

Warwickshire Police and Crime Commissioner's

Annual Governance Statement 2019/20

1. Introduction.

This 'Annual Governance Statement 2019/20' explains how the Warwickshire Police and Crime Commissioner (PCC) and his Office (OPCC) have complied with their published corporate governance framework for the year ended 31st March 2020, including the plans for the financial year 2020/21.

2. Scope.

The PCC is responsible for ensuring his business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. In discharging this overall responsibility, the PCC is responsible for putting in place proper arrangements for the governance of the OPCC's affairs and facilitating the exercise of its functions. This includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk.

A 'Joint Corporate Governance Framework' (JCGF) sets out how governance operates for both the PCC and Chief Constable. This code is consistent with the principles of the CIPFA / SOLACE guidance 'Delivering Good Governance in Local Government'. The JCGF was last reviewed in October 2019 and has been reviewed again in March 2020, to ensure that it appropriately reflects the governance arrangements for services transitioning out of the strategic alliance with West Mercia. The framework consists of: -

- **Statement of Corporate Governance.** Outlining the statutory framework and local policy.
- **Code of Corporate Governance.** Setting out how the core principles will be implemented.
- **Scheme of Corporate Governance.** Defining the parameters within which the organisations will conduct their business, scheme of delegations etc.
- **Policy and Procedures.** Separate for each corporation sole, with protocols where they operate jointly.
- **Cooperative Arrangements.** Those arrangements by which the PCC and the Warwickshire Chief Constable support the exercise of each others' functions.

The JCGF can be found on the OPCC website www.warwickshire-pcc.gov.uk. It can also be obtained from the OPCC at 3, Northgate Street, Warwick, Warwickshire, CV34 4SP.

The Chief Constable is responsible for operational policing matters, the direction and control of police officers and police staff, and for putting in place proper arrangements for the governance of the force. The PCC is required to hold the Chief Constable to account for the exercise of those functions and those of the persons under the Chief Constable's direction and control. The PCC must satisfy himself that the force has appropriate mechanisms in place for the maintenance of good governance, and that these operate in practice.

The 'Annual Governance Statement' for Warwickshire Police is published alongside the accounts of the PCC. This statement explains how the PCC has complied with the Code of Corporate Governance and also meets the requirements of 'Regulation 6 of the Accounts and Audit 2015 (England) Regulations' in relation to the publication of a statement on the effectiveness of the system of internal control.

3. The Governance Framework.

Governance comprises of the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved. The fundamental function of good governance in the public sector is to ensure that entities like the PCC achieve their intended outcomes whilst acting in the public interest at all times. The governance framework comprises the systems and processes, together with culture and values by which the PCC directs and control the activities for which he is accountable, including engagement with communities. It also enables the PCC to monitor the achievement of his strategic objectives and to consider whether these objectives have led to the delivery of appropriate cost effective services, including achieving value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. It is based on an on-going process designed to identify and prioritise the risks to the achievement of the PCC's policies, aims and objectives in order to evaluate the likelihood of those risks being realised and the impact should they be realised. This process enables them to effectively, efficiently and economically managed.

The Chartered Institute for Public Finance and Accountancy (CIPFA) '*Delivering Good Governance Framework for Public Services 2016*' sets out seven core principles for good

governance. The governance arrangements that have been put in place for the PCC / OPCC 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.

The 'Police Reform and Social Responsibility Act'¹ sets out the functions of the PCC and Crime Commissioner and Chief Constable. The Act requires the PCC to have a Chief Executive and Chief Finance Officer² (the Treasurer).

The PCC and the Chief constable have developed and approved a JCGF that 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 regulations. The framework is informed by the requirements of 'The Good Governance Standard for Public Services' and the Policing Protocol 2011. It is also consistent with the seven Nolan principles of standards in *public life*³. The 'Police Code of Ethics'⁴ combines these values with others enshrined in policing and provides a framework for upholding high standards of conduct and behaviour that applies both on and off duty. It guides behaviour within the organisation, as much as it informs how to deal with those outside

In May 2016 the PCC signed a Code of Conduct based on the principles referred to above. This document has been published on the OPCC website along with the declarations of interest of the PCC, together with the protocol for managing conflicts between the leader of Warwickshire County Council and the Warwickshire PCC.

All Warwickshire police officers, police staff and the staff of the OPCC operate within: -

- Corporate Governance Framework.
- OPCC and Warwickshire Police policies and procedures.
- Police Conduct Regulations and Codes of Conduct.

Policies, procedures, regulations and the governance framework are reviewed as appropriate. Further work on reviewing these and updating them will be undertaken in the light of the termination of the alliance. All current policy documents are published on the OPCC website.

¹ PRSRA11, S5 – 8,

² PRSRA11 Sch1 p6

³ Standards in Public Life 2005. As amended by the 14th Report of the Committee on Standards in Public Life: Selflessness; Integrity

⁴ Code of Ethics (College of Policing 2014)

The Joint Audit and Standards (JASC) Committee with West Mercia met for the final time in July 2019/20, prior to the anticipated termination of the alliance in October 2019. Warwickshire began work to establish its own JASC throughout the summer of 2019, in the light of the impending termination.

The first meeting of the Warwickshire JASC took place in November 2019 and two further meetings have subsequently been held in January and March 2020, focussing solely on issues for Warwickshire. The committee has established its own terms of reference and has an agreed work programme that is reviewed at each meeting, and seeks to ensure that the force and OPCC embrace the highest levels of integrity and ethical standards of behaviour.

The Warwickshire JASC consists of three transferring members and two new members, to provide both continuity and new skills to the Warwickshire only committee. The new members have undergone a brief induction and a more detailed and prioritised training programme has been developed for all the members that will continue to be implemented over the coming months. The committee is well attended by staff and officers from both the force and the OPCC. This JASC is a public meeting and copies of papers are published on the website.

Members of the JASC take the lead in specific areas of work to maximise their coverage by working closely with key staff, often meeting outside of the formal meetings to monitor progress and seek assurance. For example, monthly dip-sampling of complaints made against the police that are subject to investigation by the Professional Standards Department (PSD) is undertaken by a committee member, supported by the OPCC Development and Police Lead.

Performance meetings are held each quarter between the PSD Head of the Department and the OPCC, to coincide with the publication of the 'Independent Office of Police Conduct' (IOPC) performance reports to provide scrutiny and challenge on PSD performance. From 1st February 2020, PCC's have a new and stronger role in the complaints system. This follows extensive consultation and work by the Home Office and the IOPC. The reforms include a move towards a more reflective practice focusing in learning outcomes for both the individual officers, staff and the Force. The OPCC will now be responsible for reviews of police complaints from this date, delegated to a Complaints Review Manager post shared with the West Midlands OPCC. This new way of working with public complaints seeks to address some of the challenges faced from the old system and is intended to be less bureaucratic, whilst at the same time providing greater clarity and independence and thereby improving assurance and public

satisfaction in the review process.

The PCC demonstrates respect for the rule of law and complies with relevant laws and regulations. He uses legal advisors to provide assurance and guidance on lawful decision making.

The PCC is independent of force management and operational decision-making which is the responsibility of the Chief Constable, and has an appointed Monitoring Officer (the Chief Executive) to oversee the decision-making and legal actions of the PCC. The PCC creates conditions for all members of the OPCC to be able to discharge their responsibilities in accordance with good practice. Guidance from the Association of the Police and Crime Commissioners (APCC), Association of Policing and Crime Chief Executives (APACE) and Police and Crime Commissioners Treasurers Society (PACCTS) is disseminated amongst OPCC staff.

3.2 Principle B. Ensuring openness and comprehensive stakeholder engagement.

The protocol⁵ highlights that the 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. He 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.

The PCC's 'Police and Crime Plan 2016-2021' sets out what the strategic direction and priorities are and how they will be delivered. The Warwickshire plan was published in December 2016 following a two phase public and stakeholder consultation. The first phase focused on the policing priorities and the second phase on the draft of the plan.

The Plan was refreshed during 2019/20 to ensure it remained relevant and fit for purpose. In doing so, the PCC is helping to make ensure that local policing services address the priorities of local communities and that the force is being held to account for the way services are delivered to the public. The Plan also considers the strategic policing requirement issued by the Home Secretary, is informed by the views of the public, victims of crime, the priorities of key stakeholders and is developed in consultation with the Chief Constable.

In addition to this public consultation, the PCC has also widely consulted on the Precept for 2019/20 and 2020/21 and before setting the precepts each year the PCC has reported the

⁵ Policing Protocol Order 2011, art14

outcome of those consultations to the Police and Crime Panel (PCP) for their information and scrutiny. The PCP meets regularly to review and scrutinise the decisions and actions of the PCC and his performance in delivering the objectives contained in his Police and Crime Plan, Annual Report and any proposed appointment to key roles. Two separate PCP working groups also meet to specifically deal with the twin issues of Performance and Finance.

A 'Consultation and Engagement Strategy' for the term of the PCC's office has been published and is reviewed annually. This sets out how local people will be involved with the PCC and the Chief Constable to ensure that they are part of the decision making, accountability and the future direction of police and crime matters in Warwickshire.

The OPCC Head of Media and Communications drives the use of social media, as well as more traditional methods of engagement, to engage with communities and to promote the public consultations that have taken place.

An OPCC Public Priorities Survey, jointly commissioned with Warwickshire Police, has been held in February and March 2020 to seek the views of Warwickshire's residents and communities in setting the future police and crime priorities.

The PCC's Rural, Business and Cyber-crime Coordinators host a range of public engagement events and meetings that the PCC attends, to listen to the concerns and issues of the local communities. These roles enable the commissioner to develop a better local understanding of the specific issues that face different types of communities throughout Warwickshire. The community concerns and issues are fed back to relevant partners and dealt with accordingly.

To further improve openness and transparency, notes of the discussions and decisions made at the Alliance Governance Group (AGG), and more latterly the Alliance Transitional Governance Group (ATGG), are published on the OPCC website for services delivered through the alliance arrangements during 2019/20. Warwickshire Governance Group meetings also take place for services which have transitioned from the alliance arrangements.

The PCC has continued the weekly meetings with the Chief Constable and has initiated monthly Performance Accountability Meetings in order to more effectively 'hold to account' the Chief Constable for the performance of the force. Minutes from the 'open' session of the meetings are published on the OPCC website. The website also contains details of key decisions made by the PCC, together with the agendas, reports and minutes from the JASC.

The PCC's annual report sets out how the PCC has exercised his functions in each financial year and the progress that has been made in meeting the objectives of the 'Police and Crime Plan'. The PCC's 'Annual Report 2018/19' is published and available on the OPCC website and will be updated and published again in respect of 2019/20.

The PCC attends various Local Authority meetings across Warwickshire and provides formal briefings to local MP's on topical policing matters and the precept. The PCC also works with and part funds the four Community Safety Partnerships across Warwickshire and has commissioned services in 2019/20 to deliver many key services to victims, drugs and substance misuse services, and sexual abuse and exploitation services. Such activities are aligned to the PCC's strategic objectives as set out in the Police and crime Plan and also serve to support partners in achieving their local priorities. The PCC is a member of the Local Criminal Justice Board which meets regularly to consider and discuss the performance of the local criminal justice system.

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

The PCC has issued a Police and Crime Plan that outlines the police and crime objectives (outcomes) and the strategic direction for the policing of the force area.

Despite the imminent ending of the strategic alliance with West Mercia in respect of systems, processes and resourcing; the PCC is still committed to the identifying collaborative opportunities in order to sustain delivery and increase the capacity and resilience of Warwickshire. Collaboration agreements set out those areas of business to be undertaken jointly with other police forces and Local Policing Bodies, whether to reduce cost, increase efficiency or increase capability to protect local people.

The Strategic Alliance Collaboration Agreement covers the arrangements for delivering policing services with West Mercia. Whilst this was due to come to an end in October 2019 as a consequence of the termination notice served by West Mercia, it has now been extended for a further 6 months to the 8th April 2020, following the Home Secretary's intervention and the exercising of powers under s23G of the Police Act 1996.

A 'Medium Term Financial Plan' (MTFP) has been developed to support delivery of the 'Police and Crime Plan 2016-2021' and to ensure that the plan is sustainable. It is monitored closely throughout the year and reviewed and updated formerly as part of the annual budget setting process.

The Police and Crime Commissioner's Grant Scheme has been further developed to ensure funding is based on identified need and with clear outcomes. In 2019/20 the PCC adopted a commissioned approach in key service areas to ensure that they are fit for purpose and provide value for money. He has also undertaken some co-commissioning with partners in terms of domestic abuse services.

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

The PCC has developed a 'Delivery Plan' that sets out the monitoring and progress made against the commitments within the Police and Crime Plan 2016-2021. This programme is subject to scrutiny by the 'Warwickshire Police and Crime Panel' (PCP).

The force's performance management framework has been reviewed to reflect the Police and Crime Plan and both monthly and quarterly performance reports are produced to enable both the PCC and Chief Constable to scrutinise force performance. The quarterly performance report is published on the OPCC website.

The PCC and Chief Constable have a 'Joint Risk Management Strategy' in place, but hold separate risk registers to manage their key risks. The risk registers are reported regularly to the JASC scrutiny and comment.

The PCP review and scrutinise the PCC's proposed council tax precept increase and make recommendations to the PCC, to which he is required to respond before finally setting the annual budget in February.

Formal budget monitoring is undertaken throughout the year and is discussed at the regular Force Governance Board (FGB) meetings with the Chief Constable and key stakeholders. The PCP finance working group also scrutinise and challenge the budget monitoring reports, requesting additional information as necessary.

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

The PCC ensures that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the OPCC and force. Specialist advice in areas such as treasury management is externally sourced as this is more cost effective and practical.

The organisations training strategies provide the climate for continued development of

individuals. The respective performance development review processes will ensure that these strategies are turned into reality for officers and members of staff. This principle is included within the Police and Crime Plan. The 'Corporate Governance Framework' provides a clear statement of respective roles and responsibilities and how they are delegated. All OPCC staff are encouraged to network and build working relationships with key stakeholders in their respective fields. The PCC's Treasurer participates in the CIPFA continuous professional development programme to ensure that skills and knowledge are kept up to date and relevant.

The PCC is a member of the Association of Police and Crime Commissioners (APCC) and members of the OPCC are involved with other bodies including the Association of Police and Crime Commissioners Chief Executives (APACE) and Police and Crime Commissioners Treasures Society (PACCTS).

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

The PCC and Chief Constable each have a 'Strategic Risk Strategy' in place to ensure that the risks facing the force and PCC's office are effectively and appropriately identified, evaluated and reported. The Treasurer, on behalf of the PCC has reviewed the strategic risks on at least a quarterly basis. The strategic risks are also scrutinised by the JASC.

The 'Corporate Governance Framework' sets out the parameters for decision making, including the delegations, consents, financial limits for specific matters and for contracts. This was reviewed in October 2019 as a result of the termination notice by West Mercia regarding the strategic alliance and has been reviewed again in March 2020, to ensure that appropriate governance arrangements are in place in April 2020 for when services are more fully transition from the alliance.

The JASC meet on a quarterly basis and the agendas, papers and minutes are published on the OPCC website. As part of its work programme the committee receives regular updates on internal and external audit, HMICFRS inspections, treasury management, risk management and the progress on transitioning services from the alliance. The JASC was a joint Committee with West Mercia in the early part of the 2019/20, but a Warwickshire only JASC was established and held its first meeting in November 2019. It has since met on a further two occasions in January and March 2020 having reviewed its terms of reference, developed a training programme and formed work programme. The JASC operates in line

with CIPFA guidance and within the guidance of the 'Financial Management Code of Practice'⁶.

The PCC has a Publication and Freedom of Information (FOI) Scheme in place. All FOIs are dealt with by the OPCC, or passed onto the force as appropriate and by agreement.

The Warwickshire and Worcestershire County Council Law and Governance Service are commissioned by the PCC and Chief Constable to conduct independent and impartial audits of processes inside and outside of any alliance arrangements for Warwickshire in 2019/20.

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

The PCC has produced and published an 'Annual Report 2018/19' that details performance against objectives for the previous year.

Information published on the OPCC website is in accordance with the 'Elected Local Policing Bodies (Specification Information) Order 2011'.

The OPCC website is kept up to date with the publication of key decisions, performance reports and details of HMICFRS inspections, including the PCC's response to both HMICFRS and the Home Secretary on any recommendations made in the reports. Additionally, the PCC publishes notes from the AGG, ATGG and FGB meetings.

The PCC and Chief Constable have appointed internal and external auditors and audit recommendations are reported to the JASC. Further details on audit outcomes are in Section 4 below.

4. Review of Effectiveness.

The PCC's office has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including: -

- The system of internal audit
- The system of internal control

The governance framework within the OPCC is reviewed regularly and influenced by the internal and external audit reviews for its effectiveness by the PCC, Chief Executive and Treasurer. The roles and processes applied in maintaining and reviewing the effectiveness of the governance framework are outlined below: -

⁶ Financial Management Code of Practice for the Police, s11.1.3

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 secure an efficient and effective police force. The effectiveness, review and maintenance of the governance framework is undertaken by the JASC, who discuss governance issues and refer reports to the PCC when necessary.

4.2 Warwickshire Police.

The Chief Constable has responsibility for conducting a review of the effectiveness of the governance framework within the force at least annually. This review is informed by the work of senior officers and managers, including the Director of Finance, Head of Internal Audit and the Risk and Assurance managers, who have responsibility for the development and maintenance of the governance environment.

4.3 Joint Audit and Standards Committee (JASC).

The JASC for the early part of the 2019 was jointly held by West Mercia and Warwickshire. A Warwickshire only JASC was established and met for the first time in November 2019 with renewed terms of reference and comprising of both existing and new members. The JASC receives regular reports on governance issues, including the review of the 'Annual Governance Statement' (AGS) for inclusion in the 'Annual Statement of Accounts' and update reports on the progress made in addressing any significant governance issues identified in the AGS.

The JASC receives regular reports on policy and procedure, decision making, leadership, culture, people, performance and conduct. This also includes update reports on the progress made in addressing any significant issues that have been identified, particularly in terms of updates relating to the termination of the alliance.

Individual members of the JASC lead on issues in specific areas, working closely with staff across the force and PCC outside of the formal meetings. The members have developed a training programme that is being implemented to ensure that they have the skills and knowledge to carry out their roles in line with the terms of reference. The JASC formally meets approximately four times a year.

4.5 Head of Internal Audit.

In maintaining and reviewing the governance framework, the Treasurer places reliance on the work undertaken by internal audit; in particular the views of the Head of Internal Audit

in providing independent opinion on the adequacy and effectiveness of the system of internal control. The annual report of the Head of Internal Audit provides the considered opinion that, taking into account all available evidence, the internal control environments give “*substantial assurance*”.

The internal audit service is compliant with all CIPFA and industry requirements and standards. The Audit Committee reviews (and will continue to review) internal audit performance.

4.6 External Audit and Other External Review Bodies.

External audits are an essential element in ensuring public accountability and stewardship of public resources and the corporate governance of the PCC services. Their annual governance report in particular provides comment on the financial aspects of corporate governance, performance management, value for money and other reports.

The external auditors have yet to issue their opinion on the ‘Statement of Accounts 2018/19’ which will include their ‘value for money’ conclusion. This has been delayed due to the ongoing negotiations regarding the termination of the alliance and the consequential changing landscape that includes involvement by the Home Office. Various pieces of information have been shared with the external auditors to facilitate and inform the audit opinion.

In addition to the above, the PCC also relies upon other review / assurance mechanisms, such as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) charged with promoting the effectiveness and efficiency of policing and improving performance and sharing good practice nationally.

5. Significant Governance Issues.

5.1 Strategic Risks.

This AGS referred earlier to the ‘Strategic Risk Register’, which is compiled by the Treasurer in conjunction with the PCC and the OPCC Chief Executive and is reviewed quarterly.

A supporting narrative is provided for each risk and the Register is reviewed by the JASC. It is in the process of being more fundamentally reviewed and the reported position as at March 2020 is summarised below: -

No	Risk	Mitigating Activity
1	The risk of the Police and Crime Commissioner not meeting his statutory responsibilities	<ul style="list-style-type: none"> • A number of measures are in place to mitigate this risk. • The activity continues to be monitored and reviewed on a regular basis.
2	The risks arising from the termination of the strategic alliance.	<ul style="list-style-type: none"> • Notice was served by the West Mercia Chief Constable and their PCC to terminate the strategic alliance in October 2019. A number of actions are in place to manage the process of exiting the alliance to ensure a smooth transition for both forces. • Whilst the ending of the strategic alliance carried risk for both partners, the Home Office direction for a further 6 month period will enable the majority of services to be transitioned from the alliance smoothly. • During this period, Warwickshire will continue to make productive decisions, and enable partners to feel informed and involved as appropriate. This is the subject of ongoing negotiations.
3	The risk of failing to manage our finances effectively	<ul style="list-style-type: none"> • There is a significant amount of activity to mitigate against this risk. Whilst the ending of the strategic alliance with West Mercia posed a risk to both parties, it is anticipated that the actual plans and costs for service delivery in Warwickshire post October 2019 will fall in line with the current MTFP and there are sufficient finance resources to carry out the work required. • There has been recent additional investment announced by the government in additional officers as part of the national picture. • The budget for 2020/21 has recently been set, which includes no costs from a settlement with West Mercia. This indicates a stressed budget and MTFP position, but one that is affordable. It does show rapidly reducing reserves and increased borrowing to finance the transition process. • The Home Office are actively involved in

		this area of work between West Mercia and Warwickshire and a cost settlement will significantly de-risk this area of concern.
4	The risk that the Police and Crime Commissioner does not hold the Chief Constable to account	<ul style="list-style-type: none"> • The implementation of a monthly Performance Accountability Meeting with the Chief Constable. • Reports to Police and Crime Panel and HMICFRS reports.
5	The risk of inadequate commissioning of Victims Services	<ul style="list-style-type: none"> • A number of measures are in place to mitigate this risk. Victim satisfaction levels are measured through qualitative surveys and forums. • Value for money is being provided by service providers, and costs are closely monitored
6	The risk that we do not manage our partnerships effectively could lead to our objectives not being achieved, poor value for money and adverse impact on the reputation of the Police and Crime Commissioner	<ul style="list-style-type: none"> • A number of formal and informal processes are in place to mitigate this risk. Effective relationships and communication are key but the delivery of services relies heavily on partners. • It is recognised that the OPCC can only mitigate against some of the risk with partners. • Regular confirmed attendance at meetings, partner engagements with the OPCC and response to consultations will be seen as positive signs of effective partnership working and engagement.
7	The risk of failure in performance by external partners including the force impacting negatively on the delivery of the Police and Crime Plan	<ul style="list-style-type: none"> • A lot of ongoing activity has occurred to ensure that external partners, including the force, achieve or exceed the level of performance expected. Where this is not achieved there is a clear understanding of the issues that inhibit performance.
8	The risk of the Police and Crime Commissioner failing to engage with the community	<ul style="list-style-type: none"> • Effective relationships and communication with the public are critical through a number of different channels. • Regular attendance at meetings, varied public engagements, along with effective media officers managing direct contact with the office, social media outputs and websites can all be seen as positive signs of effective engagement. • An OPCC Public Priorities Survey, jointly commissioned with Warwickshire Police

		has been held in February and March 2020 to seek the views of Warwickshire's residents and communities in setting the future police and crime priorities.
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5.2 Significant Governance Issues 2019-20

In the last AGS there were '*no significant governance issues*' as defined by CIPFA, however there were a number of areas identified to be addressed during 2019-20: -

Issues identified	Mitigating activity
Preparation for the legislative changes in the arrangements for dealing with police complaints.	<ul style="list-style-type: none"> • CEO engaged at a national level through APACE in developing awareness of legislative changes for complaints. • A shared Complaints Review Manager has been appointed from February 2020 with West Midlands OPCC, to manage the changes and new processes.
The progress of the alliance Transformation Programme and monitoring of the benefits realisation and delivery of savings.	<ul style="list-style-type: none"> • Governance of the Change Programme through the Transformation Board • Any issues can also be dealt with at the Alliance Transitional Governance Group • Benefits realisation and savings have been (and will continue to be) monitored by the Evolve change team in conjunction with the finance team and reported in the Money Matters report and at the regular PCC/CC meetings.
Ensure a smooth transition from the Alliance beyond October 2019 and develop plans and fully explore opportunities for collaborations with partners.	<ul style="list-style-type: none"> • Transitional projects have been and continue to be monitored by the Evolve team and progress reported to the PCC in the weekly meetings. • New collaborations have been publicly agreed in principle with West Midlands Police. • Work on S22 agreements with services that will continue to be collaborated with West Mercia has been ongoing in 2019/20.

5.3 Potential Significant Governance Issues 2020-21.

As a consequence of the decision of West Mercia Police to terminate the alliance with Warwickshire Police, there will be a requirement to review the governance arrangements of any remaining services still part of a collaborated service with West Mercia to ensure that new arrangements are appropriate. Other governance issues that will require consideration are: -

- Monitor progress arising from the legislative changes and embed the arrangements for dealing with police complaints by working in partnership with the West Midlands OPCC.
- Monitor the progress of the alliance Transformation Programme, including the benefits realisation and costs to ensure that Warwickshire is able to stabilise systems and infrastructure to enable it to transition to its new future arrangements.
- Development of the Evolve 2 Efficiency Savings Plans to ensure that the force is able to meet the requirements of the MTFP and develop a good and balanced budget.
- Ensure a smooth transition from the alliance beyond April 2020 for the majority of services and develop and monitor plans, including spending for collaborations with West Midlands Police and any new partnerships.

6. Conclusion and Commitment Statement.

I am satisfied that this report is an accurate summary of the governance arrangements in place and of their effectiveness during 2019/20.

I shall continue to ensure all the necessary steps are taken to implement and scrutinise effective governance during 2020/21 and that the areas identified in Section 5.3 are suitably addressed.

Signed and Dated: -

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Philip Seccombe TD
Warwickshire Police and Crime Commissioner

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Neil Hewison
Chief Executive
Warwickshire OPCC

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Sara Ansell
Treasurer
Warwickshire OPCC