 to further enhance governance, control and risk management arrangements.

JOINT INDEPENDENT AUDIT COMMITTEE

TERMS OF REFERENCE

Purpose of the Audit Committee

The Audit Committee is responsible for enhancing public trust and confidence in the governance of the Office of the Police and Crime Commissioner (OPCC) and South Yorkshire Police (SYP). It also assists the PCC in discharging statutory responsibilities in holding the Force to account. This is achieved by:

- Advising the PCC and Chief Constable of SYP (CC) according to good governance principles.
- Providing independent assurance on the adequacy and effectiveness of the OPCC and SYP internal control environment and risk management framework.
- Overseeing the effectiveness of the framework in place for ensuring compliance with statutory governance requirements and securing value for money.
- Independently scrutinising financial and non-financial performance to the extent that it affects the OPCC's and SYP's exposure to risk and weakens the internal control environment.
- Overseeing the financial reporting process including the Annual Governance Statement.

Meetings

The frequency and timing of meetings will ensure that the Committee is able to fulfil its responsibilities relating to the functions specified below.

The Committee will, under normal circumstances, meet at least four times per year scheduled during the financial year to coincide with its key responsibilities and functions.

The quorum for the Committee will be three members.

Responsibilities of the Audit Committee

The Audit Committee has the authority to investigate any activity within its terms of reference and the right of access to obtain all the information and explanations it considers necessary, from whatever source, to fulfil its remit.

The Audit Committee is a non executive function of the organisations.

Function	How discharged	Lead Officer(s)	Frequency	JIAC Action / Output
Internal Control Framework				
<p>To assure the PCC and CC that the internal control framework in operation within the OPCC and SYP remains adequate and effective, and to advise on improvements as appropriate. To include discrete assurances on (but not be limited to):</p> <ul style="list-style-type: none"> • the internal financial control environment • insurance arrangements • treasury management • value for money arrangements • process for complaints against the OPCC and SYP and their staffs • audit follow up arrangements. 	Via Internal Audit annual programme of reviews and other commissioned work	HoIA	Annual (March)	Advise PCC/CC on Annual IA Plan (& update advice as necessary during year in response to changing risk profile)
	Via External Audit Annual Audit Letter (incl. VFM opinion)	KPMG	Each meeting	Receive summary reports from HIA on completed reviews & HIA's Annual Report, and advise PCC/CC on assurance provided (commenting on any recommendations to strengthen ICF)
			Annual	Advise PCC/CC on appropriateness of proposed EA Plan Receive EA External Audit Letter and advise PCC/CC on assurances provided
Corporate Risk Management				
<p>To assure the PCC and CC that the OPCC and SYP corporate risk management strategy and framework for assessing and managing key risks to the OPCC and SYP remains adequate and effective, and advise on improvements to the framework as appropriate.</p> <p>To the extent that the Committee itself becomes aware of emerging potential risks, or possible changes to the</p>	Via IAS's annual review of risk management arrangements	HoIA	Annual	Advise PCC/CC to include review of RM arrangements in Annual IA Plan
	Via consideration of PCC and Force risk registers, together with Committee's	OPCC Chief Executive / DCC/Force	Every meeting	Review risk registers having particular regard to changes since last meeting. Consider

Function	How discharged	Lead Officer(s)	Frequency	JIAC Action / Output
assessment of current risks, to advise the PCC and CC on matters to be re-considered.	own horizon scanning & review of external reports (e.g. HMIC)	Director of Resources		whether changes reflect Committee's own view of changing risk profile, and advise PCC/CC accordingly on continued effectiveness of risk management process and whether any changes required to Annual IA Plan &/or other assurances need to be commissioned.
Governance Framework				
<p>To assure the PCC and CC that the process for producing the Annual Governance Statement (AGS) for publication with the annual accounts (together with associated improvement action plans) is adequate and effective, such that the content of the draft AGS is accurate and soundly based, and advise on improvements to the process and/or amendments to the draft AGS as appropriate.</p> <p>To assure the PCC and CC that the policies and procedures of the OPCC and SYP have been reviewed each year and align to relevant professional standards and statutory requirements, and advise on the appropriateness and completeness of any proposed updates.</p> <p><i>NB</i> the policies and procedures to be updated annually include (but are not limited to):</p> <ul style="list-style-type: none"> • financial regulations and procedures, including contract standing orders and procedures • codes of conduct and behaviour, including anti-fraud and anti-corruption and whistleblowing arrangements • insurance arrangements • treasury management • the process for dealing with external complaints 	Via PCC's and CC's annual governance review process supported by appropriate IA reviews	OPCC Chief Executive and Solicitor DCC / Director of Resources	Annual	<p>Review the arrangements in place for the annual review of the effectiveness and compliance with the PCC's and CC's governance arrangements.</p> <p>Consider if those review arrangements have been effective and advise the PCC and CC as to any improvements in process or in the proposed outcome of the annual review.</p> <p>Consider the draft AGS and be satisfied that it has been prepared using the results of the annual review process and that it reflects the Committee's understanding of the control, risk and</p>

Function	How discharged	Lead Officer(s)	Frequency	JIAC Action / Output
<ul style="list-style-type: none"> information governance (information management, information security, records management, FOI/DPA legal compliance). 				governance matters affecting the PCC and CC.
Financial Reporting/Accounts				
<p>To review the draft Annual Statement of Accounts and to advise the PCC and CC on the continued suitability of accounting policies and major areas of judgement, e.g. provisions, and advise on changes and/ or improvements as appropriate.</p> <p>To advise the PCC and CC on their response to the external auditor's report to those charged with governance on issues arising from the audit of the accounts, focussing on any significant adjustments and material weaknesses in internal control reported by the external auditor.</p>	<p>Via briefing on preparation and content of the annual accounts.</p> <p>Via formal presentation of draft and final accounts</p>	OPCC CFO & Force DoR	Annual	<p>Consider the draft and final accounts to understand and gain assurances about the compliance with accounting standards and practices, the appropriateness of areas of judgement and estimate and their suitability as a public document.</p> <p>Obtain assurances that all matters raised by the External Auditor have been taken into account and reflected where appropriate into the final accounts.</p>
Other sources of assurance				
<p>To assure the PCC and CC that the implications for the internal control framework, risk management arrangements and governance framework of any issues referred to it by the Statutory Officers of the OPCC and SYP have been considered and to advise on improvements as appropriate.</p> <p>To assure the PCC and CC that the implications for the internal control framework, risk management arrangements and governance framework of any issues arising from the reports of HMIC, external review agencies and internal inspections have been considered and to advise on improvements as appropriate.</p>	<p>Via periodic reports from Officers or as commissioned by the Committee.</p> <p>Via regular update and specific reports regarding the outcome of HMIC (and other review agencies).</p>	<p>OPCC Chief Executive & Solicitor / CFO / DoR</p> <p>OPCC Chief Executive & Solicitor / DCC</p>	<p>As required</p> <p>Each meeting</p>	<p>Receive and consider the reports and advise the PCC and CC regarding the assurance obtained.</p> <p>Consider the implications contained in the reports and seek assurances regarding the actions taken and improvements made in the relevant aspect of the</p>

Function	How discharged	Lead Officer(s)	Frequency	JIAC Action / Output
To assure the PCC and CC that the implications for the internal control framework, risk management arrangements and governance framework of any issues arising from the reports of the Regional Collaboration Board and any other regional boards have been considered and to advise on improvements as appropriate.	Via update and specific reports regarding matters arising from collaboration / regional activities.	OPCC Chief Executive & Solicitor / DCC	Each meeting	control, risk or governance framework.
Maintaining appropriate sources of assurance				
To advise the PCC and CC on the appointment, reappointment, dismissal and remuneration of the internal auditors, external auditors and any other assurance providers the Committee considers are required to deliver assurances on the OPCC and SYP internal control framework, risk management arrangements and governance framework, and to establish that all such assurance providers adhere to relevant professional standards.	Via specific involvement in the processes necessary in the appointment, reappointment, dismissal and remuneration of the internal auditors, external auditors and any other assurance providers.	OPCC Chief Executive & Solicitor / Force DoR	As required	Provide advice and challenge to ensure rigour in the relevant process.
<p><u>Internal Audit</u></p> <p>To consider and advise the PCC and CC on the Internal Audit Strategy and annual programme of work for the Internal Audit Service (IAS), including the Regional Audit Team.</p>	Via relevant reports from the HoIA	HoIA HoIA	Annual and each meeting	Receive the IA Annual Strategy, Plan of Work and Quarterly progress reports and consider the effectiveness of the IA function, the basis of annual planning and the delivery of the plan throughout the year and advise the PCC / CC regarding deficiencies in the IA function.

Function	How discharged	Lead Officer(s)	Frequency	JIAC Action / Output
<p>To advise the PCC and CC on variations to the annual programme of work to be considered in response to emerging or changing strategic risks.</p> <p>To receive all reports commissioned from the IAS (assignment reports, progress reports and the Head of Internal Audit Annual Report and annual opinions on the internal control framework, risk management arrangements and governance framework of the OPCC and SYP) and management's responses to those reports, and to monitor the implementation of agreed actions.</p> <p>To oversee and give assurance to the PCC and CC on the provision of an adequate and effective IAS (including resources).</p> <p><u>External Audit</u></p>	<p>Via quarterly progress reports</p> <p>Via Quarterly progress reports and specific assignment reports as requested and the HoIA Annual report</p> <p>Via periodic and annual reports of the effectiveness of the IA function</p>	<p>HoIA</p> <p>HoIA</p> <p>HoIA</p> <p>KPMG</p>	<p>Each meeting</p> <p>Each meeting / annual</p> <p>Annual</p> <p>Periodic and annual</p>	<p>Consider the progress report and the delivery of the plan and advise the PCC / CC of the assurances received regarding progress and any issues emerging.</p> <p>Consider the progress report and the findings and recommendations made and advise the PCC / CC as to the assurances obtained regarding the performance of IA work and the management action taken or planned to address issues raised.</p> <p>Consider the HoIA Annual Report and the assurances received regarding the adequacy and effectiveness of the control, risk and governance framework and review the appropriateness of any issues included in the AGS.</p> <p>Consider reports on the effectiveness of the IA function and advise the PCC / CC on the assurances provided.</p>

Function	How discharged	Lead Officer(s)	Frequency	JIAC Action / Output
<p>To consider and advise the PCC and CC on the annual programme of work for the external auditor.</p> <p>To receive the external auditor's Annual Governance (ISA260) Report, Annual Audit Letter and any other reports; and management's responses to those reports, and to monitor the implementation of agreed actions.</p> <p>To oversee and give assurance to the PCC and CC on the provision of an adequate and effective external audit service (including resources).</p>	<p>Via External Audit annual plan.</p> <p>Via annual and progress reports</p> <p>Via progress reports and general observation</p>	KPMG	<p>Annual</p> <p>Each meeting and annual</p> <p>Each meeting</p>	<p>Consider the proposed plan and advise the PCC / CC regarding the assurances provided.</p> <p>Consider reports and advise the PCC / CC as to the assurances provided regarding the management response and actions.</p> <p>Consider the performance and adequacy of the External Audit and advise the PCC / CC as to any concerns and the action necessary.</p>
Operating Arrangements				
<p>An annual review of the performance of the Audit Committee will be undertaken against best practice standards and Terms of Reference.</p>	<p>Via annual programme of individual and collective self-assessment against recommended best practice.</p>	<p>Governance Manager / Chair of JIAC</p>	<p>Annual</p>	<p>Undertake individual self-assessments and participate in annual performance review making a commitment to undertake any necessary training and development to ensure continuous improvement.</p> <p>Advise the PCC / CC regarding any recommendations for changes to the Committee.</p>

Terms of Office

Each member may serve a maximum of two terms of three years.

In order to avoid a situation of recruiting a whole new membership at the end of a term of office, the initial appointments have been made in the following schedule:

Member	Initial Term	End of 1st Term	End of 2nd Term
Melvyn Lunn	3 years	30/09/16	30/09/19
Philip Parkin	2 years	30/09/15	30/09/18
Ian Falconer	2 years	15/06/17	15/06/20
Julie Gill	3 years	23/03/20	23/03/23
Sandi Carman	3 years	23/03/20	23/03/23

Terms are deemed to have commenced on 1st October 2013 for the purposes of the annual review.

Members will undertake an annual performance review in May/June each year which will form the basis of determining a second three-year term.