



Office of the
**Police and Crime
Commissioner**
for Warwickshire

Joint Annual Governance Statement 2023/24

Warwickshire Police and Crime Commissioner
and Warwickshire Police

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1. Introduction

This 'Annual Governance Statement 2023/24' is a regulatory requirement and is presented as a joint document for the Warwickshire Police and Crime Commissioner (PCC) and Chief Constable. It explains how the Chief Constable of Warwickshire Police (WP) and the Warwickshire PCC who have a duty to ensure robust governance arrangements are in place, have complied with their published joint corporate governance framework for the year ended 31 March 2024, including plans for the financial year 2024/25.

2. Scope

The PCC and Chief Constable are responsible for ensuring all business is conducted in accordance with the law and proper standards, and the public money allocated to them is safeguarded, properly accounted for, and used economically, efficiently and effectively. To discharge this responsibility, they must put in place proper arrangements for governance, including arrangements for managing risk. Their legal duties and responsibilities are clearly defined within the following:

- Police Reform and Social Responsibility Act 2011
- Policing Protocol Order 2023
- Financial Management Code of Practice for the Police and Fire & Rescue Services 2018

Under the 2011 Act, the PCC is the recipient of all funding, including government grant, precept and other sources of income related to policing and crime reduction, and all force funding must come via the PCC. How this money is allocated is a matter for the PCC in consultation with the Chief Constable, who provides professional advice and recommendations on policing to the PCC. However, the PCC is ultimately accountable to the public for the management of the Police Fund.

The Policing Protocol Order 2023 requires both the PCC and Chief Constable to abide by the seven principles of personal conduct set out in 'Standards in Public Life: First Report of the Committee on Standards in Public Life' (commonly known as the 'Nolan Principles'), i.e., 'Selflessness', 'Integrity', 'Objectivity', 'Accountability', 'Openness', 'Honesty' and 'Leadership'.

The PCC and Chief Constable share a joint corporate governance framework, which sets out how governance operates. This framework is consistent with the principles of the CIPFA/SOLACE guidance 'Delivering Good Governance in Local Government,' and was fundamentally reviewed during 2023/24.

<http://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition>

This statement explains how the PCC and Chief Constable have complied with the Code and meet the requirements of the Accounts and Audit Regulations 2015

(amended 2022), regulation 6(1) (b), which requires all relevant bodies to prepare an annual governance statement (AGS).

3. The Purpose of the Corporate Governance Framework

Governance comprises of the arrangements put in place to ensure that the intended outcomes are defined and achieved. In the public sector, the fundamental function of good governance is to ensure that the entities (meaning the PCC and Chief Constable) achieve their intended outcomes whilst always acting in the public interest.

The Joint Corporate Governance Framework sets out the systems and processes, culture and values by which the PCC and Chief Constable manage their respective roles and responsibilities. This includes their leadership arrangements, methods of engagement and accountability to the communities they serve. This enables them to monitor the achievement of strategic objectives and to consider whether appropriate, cost-effective services have been delivered.

The Framework establishes a system of internal control designed to manage risk to an acceptable level in accordance with the “risk appetite”. The system of internal control is an on-going process designed to identify, prioritise and manage risks. It cannot eliminate risk entirely and seeks to provide reasonable, rather than absolute, assurance of effectiveness. The PCC’s risk management process has been fundamentally reviewed during 2023/24 and the risk management policy has been more recently updated to reflect the current arrangements.

The Joint Corporate Governance Framework and the scheme of delegation detail the arrangements for decision making which uphold the principles of the Policing Protocol Order and designed to ensure an effective and constructive working relationship between the PCC and Chief Constable. These documents can be found on the OPCC website and remain applicable to the financial year which ended on 31 March 2024.

3.1 Key elements of the Governance Framework

The PCC and Chief Constable have separate statutory responsibilities within their own organisations. They also work together to ensure that Warwickshire Police is working effectively and is held accountable for the standard of service delivered to the public. The PCC and Chief Constable are two separate legal entities. The Joint Corporate Governance Framework sets out the strategic and operational controls designed to facilitate the delivery of the Police and Crime Plan, and outlines the structures, processes, risk management and other internal control systems that will help to achieve this.

The Police and Crime Plan sets out the PCC’s key strategic objectives, which informs the policing priorities for the force. The PCC and Chief Constable are responsible for putting in place proper arrangements for the governance of activities and the management of resources. Their respective senior management teams

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undertake these tasks, with members of each meeting monthly at the Governance and Scrutiny Board, which forms part of the formal shared governance arrangements.

The financial management arrangements for the PCC and Chief Constable are compliant with the governance requirements set out in the CIPFA Statement of the Role of the Chief Financial Officer in Local Government (2015) as set out in the CIPFA SOLACE Delivering Good Governance in Local Government: Framework (2016 Edition). The Chief Finance Officer (CFO) of the OPCC and the CFO of the Chief Constable carry out their duties with due regard to the principles set out in the CIPFA Role of CFO's in Policing (March 2021).

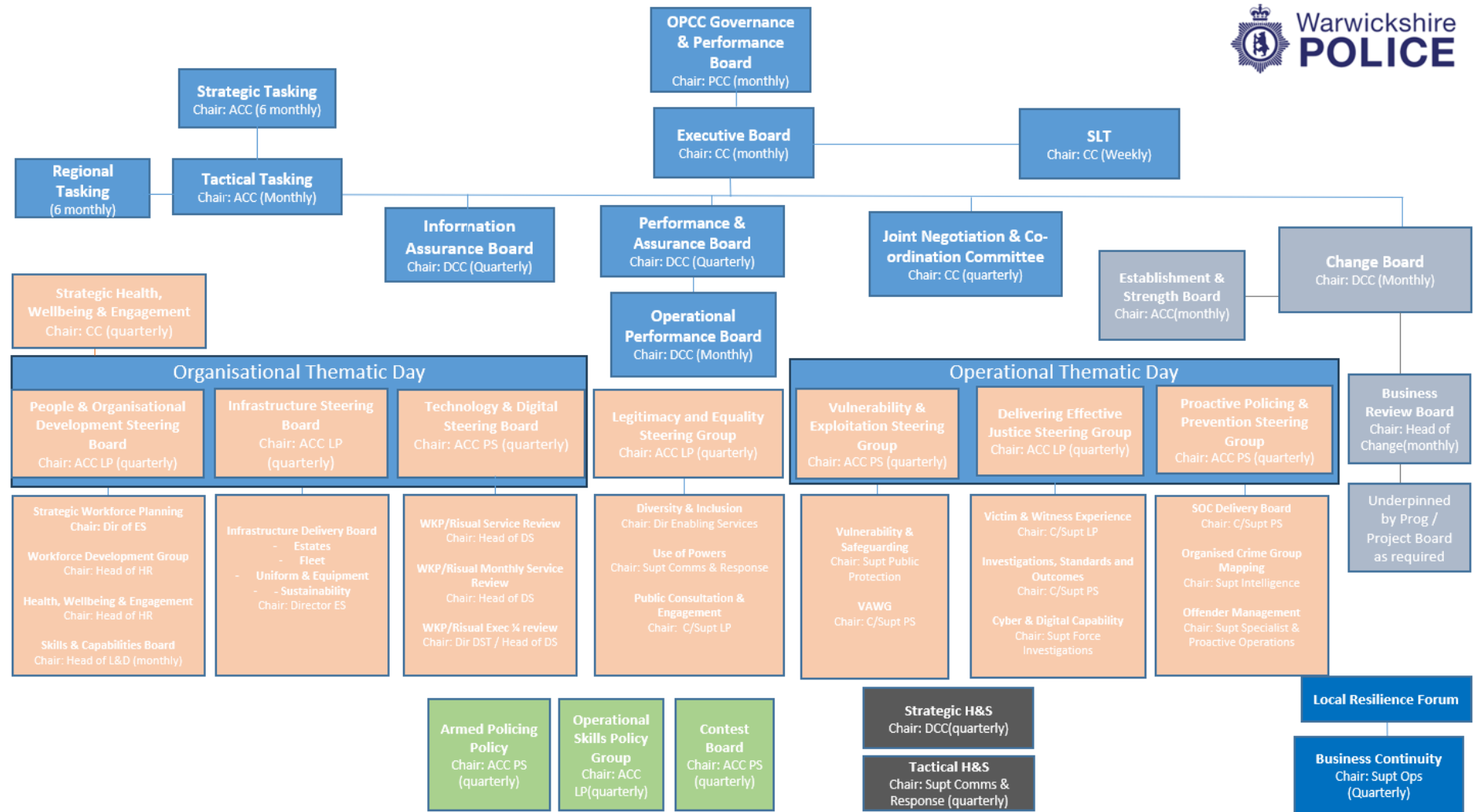
The PCC and Chief Constable receive a variety of information which enables them to have a clear understanding on the effectiveness of the governance arrangements, including the system of internal control. This is informed primarily by the annual internal audit opinion, reports made by the independent external auditor, the opinion of HMICFRS, the annual report and views of the JASC, and the work undertaken by the insurance, and legal teams on risk management. These findings inform the review of the Corporate Governance Framework, which is reviewed annually, and which was more fundamentally reviewed during 2023/24, for adoption in 2024/25.

3.2 Governance Structure

The diagram below outlines the governance structure that was in place in 2023/24. It outlines the various force governance meetings which outlines priorities, sets the direction and agrees delivery plan options. Members of staff from the OPCC attend some of these meetings, in an advisory, information gathering and oversight function capacity, but other more formal governance meetings are held by the PCC to ensure that the force are effectively held to account.

The PCC and Chief Constable share a Joint Audit and Standards Committee (JASC) that receives a variety of reports in line with its terms of reference and meets formally on a quarterly basis. The Committee also holds informal meetings occasionally throughout the year. JASC provides independent assurance on the adequacy of the risk management framework, the internal control environment, and the integrity of the financial reporting, ethics and standards and annual governance processes. To facilitate this, JASC have developed their own assurance map, with support from OPCC and force staff, which outlines three levels of controls for seeking assurance in key governance/service areas. The assurance map has been shared with key stakeholders and will continue to be developed, updated and used alongside the formal framework documents.

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The Chartered Institute for Public Finance and Accountancy (CIPFA) 'Delivering Good Governance Framework for Public Services' sets out seven good governance core principles. The document is available in full of the CIPFA website. However, the governance arrangements that have been put in place for the PCC and Chief Constable and how they adhere to these principles are set out below: -

3.1 Principle A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Joint:

The PCC and the Chief Constable have developed and approved a 'Joint Corporate Governance Framework' which clarifies the working relationship between the PCC, Chief Constable, and their respective staff. This includes the code of corporate governance, the scheme of delegation and financial and contract regulations. The suite of documents were reviewed more fundamentally during 2023/24, to ensure that they remain up to date, are accurate and are presented in a user friendly format. The Corporate Governance framework is operated in a way that promotes openness, integrity and compliance with relevant laws, regulations and policies, and has been informed by the requirements of 'The Good Governance Standard for Public Services¹' and the Policing Protocol 2011. It is consistent with the seven Nolan principles of standards in public life, and the 'Police Code of Ethics²' which sets and provides a framework for upholding high standards of conduct and behaviour whilst both on and off duty.

Measures are in place to ensure that the PCC, and employees of the Office of the PCC (OPCC) and Warwickshire Police are not influenced by prejudice, bias, or conflicts of interest in dealing with different stakeholders. Several policies were recently reviewed and approved by the PCC, they include the code of conduct, whistleblowing, gifts and hospitality, decision making, managing complaints and safeguarding. Notifications of disclosable interests and a register of gifts and hospitality are published on the PCC's website. Warwickshire Police are in the process of reviewing several of their policies to ensure they remain relevant and up to date.

The PCC and Chief Constable have a Joint Audit and Standards Committee (JASC) to provide them with independent advice and recommendations on the adequacy of the governance and risk management frameworks, the internal control environment, financial reporting, ethics and standards, thereby helping to ensure efficient and effective assurance arrangements are in place. The Committee meets formally at least 4 times a year, with intermittent informal meetings as deemed appropriate. They receive reports and briefings on a number of specific areas. Members of the

¹ Standards in Public Life 2005. As amended by the 14th Report of the Committee on Standards in Public Life: Selflessness; Integrity

² Code of Ethics (College of Policing 2014)

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Committee have allocated themselves dedicated subject areas of interest, enabling them to build relationships and knowledge by working closely with key staff, often meeting outside of the formal meetings to understand processes and seek assurance on a one to one basis. Dip-sampling of complaints made against the police that are subject to investigation by the Professional Standards Department (PSD) is usually undertaken by a committee member, and is supported by the OPCC, with formal Ethics reports taken to Committee meetings.

Members bring a wide range of diverse experience and knowledge and add value through scrutiny, challenging and supporting officers and staff. The terms of reference of the Committee are reviewed each year, and the chair reports annually on the work and achievements of the Committee at year end. The Committee's agreed work programme, which is on the agenda of each meeting, seeks to ensure that the force and OPCC embrace the highest levels of integrity and ethical standards of behaviour, and the meeting agendas have been reviewed and timings revised to ensure adequate coverage of topical areas. During 2023/24 a JASC member has continued to attend the quarterly Police and Crime Panel meetings on a rotating basis and has reported back on any pertinent issues to the wider committee, thus building relationships and a more joined up approach and knowledge base.

The PCC and Chief Constable each have a specific role in the complaints process, outputs from reviews and findings are reported in the ethics reports to the JASC, along with any actions implemented based on the findings. The Warwickshire Police Professional Standards Department (PSD) role is to uphold the ethical and professional standards of the force by managing the application of police misconduct regulations, and the administration of complaints by members of the public against police officers and police staff below the rank of Chief Constable. The Professional Standards department includes the vetting team, who are responsible for ensuring compliance with vetting standards. Any complaints against the Chief Constable are dealt with by the PCC. The independent Police and Crime Panel (PCP) would deal with any formal complaints made against the PCC.

The PCC and Chief Constable both have respect for the rule of law and comply with all relevant laws and regulations. To ensure that they do not breach their legal powers intentionally or inadvertently they both appoint legal advisors to provide assurance and guidance upon lawful decision making. The PCC also has a Monitoring Officer, whose role it is to ensure legal compliance, effective governance and that the highest ethical standards are maintained.

The PCC and Chief Constable create the environment for all members of the OPCC and Force to be able to discharge their responsibilities in accordance with good practice. Any guidance originating from the key partners and bodies including the College of Policing and National Police Chiefs council (NPCC) is disseminated force-wide either by the in-house learning and development team, or other relevant stakeholders. Similarly, best practice for PCCs is obtained via the Association of Police and Crime Commissioners (APCC), Association of Policing and Crime Chief Executives (APAC2E) and Police and Crime Commissioners' Treasurers Society (PACCTS) and is disseminated amongst the OPCC staff.

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On a more general theme, the internal and external audit arrangements that exist across the PCC and force, also give assurance and provides the opportunity for issues to be raised to ensure that laws, regulations, policy and expenditure are complied with lawfully. Increasingly, internal audit work is focussing on all areas of business on a risk basis, rather than solely on financial matters, which provides an independent perspective more broadly on PCC and force activity.

PCC specific:

The Police Reform and Social Responsibility Act³ sets out the functions of the PCC and Chief Constable. This section covers issues specific to the PCC.

On his election, the PCC signed a code of conduct based on the Nolan principles, and this is published on the OPCC website along with the PCC's register of interest. For completeness, the protocol for managing the relationship and any conflicts between the leader of Warwickshire County Council and the Warwickshire PCC is also published.

The Act requires the PCC to have a Chief Executive and a Chief Finance Officer⁴.

The PCC's Chief Executive is the designated Monitoring Officer as well as the 'Head of Paid Service' for the purposes of the Local Government and Housing Act 1989, as amended by the Police Reform and Social Responsibility Act 2011. The Head of Paid Service aspect of the Chief Executive role means taking responsibility for the coordination and discharge of the PCC's functions and managing the OPCC and the staff within it. The Monitoring Officer's remit is to draw to the PCC's attention any actual or possible contravention of law, maladministration or injustice. Guidance from the Association of Police Authority Chief Executives (APAC2E) group is utilised to provide clarity as to the scope and extent of responsibilities and the detailed legal and statutory obligations that exist.

The PCC's Chief Finance Officer has responsibility under S151 of the Local Government Finance Act 1972, for finance and to ensure the dispersal of funds is appropriate and lawful. This post is supported by the various finance related policies and procedures. The PCC Chief Finance Officer also has statutory powers of intervention under S114 of the Local Government Finance Act 1988.

OPCC staff are covered by the terms and conditions of the Police Staff Council. The Office utilises the Force's People Services Function to act on their behalf on Human Resource and Organisational Development matters, as well as ensuring compliance with policies for computer usage, system access, IT services including data protection, information assurance and health and safety. In addition, IT and Financial Services provided by the Force are also utilised by the OPCC.

Staff work within the agreed organisational structure with job profiles and person specifications that ensure legal and statutory obligations are met and support the PCC's strategy and priorities. All post holders have been recruited in line with the

³ PRSRA11, S5 – 8

⁴ PRSRA11 Sch1 p6

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organisation's policies and procedures, including police vetting, and have the skills, experience and qualifications required to undertake their role. All staff have access to learning and development opportunities and attend seminars and other training events to ensure that they are up to date and aware of changes to guidance, legislation and practice across all services.

The PCC's role in dealing with complaints is articulated in the complaints policy. Essentially any member of the public dissatisfied with the outcome of a complaint investigated by Warwickshire Police, can make a representation to the PCC, for it to be reviewed. In 2023/24 a total of 31 reviews were conducted by the OPCC, of which 12 were upheld in that the handling and / or outcome of the complaint was not reasonable or proportionate. This meant that 15 were not upheld and for the remaining 4, the IOPC were identified as the relevant review body. In total, the OPCC have made 22 recommendations, of which all have been accepted. Learning is an integral part of every complaint and any lessons learned are used to continuously improve the service provided to Warwickshire communities.

The PCC also leads on police appeal tribunals (when a police officer is dismissed) and in cases where there might be consideration of pension forfeiture. During 2023/24 one pension forfeiture case was approved.

Force specific:

The force has 3 statutory officers: The Chief Constable (CC), Deputy Chief Constable (DCC) and a Chief Finance Officer, or Section 151 Officer (S151 of the Local Government Finance Act 1972).

The Chief Constable is responsible for delivering operational policing, having direction and control over the force's officers and staff. The Chief Constable holds office under the Crown but is appointed by the PCC. This role is accountable to the law for the exercise of police powers, and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. At all times the Chief Constable, along with officers and staff, are operationally independent in executing their duties to the communities that they serve.

The Deputy Chief Constable is a statutory postholder, who acts on behalf of the Chief Constable during any period of absence, thus ensuring there is always a senior executive officer available to exercise the post of Chief Constable.

The Chief Finance Officer (Section 151 Officer) is appointed under section 151 of the Local Government Act 1972 which requires every local authority, including police forces, to appoint a suitably qualified officer responsible for the proper administration of its affairs. The S151 Officer has statutory powers of intervention under S114 of the Local Government Finance Act 1988.

The Chief Constable's Fit for the Future strategy, outlines the strategic policing response to the Police and Crime plan and has three key themes as follows:

- Prevent and Protect – by working proactively to reduce crime and the harm experienced by our communities, particularly the most vulnerable.

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- Respond and Reassure – to ensure public confidence in Warwickshire police by delivering a high quality service to all
- Effective and Efficient – the delivery of first class operational policing is underpinned by first class organisational support services.

The College of Policing Code of Ethics sets out the key values for policing, which have been adopted in Warwickshire as public service, impartiality, integrity, and transparency. Operation Amethyst, which seeks to eradicate inappropriate behaviours by force employees is integral to these values, encouraging all members of staff to challenge and report behaviours that make others feel uncomfortable, embarrassed, intimidated, degraded or humiliated, to build an organisation where all are treated with dignity and respect.

The deeply shocking findings from reviews such as the Casey report (March 2023) and the Angiolini Review (March 2024) continue to erode public confidence in the service and remain to be a national focus. His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published their findings of an inspection of Vetting, Misconduct and Misogyny across the service (November 2022) which saw a significant number of recommendations for all forces and other agencies to progress. These recommendations have been evaluated and the force is progressing any gaps and reporting progress to the national lead for this area of business for monitoring and reporting to the Home Office.

Staff are appropriately trained to make ethical operational decisions within the framework of Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE). The National Decision Making Model (introduced across the service in 2013) which assists in making dynamic ethical decisions around a given situation or as a situation progresses. The force's Professional Standards Department (PSD) monitors standards and compliance

The Force Vetting Unit operates in line with the College of Policing Authorised Professional Practice (APP). As part of the national response to the HMICFRS November 2022 report, all forces have undertaken a historical data wash of staff to add additional rigour to processes already in place. On completion, no Warwickshire Police officer, staff or volunteer who went through the process has been referred for criminal or disciplinary action.

3.2 Principle B. Ensuring openness and comprehensive stakeholder engagement

Joint:

Both entities have consultation and engagement plans that have been developed in line with Police and Crime Plan priorities, and the Chief Constables Fit for the Future strategy. They set out how local people will be involved with the PCC and the force to ensure that they are part of the decision making, accountability and the future direction of police and crime matters in Warwickshire.

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Social media is used extensively by the OPCC and force to engage with the public, to run campaigns, to provide public updates on policing matters, to promote various public consultations run by the force and PCC and for general recruitment and communication. Other more traditional methods of engagement are also undertaken.

The PCC, DPCC and Chief Constable attend various local authority meetings across Warwickshire and provide formal briefings to local MPs, councillors and other stakeholders on topical policing matters and the precept.

The PCC chairs the Local Criminal Justice Board, which is also attended by force representatives. It meets regularly to consider and discuss the performance of the local criminal justice system and any issues or initiatives being addressed individually or collectively by the criminal justice agencies. This remains a key focus for the Commissioner to improve criminal justice outcomes for victims.

PCC specific:

The Policing Protocol⁵ highlights that the elected PCC is accountable to local people and draws on this mandate to set and shape the strategic objectives for the force area in consultation with the Chief Constable. The PCC must have regard to the views of the public as well as the priorities of the authorities within Warwickshire and relevant government bodies before issuing a Police and Crime Plan.

During 2023/24, the PCC continued to make progress on delivering his Police and Crime Plan 2021 to 2025 which sets out the strategic direction and priorities and how they will be delivered. The priority areas are monitored to identify progress, and this has been reported to the Police and Crime Panel performance sub-group and to the JASC to satisfy their interest in the system of performance monitoring. In addition, extensive holding to account activity occurs during the year by the PCC, which further supports the delivery of Police and Crime Plan priorities. Further details will continue to be reported to stakeholders groups, in a combination of specific and more general reports, including the PCC's annual report, Police and Crime Plan performance reports, and in the narrative report in the Statement of Accounts.

During 2023/24, the PCC has adopted a wide range of different approaches to engaging with communities, through an enhanced and far reaching programme, and by hosting events, including grant recipients, volunteers, and by having PCC stands at a various local events to increase public awareness of his role and to engage with the public to gain their views on a variety of policing matters. Whilst most engagements with the public have been face-to-face, some are still held online to make best use of the digital capabilities and to seek maximum reach. Social Media is also used widely, to provide local people with relevant information on performance and outcomes and the PCC's engagement activities. The ongoing engagement plans for 2024/25 are extensive and build on the activities previously undertaken.

In addition to the engagements outlined above, the PCC also meets regularly with a number of partners and multi-agency forums, both locally and regionally. These include parish councils, community safety partnerships, councillors, MP's,

⁵ Policing Protocol Order 2011, art14

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government bodies, other PCC's, local criminal justice boards, the road safety partnership, a variety of other strategic and operational boards, and regional governance group to name but a few whereby he seeks views, receives updates and shares information.

The PCC consults widely on the precept each year, to inform his decision making, and he reports the consultation outcomes to the Police and Crime Panel for their information and scrutiny, before proposing and then setting the precept. The Panel provides a further level of assurance and scrutiny to review the wider decisions and actions of the PCC and his performance in delivering the objectives contained in his Police and Crime Plan.

The Corporate Governance framework, and associated documentation defines the parameters for decision making, including delegations, financial and contract regulations. The PCC publishes all formal and significant decisions in accordance with this framework and the decision making policy, on his website, along with any relevant supporting documentation.

The PCC proactively publishes information to maintain openness and transparency with the public, which helps to ensure that he meets the obligations under the Elected Local Policing Bodies (specified information) (amendment) order 2021 and requirement under the Freedom of Information Act 2000. The PCC has published his 2023/24 annual report, following feedback from the Police and Crime Panel which outlines his main achievements, operational and financial performance details and progress made in delivering the Police and Crime Plan.

Force specific:

The Chief Constable has a statutory responsibility for making arrangements for obtaining the views of the public within each neighbourhood about crime and disorder in their locality. Force engagement with the public takes place on many levels, from daily street contact and phone calls through to attendance at public meetings and formal surveys in relation to service priorities, levels, and quality.

Parish Council meetings, along with other community forums and local meetings have been established across the force area and are active partnerships between the public, statutory and voluntary agencies, partners, and policing teams. Officers regularly attend meetings across the county. The safer neighbourhood approach is central to policing in Warwickshire, and there are 32 safer neighbourhood teams throughout the force area. These teams include police officers, PCSOs, Special constables and other volunteers to help keep communities safe. Each SNT holds meetings at which issues, and problems identified by the local community are discussed. All contact details are published on the website, along with crime data. The SNTs also use social media widely having their own twitter feed and Facebook pages, to maximise the engagement potential with their communities.

The force use Warwickshire Connected which is a free community messaging service which enables officers to connect and engage directly with communities by sending quick time messages to members. It provides a two-way digital platform to

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help build public confidence through positive and proactive community engagement and reassurance.

The new geographical policing model introduced in April 2023, has been met positively, and has enhanced local policing services and improved communication and engagement levels, through the three dedicated Chief Inspector leads in the north, east and south who are the main points of contact in each locality. An evaluation and closure report was produced in December 2023 in relation to the empower people operating model review and drew a positive conclusion on the implementation against the original business case.

The force also undertakes a number of user satisfaction surveys, predominantly with victims of certain crime types including domestic burglary victims, violent crime, vehicle crime, hate crime and domestic abuse crime. Warwickshire outsources these surveys to a third party specialist, albeit this process is currently under review and the force is piloting an alternative method whereby a police officer calls victims of crime immediately when the crime is closed.

3.3 Principle C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

Joint:

The PCC and Chief Constable both recognise the benefits of operating in a sustainable economic, social and environmentally conscious way. In line with best practise, 10% of the scoring and evaluations for all procurement activity are awarded based on the contributions an organisation will make in respect of social value. The force and PCC both have a duty to consider the wider impact of equality of proposed change to policies, procedures, and practises. Equality impact assessments are carried out where deemed appropriate, to assess the impacts internally and externally for staff, stakeholders, and the public. the PCC equality strategy is currently under review.

PCC specific:

The PCC's Police and Crime Plan outlines the strategic direction for policing in Warwickshire and underpins the Commissioners overarching ambition for delivering positive and sustainable economic, social and environmental outcomes for Warwickshire. The OPCC's work also reaches well beyond the remit of governance and scrutiny to ensure that there is a longer term strategy for policing and community safety which enables and influences the delivery against the police and crime plan objectives.

Each priority is reflected within the PCC's performance framework, which outlines how effectively outcomes are being delivered. The PCC holds the Chief Constable to account for delivering those priorities and to ensure that value for money operational policing that meets the needs of Warwickshire communities is being delivered. Further operational level accountability work is undertaken by the office on behalf of

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the PCC to create a more detailed understanding of operational areas and matters of concern that do or could affect the effective and efficient operation of the Force, or other partner agencies. OPCC staff regularly attend force operational working group meetings and a variety of other partnership meetings.

The PCC is committed to ensuring that Warwickshire police remains financially sustainable and sound management and financial planning is key to this. A five year 'Medium Term Financial Plan' (MTFP) has been developed to support the delivery of the Police and Crime Plan, and regular review of the financial strategies is also undertaken to ensure that they individually and collectively support effective policing and offer value for money. The underlying assumptions in the MTFP are open to challenge and do change over time, therefore, the ability to flex assumptions, scenario plan and accommodate risk is key. Close monitoring throughout the year is undertaken, and the MTFP is reset annually in the light of changing circumstances and better information as part of the budget setting process. There is significant engagement on finance matters between the Director of Finance and PCC chief finance Officer outside of formal meetings, and the good working relationship between these two statutory postholders is key to effective financial management.

Regular financial reporting is undertaken at a force and PCC level and updates provided to the Panel and to JASC, to help fulfil their separate oversight and scrutiny roles.

Force specific:

The Chief Constable continues to deliver the force's Fit for the Future strategy, which underpins the Police and Crime Plan but also sets out the agenda for the force up to 2025. It is built around 3 main themes, which set out the strategic direction of the force, along with its purpose and priorities.

Accountability for the delivery of Fit for the Future strategy is with the Force Executive Board. A number of steering groups report into Executive Board, each focused on a key thematic area. There are 7 thematic boards, each chaired by Assistant Chief Constable.

- People and Organisation Development Board
- Infrastructure
- Technology and Digital
- Legitimacy and Equality
- Vulnerability and Exploitation
- Delivering Effective Justice
- Proactive and Prevention

In order to link Fit for the Future strategy to operational activity, Executive Board set strategic deliverables, which are reviewed on an annual basis. These sit with the steering groups for delivery and reported back into Executive Board on a quarterly

basis. The steering groups also have responsibility for thematic risk management, progressing areas for improvement and deep dive discussions on key topics.

The boards are organised to recognise the natural synergies and overlap, with three organisational boards and three operational boards meeting across two days each quarter.

Key projects and change activity related to the force strategy are overseen by the Change Board, chaired by the Deputy Chief Constable, and reporting into Executive Board on a monthly basis.

3.4 Principle D. Determining the interventions necessary to optimise the achievement of the intended outcomes.

Joint:

The force's performance management framework reflects the police and crime plan, and monthly and quarterly performance reports are produced which enable both the PCC and Chief Constable to assess and scrutinise performance. During 2023/24 a series of thematic deep dive topics were discussed at the Performance and Governance Board meetings between the PCC and Chief Constable, each being determined either from an area of concern, or from the police and crime plan priorities. This enables a good understanding of the challenges the force faces across a range of policing issues and the progress made to deal with these, to understand how the force's work meets the articulated requirements of the Police and Crime Plan and to enable dynamic scrutiny when issues arise. The PCC's team review police performance datasets and work with the force to understand the reasons for trends and then use the information effectively to seek improvements where they are identified as being appropriate.

The OPCC also operates a system of formal information requests which set out questions in a specific service area, which should help to provide assurances and to optimise the achievement of outcomes.

The Police and Crime Panel also provides another layer of assurance to the scrutiny around the achievement of outcomes. They hold the PCC to account for the achievement of the objectives and priorities laid out in the police and crime plan, and whilst they have no direct relationship with the force, as the PCC's most significant partner for achieving Plan objectives, they do seek assurances indirectly.

A number of stakeholders, including external and internal audit, and HMICFRS help to determine interventions which will help to improve performance, governance and the achievement of positive outcome for the PCC and/or chief constable. Robust contract management and monitoring of key performance indicators help to achieve continuous improvement and improvements from our contractual and commissioned services to ensure that they deliver positive outcomes. Risk management processes play an important role for both the PCC and Chief Constable in helping to determine what interventions and actions and mitigations are in place to enhance outputs.

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The PCC and Chief Constable are both committed to the identification and consideration of collaborative opportunities, recognising the increased capacity and resilience along with the access to specialist services that such working can bring to achieve positive outcomes. The PCC and force have some long established arrangements in place including the Regional Organised Crime Unit (ROCU), Justice Centres, file storage, and forensics services S22 agreements in place.

PCC specific:

The Police and Crime Plan sets out the strategic policing and crime reduction priorities and key aims, and how these will be delivered over the tenure of office. The development of a new Police and Crime Plan for the new term of office is underway, and a new plan will be published before the end of the financial year.

PCC priorities are highlighted through press releases, social media and other communications to the public. Key strategic documents are published, and public consultation is undertaken. The website is continually updated with the latest news and publications providing further information to the public.

Formal arrangements, primarily the Performance and Governance Board meetings, are designed to monitor progress against outcomes associated with decision making, performance and financial management which provide the opportunity for scrutiny and challenge.

The PCCs Grant Scheme provides an opportunity for organisations to apply for funding to deliver interventions and projects that meet police and crime plan priorities. The criteria for grants was developed further in 2023/24 to ensure funding is based on identified need, with clear outcomes. A comprehensive process of application, evaluation and award is undertaken each year to allocate funding. The PCC engages with recipients during the year, to understand how the projects and his investment is being used, and more formal financial and performance monitoring is undertaken by the OPCC to ensure that police and crime plan objectives and the desired outcome are being delivered.

Force specific:

As set out earlier the force's Director of Finance maintains the MTFP with oversight from the PCC Chief Finance Officer. Due to the complex nature of policing and the environment in which the Force operates scenario planning is undertaken as part of determining which actions are appropriate, support cost effective policing and deliver on the police and crime plan, this is done as part of the budget setting process.

Formal budget monitoring is undertaken throughout the year and is reported in the Money Matters report, which is discussed at the regular Force Governance Board meetings with the Chief Constable and key stakeholders. The Chief Constable will take action as appropriate to ensure that income and expenditure is within budget and the police and crime plan and fit for the future strategy are delivered.

Throughout 2023/24 the transformation programme of works has been governed and overseen by the Change Board, which coordinates activity and priorities work,

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assessing projects against the strategic objectives, capacity and financial capability. Change Board reports to the Executive Board and at regular intervals the PCC Governance Board. The PCC and Chief Constable's joint system of internal financial control is based on a framework, working up from detailed procedures, including segregation of duties and supervision, through to policy governed by financial and contract regulations, the scheme of delegation and monitored through regular management information.

3.5 Principle E. Developing the entity's capacity, including the capability of its leadership and the individuals within it

Joint:

The PCC and Chief Constable both ensure that their employees have the skills, resources, and support necessary to perform effectively in their roles and that staff roles and responsibilities are properly understood. Some specialist services such as treasury management, legal services, tax advice and internal audit are externally sourced as this helps to build the capacity and skills of each entity in the most cost effective manner. Significant investment in learning and development opportunities provide the climate for the continued development of individuals, as each entities most valuable resource. Performance development review processes are in place which help to ensure that staff feel supported, valued and that they possess the skills and abilities to perform in the delivery of their roles.

The Corporate Governance Framework provides a clear statement on roles and responsibilities and how they are delegated. All OPCC and force staff are encouraged to network and build working relationships with key stakeholders in their respective fields. The PCC's Chief Finance Officer and the force Director of Finance participate in the CIPFA continuous professional development programme and utilise the CIPFA Achieving Excellence in Police Finance Programme resources to ensure that their skills and knowledge are kept up to date and relevant, but this is just one example and there are many others throughout the organisations. The force also supports the Talent Management and MAX programme which looks at how contributions and potential can be maximised by recognising achievements, realising aspirations, helps to improve health and wellbeing, fosters talent and drives clarity in focus and direction. The force and OPCC also undertake performance development reviews, through annual assessments, which includes the setting of priorities and objectives.

To develop capacity, reach and capability, the PCC is a member of the Association of Police and Crime Commissioners (APCC) and the Chief Constable, and her chief officers are members of the National Police Chiefs Council (NPCC). Members of their respective teams are involved with numerous other professional bodies, at the OPCC this includes the Association of Police and Crime Commissioners Chief Executives (APAC2E), the Police and Crime Commissioners Treasurers Society (PACCTS), and there are similar professional networking bodies attended by force staff and officers, including participation in CIPFA's achieving financial excellence in policing programme (AFEP). These organisations and programmes provide an opportunity to share knowledge, experience and thinking on current issues, legislation, and Government announcements, how these should be applied and examples of best practise. They also provide opportunities for networking and release guidance and notifications on a regular basis to assist staff to carry out their roles effectively.

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PCC Specific:

Staff within the OPCC have access to continuous professional development through their networks and professional bodies, and aside from individual training opportunities, team meetings have also included a range of more general training opportunities to raise awareness and knowledge sharing.

The OPCC also shares knowledge, learning and best practise through the regional policy officers and their work and through regional collaborations and commissioning activity which helps to secure improved outcomes.

The OPCC management team meet regularly, and the staffing structure has helped to develop organisational resilience and capacity, at a more senior level. Health and Wellbeing is a priority at the OPCC. The team is small, and the staffing structure provides better access to managers and other team members for support and advice. Annual surveys are undertaken to understand the strength of feeling on key health and wellbeing issues, and this has shown a marked positive improvement in recent years. The Office relocated into more suitable office accommodation at the Police Headquarters during 2023/24, which has significantly improved working conditions, but also offers opportunities for improved team working.

Force specific:

The force uses local succession planning and promotion processes, and champions diversity and inclusion through the Diversity and Inclusion Board, which is attended by unions, staff associations, support networks and diversity and equality leads. This encourages two way communication to drive cultural change and improve health and wellbeing of all employees. Detailed and topical force order communications to all staff are delivered regularly and are used as an effective tool to achieve maximum reach in a diverse and widespread service. These supplement other more local updates by specific teams, including Chief Officers and the OPCC. The Health and Wellbeing Strategy supports the forces fit for the future objectives with the aim of achieving the forces vision of creating a positive working environment and promoting a culture of trust where people work together and feel motivated.

Health and wellbeing remained a Force priority in 2023/24, and a number of 'Warwickshire Summit' events have been run to engage with all staff over a period of weeks. Providing them with an opportunity to hear information first hand and ask questions of the Chief Officer team. The force are also undertaking some intensive First Line leader training to develop capacity and leadership skills. The programme has been developed in line with the College of Policing, and early feedback has been positive.

3.6 Principle F. Managing risks and performance through robust internal control and strong public financial management

Joint:

The PCC and Chief Constable each have a Risk Management Strategy in place to ensure that the risks facing the force and PCC's office are effectively and appropriately identified, integrated, managed, and reported. Each organisation regularly reviews its risk registers and risk maps.

The Joint Corporate Governance Framework sets out the parameters for decision making, including the delegations, consents, financial limits for specific matters and for contracts. The framework and all associated documents have been more fundamentally reviewed during the course of 2023/24 for adoption in 2024/25 and they have been scrutinised by JASC prior to formal approval. All details are included on the OPCC website and are available for public consumption.

The JASC meets on a quarterly basis and the agendas, papers and minutes are published on the OPCC website, they also meet less formally individually with force or OPCC contacts, and collectively. As part of its work programme the committee receives regular updates from internal and external audit, HMICFRS inspections, treasury management, risk management, health and safety, financial matters, and the progress on transforming services to generate efficiencies. The JASC consists of 5 independent members, who are experienced, knowledgeable and offer support and challenge to officers and staff alike on a wide range of areas. JASC review their terms of reference annually, operating in accordance with CIPFA guidance, and the chair reports annually on the Committees work. Whilst some reports are received in public if they are of a sensitive operational nature, the majority of JASC meetings and reports are held in public and details available on the OPCC website.

To ensure that financial control is maintained and operates effectively in respect of the resources under the control of the PCC and chief constable, the system of internal financial control provides assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or should be detected within a timely period. Risk registers are kept under review and updated, and key financial systems form part of the internal audit plan each year.

To conduct their business effectively, the PCC and chief constable have to assure themselves that sound financial management policies are in place and are strictly adhered to. They do this by adopting and implementing the financial and contract regulations as part of the corporate governance framework. The PCC holds the chief constable to account for their part in this, through regular scrutiny of the budget monitoring report, and through actions identified following internal audits, and in turn the Police and Crime Panel seek assurances and scrutinise the work of the OPCC.

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The Director of Finance and PCC Chief Finance Officer, both have a series of statutory responsibilities that underpin various codes of practice. The Financial Management (FM) Code of Practice and CIPFA document the role of the CFO, set out the core responsibilities of the CFO, as well as the personal skills and professional standards that are crucial to success in the role.

PCC Specific:

The Warwickshire County Council Law and Governance Service provides independent legal advice to the PCC through an agreed SLA. Other external legal providers have also been used during the year, to provide resilience and greater expert advice across a range of matters.

Internal audit work has also been provided via an annually agreed SLA with Warwickshire County Council, the audit plan is set and resourced annually, and performance against the plan is monitored throughout the year and reported to JASC. Internal Audit actions are monitored and discussed at the OPCC Delivery and Assurance Board meeting.

Regular financial monitoring is undertaken and reported to the PCC against the approved budget to help manage financial risks. This is supplemented by regular meetings between the PCC Chief Finance Officer and the force finance teams, appropriate details and feedback is provided to the PCC at the weekly meeting with the PCC Chief Finance Officer. Budget monitoring and performance is discussed at the monthly governance group meetings as well as at weekly holding to account meetings held with Chief Officers to enable the PCC to scrutinise and challenge performance, financial management and internal control.

The PCC publishes a range of financial and non-financial data in line with the transparency agenda to enable greater public scrutiny and to support strong public financial management.

Force specific:

The force has a well established and maturing approach to risk management, which is co-ordinated through the Analysis and Performance function. The risk management policy sets out the approach and strategic risks which are reported into Executive Board and into JASC. Underpinning strategic risks are thematic/operational risks which are governed primarily across various steering groups.

The force performance framework is the key mechanism to track the achievement of its objectives and monitor service effectiveness. Performance is governed through the quarterly Performance and Assurance Board, chaired by the Deputy Chief Constable (DCC) and attended by all senior leads across the force. In between these quarterly meetings, there is a monthly operational performance meeting.

The force has further invested in its analytical and business intelligence capability and during 2023/24 has launched a number of performance related dashboards.

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This provides a clear link between force level performance right through to teams and has significantly widened access to data and insights.

The force approach to performance management was previously subject to internal audit and received full assurance with no management actions.

The CIPFA financial resilience tool and dashboards are being used to benchmark a variety of indicators and to consider where any specific issues need to be addressed or mitigations considered. This work is helping to identify and enable better management and monitoring of financial risks.

The wealth of data and use of Power Bi to access the data in a meaningful way has revealed insights into workforce demographic and through benchmarking supported by CIPFA an ability to compare with other forces and investigate outliers across a range of areas of the business. This is being used to improve value for money and inform the MTFP.

3.7 Principle G. Implementing good practices in transparency, reporting and audit to deliver effective accountability

Joint:

The PCC and chief constable are committed to having a robust system of public accountability and transparency. They are compliant with the Data Protection Act 2018 and associated information governance legislation including the Freedom of Information Act 2000 and the General Data Protection Regulations (GDPR). Where possible set timescales for responses are broadly met, thus ensuring that the public are able to access the information that legislation entitles them to.

The PCC and Chief Constable have appointed internal and external auditors and have internal governance processes in place to monitor internal audit report progress, recommendations and resulting actions, and also to understand progress with the work of external auditors on statutory audits. Much of this liaison is via regular briefings between the Director of Finance, PCC Chief Finance Officer and internal and external audit colleagues to ensure that audit progress is on track against plan and to keep abreast of any specific issues which can be raised more widely if necessary. This liaison helps to ensure that good outcomes are achieved, working relationships are strong and that internal controls are adequate and provide the necessary assurance to the PCC and chief constable.

Internal and external audit conclusions and recommendations form part of each entities improvement plans. Any key findings and performance issues are reported to the respective assurance boards and any relevant matters are also raised with JASC. Systems of internal control are key to managing risk, which is monitored closely by the PCC and chief constable and is reported regularly to JASC.

PCC Specific:

The OPCC complies with all good practice and statutory requirements regarding transparency including the production and publishing of an annual report that pulls together all the detail on performance against objectives for the previous year.

Information published on the OPCC website is in accordance with the Elected Local Policing Bodies (Specification Information) (amendment) Order 2021. Information is updated regularly. Audit of the website have produced positive outcomes.

The Police and Crime Panel composed of members representing the district, borough and county council in addition to two independent members undertake a scrutiny role of the PCC and his achievements. The Panel meet at least quarterly in open session, to challenge the PCC, and receive formal reports. On occasion they have also received briefings on specific issues, and they have a working group who meet regularly and report back to the full panel primarily on performance issues.

Force specific:

The force publishes its Force Management Statement (FMS) each year, which is a self-assessment of demand, capacity and capability to inform business planning, and to identify organisational and operational risk and priorities around achieving the PCC's Police and Crime Plan.

4. Review of Effectiveness

The PCC and Force have responsibility for conducting, at least annually, a review of the effectiveness of their joint corporate governance framework, including the system of internal audit and internal control. The review of the framework is influenced by the internal and external audit reviews for its effectiveness primarily by the Chief Executive and PCC Chief Finance Officer, along with other key stakeholders from the OPCC and force. The roles and processes applied in maintaining and reviewing the effectiveness of the governance framework are outlined below: -

4.1 Police and Crime Commissioner

The PCC has overall responsibility for the discharge of all the powers and duties placed on him and has a statutory duty to maintain an efficient and effective police force.

The PCC is charged with ensuring the effectiveness of the corporate governance framework. The framework is shared jointly with the force, and OPCC and force staff work together to undertake an annual review of its contents. A more fundamental review has been undertaken during 2023/24, led by the PCC's Chief Executive, which has changed the look and feel of the document. The draft framework was reported to the JASC for feedback and comment, prior to formal approval by the PCC.

4.2 Warwickshire Police

The Chief Constable is also charged with governance and has responsibility for conducting a review of the effectiveness of the joint corporate governance framework at least annually. This review is informed by the work of senior officers and managers, including the Director of Finance, Head of Contracts and Performance, legal representatives, and the Director of Data, Strategy and Technology who have shared responsibilities for the development and maintenance of the governance environment.

4.3 Joint Audit and Standards Committee (JASC)

The JASC receives regular reports on a wide range of governance and ethical issues, it has an agreed terms of reference that are reviewed annually. A comprehensive workplan is in place and a series of pre-meetings and informal update sessions are also held to ensure members are fully briefed on all topical governance matters. Members have dedicated areas of interest and regularly meet with key officer and staff contacts in the force and OPCC outside of the formal meeting timetable. The Committee normally meets formally 4 times a year.

The chair prepares an annual report to outline the activity and work of the Committee over the preceding year, and how it has met the requirements of its term of reference. The report includes key areas of focus for the coming year that will help to discharge its responsibilities and oversee the development and effectiveness of the PCCs and chief constables governance, risk management and internal control arrangements.

The JASC receives regular reports on policy and procedure, risk, key topical issues, decision making, leadership, culture, finance, people, health and safety, performance, and conduct. They have also received various and regular update reports on the progress made in addressing any significant risk and audit issues that have been identified.

4.4 Head of Internal Audit

In maintaining and reviewing the governance framework, the PCC, Chief Executive, Chief Finance Officer, along with Chief Officers in the force and the Director of Finance all place reliance on the work undertaken by internal audit. Particular reliance is placed on the Head of Internal Audit's annual independent opinion on the adequacy and effectiveness of the system of internal control. This report provides the overall opinion after taking into account all available evidence regarding internal control environments which gave "substantial assurance" in 2023/24.

The internal audit service is compliant with all CIPFA and industry requirements and standards. The internal audit plan is developed according to risk, but also through discussions between senior audit staff and leads across the OPCC and force each year. The proposed audit plan is shared with JASC prior to the start of the year and comments are sought in order to finalise the plan for the coming year. The JASC reviews (and will continue to review) internal audit performance, and feeds back as

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necessary. The PCC Chief Finance Officer and Director of Finance also meet at least quarterly with senior internal audit staff to discuss issues and review progress and actions against the audit plan. The OPCC and force separately monitor progress and actions against the recommendations made in specific audits.

4.5 External Audit and Other External Review Bodies

The statutory audit process is an essential element for ensuring accountability and stewardship of public resources and the corporate governance of all services provided by the OPCC and Warwickshire Police. The annual Audit Findings report provides commentary and opinion on the financial aspects of corporate governance, performance management and other matters of note. A separate auditor's annual report provides an overview on the arrangements that are in place for achieving value for money.

The external auditors have issued their opinion on the '2022/23 Statement of Accounts' including their annual report on the arrangements for value for money, and both documents are published on the OPCC and force website. Recommendations made in the report have been responded to and will be actioned as appropriate. Update meetings are held periodically between external audit, finance staff, the PCC Chief Finance Officer and/ or the Director of Finance to discuss progress and emerging issues. Regular updates from external audit are also provided in a report to each JASC meeting which is also attended by the PCC and chief constable and their respective staff.

In addition to the above, other review/assurance mechanisms such as His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), who are charged with promoting the effectiveness and efficiency of policing and improving performance and sharing good practice nationally, are relied upon by the PCC. These assurances are also supplemented by the work of the Analysis and Performance department within the force who provide performance data and monitor progress against HMICFRS action plans and report back to the PCC, Chief Constable and JASC. His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) provides an annual independent thematic inspection and assessment of the force's performance in terms of its effectiveness, efficiency, and legitimacy. In the most recent October 2022 report, the force was graded across 8 areas receiving 5 scores of adequate and 3 areas assessed as requiring improvement. There were no causes of concern identified but a number of areas for improvement were identified as recommendations which the force is currently working through.

The force considers carefully HMICFRS recommendations and acts upon them through a series of coordinated action plans 'owned' by the appropriate Chief Officer. As part of the force's own governance arrangements, the Warwickshire Performance and Assurance Board, which acts as the primary vehicle to ensure that recommendations from HMICFRS are actioned appropriately. The Analysis and Performance team in the force provide oversight within the force of the HMICFRS actions and monitor progress against them. The OPCC also have a separate

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Delivery and Assurance Board, who meet monthly to consider a variety of governance issues and monitor progress against actions.

The PCC also holds the Chief Constable to account through ongoing performance monitoring at the monthly Governance meetings and through deep dives into scheduled service areas. Actions are also reported and reviewed by the Joint Audit and Standards Committee to provide further assurance that progress and appropriate actions to deal with the issues raised in the inspections are being dealt with. Planning for the next HMICFRS inspection is well underway and is due to take place later in 2024.

The Police and Crime Panel also provide a further level of assurance and scrutiny to the PCC and his office, to ensure that they are undertaking and fulfilling their key responsibilities effectively. This is part of the democratic process, but also provides an element of external review.

5. Significant Governance Issues

5.1 Strategic Risks

This AGS referred earlier to the strategic and combined Risk Registers which are held respectively for the Force and PCC. These are important documents that form part of the governance structures and are therefore reviewed regularly.

The Force strategic risk register is reviewed quarterly at the Executive Board meeting, and the OPCC risk register is discussed at OPCC managers meetings and the monthly OPCC Delivery and Assurance Board meetings. Previously separate OPCC strategic and operational risk registers were held, but these have been combined in 2023 to create a single risk register to facilitate easier consideration of risks that may flex between type. The risk maps for the OPCC and Warwickshire police are both reported to the Joint Audit and Standards Committee.

The OPCC risk management policy has been reviewed to ensure that it represents the process that has now been adopted for managing and recording risk at the OPCC. The risk management process at the OPCC is now embedded within our processes and is updated and discussed regularly. As at March 2024 the OPCC strategic risks were as shown below:

- 1. Police and Crime Plan is not delivered, and objectives not achieved
- 2. Delivery of Estates plan not achieved
- 3. Regional collaborations fail
- 4. The impact of a major incident in Warwickshire (no change to risk scoring)
- 5. The PCC fails to hold the Chief Constable to account (no change to risk scoring)

The forces' strategic risk register (as at March 2024) contained the following risks:

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- Finance- This relates to the risk that day to day net expenditure does not balance with the total amount of core government funding and council tax.
- Working in Collaboration – This relates to the risk from entering into and relying on strategic collaborations with other forces
- Realising Operating Model Benefits – This relates to the risk that the revised target operating model (delivered under Empower People programme) does not deliver the operational benefits and outcomes the force is seeking.
- Investigations Management Unit Backlog – This relates to the risk that the investigations management unit are not able to process crime and impact the force's drive to improve investigative outcomes
- Operational Control Centre Performance – The relates to the risk that performance improvements in the operational command centre are not sustainable
- Information Assurance – This relates to the risk that the force is not fully compliant in its processing and management of key information
- Workforce Planning - This relates to the risk that the force is not able to deploy its resources in the way it would like due to factors such as the new Police Education Qualification Framework and training delays financial Impacts – the medium-term financial plan.
- Legitimacy – This relates to the risk to legitimacy linked to significant events over the past 18 months which are assessed as having negatively impacted on public trust and confidence, particularly amongst certain groups of society.

5.2 Significant Governance Issues 2023/24

There were no 'significant governance issues' for 2023/24 in the last AGS, but the following governance issues were noted:

- To progress the Empower workstreams of – technology and place, (and embed the recommendations of the people workstream, which has recently gone live).
- Identification of £1m of savings due to be delivered on 1 April 2024, being the first instalment of a £3m savings programme. To continue to invest and support our workforce, by providing adequate training and resources.
- To continue to monitor the risks and seize opportunities arising from the national contractor vetting service offering. With particular reference to automating the payments process, to help manage debt levels and improve operational and financial performance.
- To drive out efficiencies from the recent significant investments in ICT through the introduction of robotics and automation, and complete complex data separation work
- To commission effective services that are fit for purpose and meet the needs of victims.

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- To explore all opportunities for bidding for additional funding to support services to meet police and crime plan priorities.
- To ensure that the uplift recruitment numbers are maintained in 2023/24, avoiding any financial penalties and maximising opportunities for supplementary income on the back of stretch targets.
- To provide staff with the equipment and training to assist them to fulfil their roles effectively, thus improving the ability to recruit and retain staff and officers.
- To continue to work to increase trust and confidence in Warwickshire police, in the light of various recent national events.
- To continue to build good working relationships with partners and embed the performance framework at the OPCC.

Mitigations and action plans were put in place in year to address each of these issues and manage the risk, through normal governance processes. No significant adverse issues against any of these actions have been reported.

5.3 Potential Significant Governance Issues 2024/25

There are no significant governance issues for 2024/25, but the following issues are outlined:

- To address the issue of back log maintenance across various police estates to ensure compliance and manage risk, within available resources.
- Identification of the required £4m of savings over the Medium Term Financial Plan, which includes a need for savings of over circa £1m due to be delivered on 1 April 2025.
- To continue to invest and support our workforce, by providing adequate training and resources with a focus on first line leaders.
- To continue to monitor the risks and seize opportunities arising from the national contractor vetting service offering.
- To drive out productivity and efficiency and realise benefits from ICT investments to help develop a balanced budget for 2025/26 and for the 2024/25 outturn in line with the budgetary provision.
- To ensure that commissioned services continue to produce positive benefits for service users, through robust contract monitoring.
- To ensure that the uplift recruitment numbers are maintained in 2024/25 to secure government funding.
- To provide staff with the equipment and training to assist them to fulfil their roles effectively, thus improving the ability to recruit and retain staff and officers.

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- To continue to work to increase trust and confidence in Warwickshire police, in the light of various recent national events and to act on any recommendations made in subsequent national reports.
- To continue to build good working relationships with partners and embed the performance framework at the OPCC through the development of a new Police and Crime Plan.

6. Conclusion and Commitment Statement

The PCC and Chief Constable have reviewed this statement and are satisfied that it is an accurate summary of the governance arrangements in place and of their effectiveness during 2023/24.

This statement is intended to provide reasonable assurance on governance arrangements. It is stressed that no system of control can provide absolute assurance against material misstatement or loss.

No significant governance issues have been identified during this year's review. For completeness, the minor issues identified are recorded and will be addressed to ensure continuous improvement. This AGS reflects on those issues, to bring this document up to date at the point of signing.

All necessary steps will be taken to implement and scrutinise effective governance during 2024/25 and to ensure that the areas identified in Section 5.3 are suitably addressed.

Signed

Philip Seccombe TD

Warwickshire Police and Crime Commissioner

Debbie Tedds

Chief Constable of Warwickshire Police

Polly Reed

Chief Executive Warwickshire OPCC

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Jeff Carruthers

Director of Finance – Warwickshire Police

Sara Ansell

Treasurer Warwickshire OPCC

Dated