



Office of the
Police and Crime
Commissioner
for Warwickshire



Warwickshire
POLICE

Joint Annual Governance Statement 2021-22

Warwickshire Police and Crime Commissioner and Warwickshire Police

1. Introduction

This 'Annual Governance Statement 2021-22' is a regulatory requirement and is presented as a joint document for the Warwickshire Police and Crime Commissioner and Chief Constable. It explains how the Chief Constable of Warwickshire Police (WP) and the Warwickshire Police and Crime Commissioner (PCC) have complied with their published joint corporate governance framework for the year ended 31 March 2022, including plans for the financial year 2022-23.

2. Scope

Following the introduction of the Police Reform and Social Responsibility Act 2011 (the 2011 Act), the PCC and Chief Constable were established on 22 November 2012 as separate legal entities ('corporations sole') which means they are both entitled to own assets and employ staff. However, the 2011 Act gives PCCs responsibility for the totality of policing within their force area and requires them to hold their force Chief Constable to account for the operational delivery of policing.

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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 to the PCC. However, the PCC is ultimately accountable to the public for the management of the Police Fund.

The PCC is responsible for ensuring his business is conducted in accordance with the law and proper standards of governance and, consequently, that public money is safeguarded, properly accounted for, and used economically, efficiently, and effectively in the discharge of his statutory duties and powers.

Both the PCC and Chief Constable are required to, and have, appointed chief financial officers who each have a fiduciary duty to the local taxpayer for securing the efficient use of public funds. Under the Local Government Act 1999 the PCC makes arrangements to secure continuous improvement in the way his functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the PCC is responsible for putting in place proper arrangements for the governance of his affairs and facilitating the exercise of his functions, which includes ensuring a sound system of internal control is maintained and that arrangements are in place for the management of risk. In exercising this responsibility, the PCC places reliance on the Chief Constable to support the governance and risk management processes.

The Chief Constable 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, his police officers and staff remain operationally independent in the service of the public. In discharging his overall responsibilities, the Chief Constable is responsible for establishing and maintaining appropriate risk management processes, governance arrangements and ensuring that there is a sound system of internal control which facilitates the effective exercise of these functions.

The Policing Protocol Order 2011 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 is reviewed annually and sets out how governance operates. This code is consistent with the principles of the CIPFA/SOLACE guidance 'Delivering Good Governance in Local Government.'

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

The framework consists of: -

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- **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 other's functions.

This statement also explains how the Commissioner and Chief Constable have complied with the Code and meet the requirements of the Accounts and Audit Regulations 2015 (amended 2020), regulation 6(1), which requires all relevant bodies to prepare an annual governance statement.

3. The Governance Framework

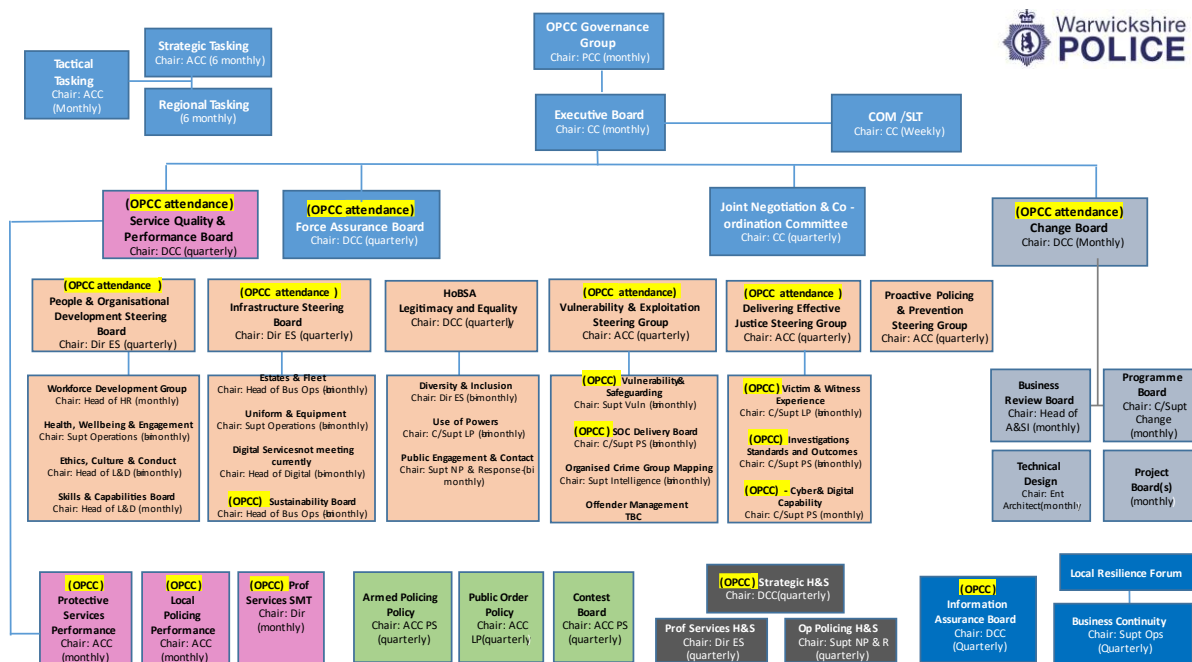
Governance comprises of the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved. The fundamental function of good governance in the public sector is to ensure that entities (meaning the PCC and Chief Constable) achieve their intended outcomes whilst 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 and Chief Constable directs and controls the activities for which they are accountable, including engagement with communities. It 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. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the 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 be effectively, efficiently, and economically managed.

The diagram below outlines the governance structure that was in place in 2021/22 in the force and clearly shows OPCC oversight and attendance to gain assurance regarding governance processes. Both the PCC and Chief Constable also share a Joint Audit and Standards Committee that receives reports and meets quarterly. The meetings are well attended by force and OPCC staff alike, and to help secure their own assurance regarding governance processes, they have worked with staff from the OPCC and force to develop an assurance map outlining three levels of controls for seeking assurance in key governance/service areas. The assurance map has

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been shared with key stakeholders and will continue to be developed and used alongside the formal framework documents.



The Chartered Institute for Public Finance and Accountancy (CIPFA) 'Delivering Good Governance Framework for Public Services 2016' sets out seven good governance core principles. The governance arrangements that have been put in place for the Commissioner 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

The Police Reform and Social Responsibility Act¹ sets out the functions of the PCC 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 '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 regulations. The framework is informed by the requirements of 'The Good Governance Standard for Public Services'³ and the Policing Protocol 2011 and is consistent with the seven Nolan principles of standards in public life. Additionally, the

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

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'Police Code of Ethics'⁴ combines these values with others enshrined in policing and sets and provides a framework for upholding high standards of conduct and behaviour which applies both on and off duty. It guides behaviour within the organisation as much as it informs how to deal with those outside.

On his election, 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 register of interest of the PCC, together with the protocol for managing the relationship and any conflicts between the leader of Warwickshire County Council and the Warwickshire PCC. Following his election, the PCC has approved a new Police and Crime Plan, which was developed following wide consultation. This is available on the PCC's website and sets the strategic priorities for policing in Warwickshire. The five priorities of the new plan are:

1. Fight crime and reduce reoffending
2. Deliver visible and effective policing
3. Keep people safe and reduce harm
4. Strengthen Communities
5. Deliver better justice for all.

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.
- 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 key values of Warwickshire police are public service, impartiality, integrity, and transparency. As part of the fit for the future strategy and the long running knowing the line strategy, the force highlights and addresses issues of culture, tone and style across all service areas and centres to build an organisation where all are treated with dignity and respect. Knowing the line specifically aims to eradicate sexual harassment and inappropriate behaviour from policing, encouraging officers and staff to challenge and report behaviours that makes colleagues feel uncomfortable, intimidated, embarrassed, or uncomfortable with. The health and wellbeing of all those working in the force is central to the efficiency and effectiveness of Warwickshire police and this continues to be an area of focus, most recently discussed with all employees at the Chief Constables engagement seminars, but

⁴ Code of Ethics (College of Policing 2014)

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also through the Health and Wellbeing Board and at the PCC and Chief Constable meetings.

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. The policies have been reviewed during 2021/22 and approved by the Commissioner, they include the code of conduct, decision making, managing complaints and safeguarding. Notifications of disclosable interests and a register of gifts and hospitality are published on the PCC's and the Force website.

The PCC and Chief Constable have a Joint Audit and Standards Committee (JASC) that meets at least 4 times a year which has increasingly met face to face during 2021/22. They receive reports and also private briefings on a number of specific areas. Members of the Committee are allocated dedicated 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. 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 each Committee meeting. The dip sampling work has been stifled during the pandemic, but has more recently recommenced, but the committee member is also a member of the internal ethics board which discusses ethical dilemmas and is chaired externally by a representative from the University of Warwick, which helps them to gain a fuller understanding of topical ethical issues at Warwickshire. **Other Committee** members have taken lead responsibility on seeking assurance on governance issues, relating to the transition of service, risk and general finance and audit matters. Members meet outside of the formal meetings with **force** and OPCC staff on these matters. A new member was recruited during 2021 to fill a vacancy, and this has brought new experience and knowledge to the Committee. All members have received extended contracts during 2021/22. The Committees 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. It is a public meeting and has been attended by the Chair of the Police and Crime Panel or their representatives and copies of papers are published on the website. The Committee has continued to develop a strong working relationship with the Police Crime Panel with member also regularly attending Police and Crime Panel meetings.

The PCC and Chief Constable have transparent and accessible arrangements in place for dealing with complaints received from members of the public, and reviews of the complaints process and findings are reported to the Joint Audit and Standards Committee, and actions implemented based on the findings. PCCs have had a stronger role in the complaints system during 2021/22, following changes made in February 2020, resulting from extensive consultation and work by the Home Office and the IOPC. The OPCC are responsible for reviews of complaints dealt with by Warwickshire police, known as Complaint Reviews, with the intention that members of the public dissatisfied with the outcome of the process undertaken by

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Warwickshire Police to make a representation for it to be reviewed. In 2021/22, the OPCC conducted 38 complaint reviews and made recommendations in 14 cases. Any recommendations arising from the review are referred to Warwickshire Police and monitored by the OPCC. Learning is also an integral part of every complaint and any lessons learned are used to continuously improve the service provided to Warwickshire communities. In addition to Complaint Reviews, the Commissioner also leads on Police Appeal Tribunals (when a police officer is dismissed) and in Pension Forfeiture.

The force has a Professional Standards Department (PSD) whose role is to uphold the ethical and professional standards of Warwickshire Police 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. Any complaints against the Chief Constable are dealt with by the PCC. The independent Warwickshire Police and Crime Panel (PCP) deals with any formal complaints made against the PCC. Warwickshire Police employs a vetting team, within professional standards to ensure compliance with vetting standards, and is also the lead force for providing a national contractor vetting service.

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 is independent of Force management and operational decision-making, which is the responsibility of the Chief Constable, and established mechanisms and guidance are in place to ensure that the PCC and Chief Constable do not breach or misuse their legal and regulatory powers. The PCC is subject to the PCC's Code of Conduct and Oath of Office, and the Chief Constable (and all other individuals who work in policing) are subject to the College of Policing's Code of Ethics, both of which are consistent with the Nolan principles. The Chief Executive of the OPCC is also the designated statutory Monitoring Officer, with responsibility for advising on the legality and appropriateness of the PCC's actions and decisions.

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 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. Managers meet regularly to discuss topical issues, including any legal matters, as necessary.

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.

During 2021/22, following his re-election, the PCC has approved his new Police and Crime Plan 2021-25 which sets out the strategic direction and priorities and how they will be delivered. In formulating the new plan, it was crucial to gain a full understanding of the public's priorities, so an extensive online and telephone survey was carried out across a representative sample of respondents from all parts of the county. This helped assess perceptions of policing within Warwickshire, as well as identifying the key issues in communities that required greater focus.

Originally commissioned in early 2020 in anticipation of elections that year, the survey was supplemented by questions in the subsequent budget consultations to test if public perceptions had changed, after the election was moved to 2021. The surveys also captured any new emerging priorities.

Other research, such as Warwickshire County Council's 'You Say' Survey 2020, the Crime Survey of England and Wales and feedback from victims of crime also helped to shape my understanding of perceptions of policing and the criminal justice system.

The work of sector advocates, such as the Victim's Commissioner, has also been considered along with input from the Chief Constable and partners across Warwickshire.

The research was rigorously analysed to ensure there was a strong evidence base to draw conclusions from. It means that the new plan for 2021-25 is carefully derived from the priorities highlighted by the public and aligned with the expert opinions of those involved in the frontline of community safety. The PCC has adopted a wide range of different approaches to engaging with communities, including media engagement, online events and through social media, although his preference has always been to meet people and community groups face-to-face whenever possible, although the pandemic presented challenges in being able to do this at various times across the year. The PCC recruited a Communications and Engagement Officer in late 2021 to deliver a structured programme of engagement with communities across the county, building upon the activity previously carried out and to ensure his office has the capacity and resilience to deliver more events and opportunities to engage with the public across the year.

In addition to this public consultation, the PCC has also widely consulted on the Precepts for 2021/22 and 2022/23 and reported the outcome of those consultations

⁵ Policing Protocol Order 2011, art14

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to the Police and Crime Panel for their information and scrutiny, before setting the precepts each year. The Panel 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, his Annual Report, and any proposed appointments to key roles. Two separate working groups also meet regularly to specifically deal with issues around performance monitoring and finance.

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

The PCC proactively publishes information to maintain openness and transparency with the public on the website 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 published his 2020/21 annual report during the year, outlining his main achievements, operational and financial performance details and progress made in delivering the Police and Crime Plan. His annual report for 2021/22 has also been prepared, reviewed by the Police and Crime Panel and is also published.

A new PCC 'Consultation and Engagement Strategy' is in the process of being developed in line with the new Police and Crime Plan priorities. This will set 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. Social media is used extensively by the OPCC and force to engage with the public, to run campaigns, to promote various public consultations run by the force and PCC and more recently for recruitment drives. This sits alongside more traditional methods of engagement, including remote engagements during the pandemic. Critically for the PCC, this has ensured that two-way communication channels remain fully open, which serve to inform him of public concerns on local policing and crime matters of importance, and thus enabling the wider dissemination of information to and from local groups, partners, organisations, and key stakeholders on activities that have been undertaken.

The PCC and Chief Constable attend various Local Authority meetings across Warwickshire and provide formal briefings to local MPs 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 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 help in their delivery in addition to supporting other partners in achieving their local priorities too. The PCC has recently commenced the re-commissioning process for key victim services. A local needs assessment has been undertaken, following engagement with a range of stakeholders, to inform the commissioning process, and this commissioning process will continue throughout 2022/23 through more extensive targeted market engagement sessions, to ensure fit for purpose and effective services are

commissioned from April 2023. The PCC chairs the Local Criminal Justice Board, which is also attended by the force. 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, as the pandemic has had a significant impact on the criminal justice system.

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. 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, PCSO's, 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 SNT's also use social media widely having their own twitter feeds and Facebook pages, to maximise the engagement potential with their communities. The force has introduced 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 help build public confidence through positive and proactive community engagement and reassurance.

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, the process was temporarily stalled during the pandemic but has been re-established since June 2020.

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

The PCC's Police and Crime Plan outlines the police and crime objectives (outcomes) and the strategic direction for the policing of the Force area.

A new Chief Constable was recruited in July, but there remained some continuity in approach, particularly through the continued adoption of the forces Fit for the Future strategy which underpins the Police and Crime plan but also sets out an ambitious agenda for the force up to 2025. Transitional work has been undertaken through the evolve programme in 2021/22, and work to continue and develop the transformation of Warwickshire Police will fall under the Empower programme from April 2022 onwards, which will build on and drive out more efficient ways of working following

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the recent heavy investment in ICT equipment, systems and infrastructure. The strategy is built around 3 main themes – Effective and Efficient, Prevent and Protect and Respond and Reassure. These themes set out the strategic direction of the force, along with its purpose and priorities, taking account of the PCC's Police and Crime Plan and the Home Secretary's Strategic Policing requirement. This work is overseen by the Change board.

The fit for the future strategy reflects a commitment towards achieving a greener more sustainable force, recognising that their activities both operational and non-operational have an impact on the natural environment for the communities of Warwickshire. The force has established a Sustainability Board dedicated to looking at this area and will work in accordance with the remit of the Estate review work to achieve and improve environmental sustainability in the way it uses its assets, and the PCC has established a sustainability reserve to help fund initiatives that fall outside of the main capital and revenue budgets. The PCC has a duty to ensure value for money through purchasing, contracts, and the wider commissioning of services. Every effort is taken to secure value for money whilst improving or minimising the impact on the environment. However, it is recognised that in some areas of compliance with legislation and/or to achieve higher standards, or to improve environmental impacts, this might increase costs or require specific one-off investment. The force now operates some hybrid vehicles and estates work undertaken in 2021/22 for example boiler replacement works will improve the efficiency and help to minimise the impact on the environment.

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. During 2021/22, the force has formed a new collaborative working arrangement with West Midlands Police to deliver forensics services. Other collaborative working for historical file storage and dog kennelling also exists. Such collaborative working will always support the attainment of the Police and Crime Plan objectives, will build resilience, capability, and capacity to deliver improved services, will enable longer-term operational effectiveness and economy through greater interoperability, integration and will help to achieve improved value for money through economies of scale, increased efficiency, greater effectiveness, or improved potential for sustainable delivery. Governance issues around this are discussed at the Com Board meetings in the force. Warwickshire police continues to collaborate regionally to combat national threats identified in the strategic Policing requirement, and to threats from serious and organised crime. The Regional organised crime unit (ROCU) for the West Midlands forms a critical part of the national and local response to disrupting organised crime groups.

A 'Medium Term Financial Plan' (MTFP) has been developed to support the delivery of the Police and Crime Plan and to ensure that the plans are financially sustainable, which remains a key priority for the Commissioner, with the requirement for a good and balanced budget well documented in his Police and Crime plan. A five year MTFP is published and approved by the Commissioner but modelling over an extended period is also undertaken to ensure financial resilience and sustainability

over the long term. This is particularly important given the long cyclical pattern of officer recruitment, spinal point progression and some certainty regarding leavers based on maximum service assumptions. Whilst the assumptions are always open to challenge and will flex, close monitoring throughout the year is undertaken, in addition to an annual more formal review as part of the budget setting process. Invariably the MTFP includes a requirement for savings or increased income, and the force will be developing options through early planning to address these should they be required. Discussions on financial matters between the PCC and Chief Constable is mainly at the governance Board meetings, but also at the Holding to account and informal finance meetings between the Director of Finance and Treasurer. The Police and Crime Panel and Joint Audit and Standards Committee also both receive quarterly financial updates.

Risk is managed through a governance framework at a local and strategic level to manage and mitigate threats to service delivery. Strategic risk is managed and recorded by the force and OPCC separately, it passes through their respective internal governance processes and is reported to each JASC meeting, for independent scrutiny and to seek feedback.

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, to assess the impacts internally and externally for staff, stakeholders and the public.

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

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 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 force performance. During 2021/22 monthly Performance and Accountability Meetings were held between the Commissioner and Chief Constable to consider specific topics of interest, each being determined from the (previous) Police and Crime Plan but also with consideration of the force's own Fit for the Future Strategic Plan. This enables a good understanding of the successes and challenges the force faces across a range of policing issues, 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 team review police performance datasets and work with the force to understand the explanations for trends and then use the information effectively to seek improvements where identified. The Police and Crime Panel has provided another layer to this process, continuing to show a commitment to understanding the force's performance and requesting regular updates on the office's activity in identifying areas to probe and seek information on any issues arising. A performance framework is in the process of being developed for monitoring the performance of

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the police and crime plan objectives and this will be presented to the police and crime panel meetings in time.

The Force's Director of Finance maintains the MTFP in conjunction with the Treasurer, which integrates the force business plans. It is refreshed annually, and scenario planning is undertaken as part of the budget setting process. The PCC undertakes a budget and precept consultation exercise to help him formulate his precept proposal. The Police and Crime Panel 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 he sets the budget and precept. Formal budget monitoring is undertaken throughout the year and is discussed internally at the at the regular Force Governance Board meetings with the Chief Constable and key stakeholders. The Panel receive a financial update at each of their meetings and the finance working group also scrutinise and challenge the budget monitoring reports, at their more focussed quarterly meetings requesting additional information, as necessary.

The transformation programme is governed by the Change Board, which coordinates activity and prioritises work, assessing them against the strategic objectives, capacity, and financial capability. During 2021/22 the final three areas of service have transitioned from the former alliance arrangements. Transactional and ICT services are now delivered through a hybrid in house and service contract model and forensics services are delivered through a collaboration with West Midlands police. These services continue to be provided effectively and efficiently and the PCC will hold the Chief Constable to account for their ongoing performance.

The PCC and Chief Constable's joint system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures, management supervision and a system of delegation and accountability. Both have agreed the strategic aim of setting balanced revenue budgets for day to day policing costs, with no reliance on reserves to meet ongoing cost. The outturn for 2021/22 was an underspend of £2.4m, which represents a variance of £1.5m against the revised budget. This increased contribution to reserves will help to manage future risk and support the ongoing transformation of Warwickshire police through its capital and revenue works. The increased underspend is mainly derived from higher vetting income. The force provides national contractor vetting through a commercialised service which is being used to finance costs and will help to manage future budget gaps. The risks associated with the service and income source are being managed through the vetting board and a dedicated vetting earmarked reserve and general reserves. The Chief Constable is the national vetting lead, and this also helps to manage risk. Reserve levels remain healthy and provide resilience against any fluctuation in funding and for specific and known risks.

The PCC and Chief Constable both have separate Risk Management Strategies in place, and hold separate risk registers to manage their key risks. The risk registers are reported to the respective Chief Officer teams and their own internal governance processes and are also regularly reviewed by the Joint Audit and Standards

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Committee for scrutiny and comment. Financial, governance related, and operational risks are a feature of both registers.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) provides an annual independent thematic inspection and assessment of the force's performance in terms of its effectiveness, efficiency, and legitimacy. The force has recently had its latest PEEL (police effectiveness, efficiency, and legitimacy) inspection and the results are expected at the end of Summer 2022. The force has had also had a custody inspection which was published in February 2022. This assessed the force against 29 previous recommendations. Of the 29 recommendations made during that previous inspection, Warwickshire has achieved or partially achieved 15 of them. Two recommendations are no longer applicable, but the remaining 12 have been identified in this inspection as areas still requiring attention. The force is also awaiting the final report for the child inspection which was undertaken in early 2022.

The previous PEEL assessment published in September 2019 found the force to be good in the areas for legitimacy and effectiveness but requiring improvement in efficiency. 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, they have established a Warwickshire Assurance Board, which acts as the primary vehicle to ensure that recommendations from HMICFRS are actioned appropriately. The Analysis and Service Improvement team in the force provide oversight within the force of the HMICFRS actions and monitor progress against them, reporting these to the PCC and JASC on a regular basis. The PCC also holds the Chief Constable to account through ongoing performance monitoring at the monthly Governance and Performance 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. The actions arising from the latest inspection will be no exception, but it is hoped that the work and changes that have been undertaken prior to the latest inspection will be recognised.

The Police and Crime Commissioner's Grant Scheme has been further developed to ensure funding is based on identified need, with clear outcomes. A comprehensive process of application, evaluation and award is undertaken each year. The Commissioner engages with these recipients during the year, to understand how the projects and his investment is being used, and more formal financial and performance monitoring is undertaken during the year to ensure that police and crime plan objectives are being delivered. The PCC commissions a number of key services 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. All commissioned services are performance monitored and sit alongside the annual grants process.

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

The PCC ensures that their 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, along with some other key services, is externally sourced as this is more cost effective and practical. Our 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 and force staff are encouraged to network and build working relationships with key stakeholders in their respective fields. The PCC's Treasurer and the force Director of Finance participate in the CIPFA continuous professional development programme 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 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 (APACE), the Police and Crime Commissioners Treasures Society (PACCTS), and there are similar professional networking bodies attended by force staff and officers. Such organisations 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.

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. Regular force order communications to all staff are delivered regularly, and these have been particularly relevant during the pandemic but also as part of the ICT transition process, using them as an effective tool to achieve

maximum reach. These supplement other more local updates by specific teams, but also a programme of face to face Chief Constable engagement seminars were held in early summer 2022, reinforcing the forces commitment to meeting and engaging with staff across the force. The Health and Wellbeing Strategy supports the force 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 our people work together and feel motivated. The force **fared** very well in the first national wellbeing survey and the results placed the force above all other forces across a range of measures. The National Pay and Morale Police Federation survey also showed Warwickshire in a positive light in how we have responded to the challenges from Covid-19 and how we have kept our workforce engaged. We showed the highest levels of officer morale from the 43 Forces, but the challenge in 2021/22 has been to maintain this level of morale, to continue to focus on health and wellbeing to ensure that staff feel valued and are able to fulfil their roles effectively. This also has a bearing on the appeal of the force to new recruits, and in a challenging employment market, Warwickshire have been successful in recruitment their 41 uplift officers in 2021/22 and will continue to focus efforts to reach the recruitment target of a further 55 officers in 2022/23.

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. At the OPCC the risk management process is becoming increasingly embedded, but this will remain a key focus of work by OPCC managers. Operational risks are logged centrally and are used to inform agreed changes to strategic risks as necessary by the management team. The OPCC strategic risk register is updated quarterly and discussed at regular OPCC managers meetings. The forces risk management process is more mature and embedded in both operational and organisational activities. The primary objective is again to manage risk in a way that reduces the likelihood of occurrence and minimising the impact or risks, should they take place. There is some alignment in strategic risks across the force and OPCC and both separate risk registers are reported to the quarterly JASC meetings for assurance and scrutiny.

The 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 associated documents are reviewed annually and scrutinised by JASC.

The Joint Audit and Standards Committee meets on a quarterly basis and the agendas, papers and minutes are published on the OPCC website. A special meeting of the committee was convened in December 2021 to discuss the statement of Accounts, prior to their anticipated imminent sign off. As part of its work programme the committee receives regular updates on internal and external audit, HMICFRS inspections, treasury management, risk management, health and safety, financial matters, and the progress on transitioning services from the alliance. The JASC recruited a new member in 2021 and has met remotely and where possible in

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person during 2021/22. The JASC re-approve their terms of reference annually and have a formal work plan which is reviewed regularly. The JASC operates in line with CIPFA guidance and within the guidance of the Financial Management Code of Practice⁶. Members are highly experienced in related fields and offer support and assistance on key issues. They have also built up a working relationship with the Police and Crime Panel to avoid duplication and enhance the work of both groups.

The Warwickshire County Council Law and Governance Service have been used by the PCC and Chief Constable to conduct independent and impartial audits in 2021/22. An annual audit plan is set and performance against the plan is monitored throughout the year and reported to JASC.

Regular financial monitoring is undertaken and reported to the PCC against the approved budget. This is supplemented by regular informal meetings between the Treasurer and the force finance teams, who provides feedback on issues, as necessary. 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. Business planning feeds into the budget planning processes and this will continue to be refined and embedded during the next budget setting round, along with the work of the Empower workstreams.

The Director of Finance and Treasurer, 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. The PCC and force are applying the requirements of the FM code, which sets out the criteria for sound financial management through appropriate governance arrangements and financial management style. This is managed through the work to address the actions raised in the 2020 Independent CIPFA report on the financial capability of the organisation. This is being reported to the JASC, and the Director of Finance and Treasurer continue to monitor this on a regular basis. To supplement the independent work and recommendations from CIPFA on financial management capability and resilience, the Director of Finance and Treasurer have considered the CIPFA financial management code self-assessment tool and are content that the actions that they would identify for improvement are in line with the action plan that is being delivered, and further work will continue on this to embed the seven criteria including – the responsibilities of the CFO and leadership team, governance and financial management styles, approach taken to long to medium term financial management, the annual budget setting process, stakeholder engagement and business plans, monitoring of financial performance and external financial reporting.

To ensure that financial control has been maintained and operated in respect of the resources under the control of the Chief Constable and the PCC, the system of internal financial control provides assurance that assets are safeguarded, that

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

transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or should be detected within a timely period. To conduct their business effectively, the PCC and Chief Constable need to ensure that they have sound financial management policies in place and to which they are strictly adhered. Part of this process is to adopt and implement financial regulations. The regulations are updated annually, and form part of the corporate governance framework. They are supported through the scheme of delegation and other policies in other specific areas.

The relationship between the Treasurer and Director of Finance is critical to ensure that an appropriate and effective financial strategy is developed and implemented. Regular meetings between the two statutory post holders are held to discuss financial performance against budget, to refresh the MTFP and examine key issues that require strategic financial input to decisions as well as routine matters of governance and audit report findings and recommendations. This is a strong relationship built on trust and confidence, and the controls are adequate. The Treasurer also works closely with other key members of the force finance teams, to scrutinise financial reports and specific areas of work.

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

The PCC complies with all good practice and statutory requirements regarding transparency in that he has produced and published an annual report that details performance against objectives for the previous year, and the information published on the OPCC website is in accordance with the Elected Local Policing Bodies (Specification Information) (amendment) Order 2021. The draft internal audit report on the transparency and publication data on the PCC website has reported a substantial assurance opinion.

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 the Home Secretary on the reports. Additionally, the PCC publishes notes from his governance and holding to account meetings with the Chief Constable. The website for the OPCC and the force are both reviewed regularly and are refreshed and updated to ensure they remain up to date and compliant.

The PCC and Chief Constable have appointed internal and external auditors and audit recommendations are reported to the JASC. The JASC meet with representatives from the force, the lead auditors, and key partners on a regular basis to consider all internal and external outstanding issues. Regular briefings are held between the Director of Finance, Treasurer 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, to ensure that good outcomes are achieved, relationships are strong and controls are adequate and provide the necessary assurance to the PCC and Chief Constable.

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The PCC has a 'Publication and Freedom of Information (FOI) Scheme' in place. All FOIs received into the OPCC are dealt with directly or passed onto the force as appropriate by agreement. The force has a dedicated team who collate requests and manage responses on their behalf.

The Police and Crime Panel also undertake a scrutiny role of the PCC. The Panel meet at least quarterly to challenge the PCC, they receive formal reports and meet in open session. On occasion they have also received informal updates on specific issues, and they have two separate working groups who report back to the full panel on budget and performance issues.

The force publishes its Force Management statement (FMS) each year, which is a self-assessment document 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's office has responsibility for conducting, at least annually, a review of the effectiveness of the 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 by the Chief Executive and Treasurer, along with other key stakeholders. 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 effectiveness, review and maintenance of the governance framework is undertaken by the JASC, who discuss governance issues, make comments on reports they receive and refer reports or recommendations 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 receives regular reports on governance issues, it has an agreed terms of reference that are reviewed annually, a comprehensive workplan is in place and a series of pre-meet training 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 formally meets approximately 4 times a year, although a special additional meeting was held in December 2021 in the light of the anticipated imminent sign off of the 2020/21 Statement of Accounts.

Reporting on governance issues includes 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, 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 issues that have been identified, particularly in terms of updates relating to the remaining service transitions completed during 2021/22.

4.4 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 Head of Internal Audit's independent opinion on the adequacy and effectiveness of the system of internal control. The annual report of the Head of Internal Audit provides the opinion that taking into account all available evidence, that internal control environments give "moderate assurance".

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 necessary. The Treasurer also meets regularly with senior audit staff to discuss topical issues and review progress and actions against the audit plan, and 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

External audits are an essential element in ensuring public accountability and stewardship of public resources and the corporate governance of all services

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provided by the OPCC and Warwickshire Police. Their annual Auditor 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 value for money.

The external auditors have issued their opinion on the 'Statement of Accounts 2020/21' including their separate annual report on 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. Regular update meetings are held **quarterly** between external audit, the Treasurer and Director of Finance to discuss topical and emerging issues in more detail. 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 Her 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, along with assurances from within the Analysis and Service Improvement department within the force who monitor progress against HMICFRS action plans and report back to the PCC, Chief Constable and JASC. The Police and Crime Panel also provide some assurance and scrutiny to ensure that the PCC and his office are undertaking and fulfilling their key responsibilities effectively, and two separate sub-working groups on performance and finance met during 2021/22 to scrutinise specific areas in more detail.

5. Significant Governance Issues

5.1 Strategic Risks

This AGS referred earlier to the Strategic Risk Registers which are held separately for the Force and PCC.

The Force strategic risk map is reviewed monthly at the Executive Board meeting. The OPCC risk register is discussed at the regular managers meetings. Managers also discuss operational and project risks with their individual teams, and any issues are reported upwards at the managers meeting and collective decisions taken as to whether they will impact on strategic risks. The risk maps for the OPCC and Warwickshire police are both reported to the Joint Audit and Standards Committee at each of their meetings.

The OPCC Strategic Risk Register includes:

- The risk that the PCC does not fulfil his statutory duties, including holding the Chief Constable to account. This risk outlines that failure to meet any of these responsibilities could lead to possible litigation and reputational damage to the OPCC in Warwickshire.

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- The risk that we fail to manage our finances effectively across the Medium Term Financial Plan (MTFP) and longer term sustainability. This relates primarily to the risk that day to day expenditure will not be met by the core funding available which would be unsustainable. The PCC has given a commitment to set good and balanced budgets as part of his financial strategy and has developed a 5 year medium term financial plan to demonstrate sustainability and resilience. The budget was significantly underspent in 2021/22, largely due to the success of the commercial national contractor vetting service. Whilst this income carries some risk, this is being monitored through the dedicated force vetting board, and through a specific vetting earmarked reserve. This underspend has enabled reserves to be replenished after the significant transfers from reserves in 2020/21, but also provides for effective provision for future investments in service and will also be used to fund capital investment over the medium term.
- Risks three on the PCC strategic risk register - re-establishing a resilient and efficient standalone policing service in Warwickshire is now treated and removed as at the end of 2021/22 as all the intended services had transitioned by that point, and a project closure meeting has taken place to understand any lessons learnt. The Empower programme to further the transformation of Warwickshire Police commenced in April 2022 with three separate but interdependent workstreams of people, place and technology. One of the most significant challenges and thus risks is to ensure that the technological work of the Evolve programme becomes embedded throughout the organisation, and that efficiencies can be driven out and are evident in working practises and productivity. This risk is introduced as a new risk three on the PCC's strategic risk register.
- The risk that we have inadequate commissioning of services. The PCC is responsible for commissioning services for the victims of crime, along with other services to meet specific Police and Crime Plan objectives. These services are often for vulnerable people at usually sensitive and emotional times, so the risk remains that if these services are not provided in a suitable manner this could bring serious consequences to the lives of individuals in our communities and significant reputational risk to the PCC
- The risk that we do not manage our partnerships effectively which could lead to our objectives not being achieved, poor value for money, an adverse impact on the reputation of the PCC and non-achievement of the Police and Crime Plan objectives
- That the PCC fails to engage with the community. Engagement with the public is a primary concern for the Commissioner. The staffing structure at the OPCC has been reviewed during 2021/22 and an Engagement Officer has been recruited within the Communications team. This will help to increase the engagement work, to enable the PCC to more effectively fulfil his role as being the link between the public and the Force. More recently the PCC has also recruited to the vacant Deputy PCC role to increase engagement opportunities and provide more resilience to the office. The public must be

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informed about the work the PCC is undertaking and that he is doing the job for which he was elected. If public engagement is ineffective then this can have an adverse effect on the reputation of the PCC, lack of public buy-in to the PCC plans as they do not reflect their concerns and loss of confidence in the PCC and Force.

- The risk that we fail to deal with the challenges posed by the Coronavirus pandemic was included on the PCC strategic risk register for much of 2021/22 but is now considered treated.

The forces' strategic risk register (as at June 2022) contained the following risks:

- Establishing a separate Warwickshire ICT structure
Following the recent separation of ICT from West Mercia, this relates to the risks from embedding a new ICT infrastructure and service which was delivered at pace.
- Uplift recruitment target for 2022/23
This relates to the risk that the force does not meet its agreed officer target by 2023.
- Workforce Skills and Mobility
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 linked to backlogs developed during COVID.
- Financial Impacts – the medium term financial plan
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
- Legitimacy – trust and confidence in policing
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.
- Staff Retention and Recruitment
This relates to the risk of retaining and recruiting staff given pressures in the job market. Nationally and across all industries recruitment and retention of staff is reported as challenging, with high profile examples of staff shortages being reported.
- Data Separation
This relates to the risk of the complex task of separating data with West Mercia given the quantity and structure of the data.

5.2 Significant Governance Issues 2021/22

There were no significant governance issues for 2021/22 in the last AGS, but the following governance issues were noted:

- Monitor the progress including the benefits realisation and costs of the Evolve programme and specifically the ICT transition and transformation to ensure that Warwickshire moves to its new ICT infrastructure and operating systems, and that the remaining application migration is progressed in a safe, smooth and cost effective manner.
- Development of the Evolve 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 for forensics, from services delivered by West Mercia to services delivered by West Midlands from the 1st of September 2021.
- Ensure that a smooth transition of transactional services occurs which will be delivered by Warwickshire Police from the 1st of October 2021.
- Continue to develop the process and make progress on the recommissioning of services provided by the OPCC for victims and vulnerable groups.
- Continue to monitor the commercialisation of the national contractor vetting service, to deliver services and meet the income target outlined within the budget.

Mitigations and action plans have been put in place to address each of these issues and manage the risk, through normal governance processes. A balanced budget was approved for 2021/22 and 2022/23, in addition to a 5 year MTFP with clearly defined assumptions. Forensics services did transition as planned to West Midlands, as did transactional and ICT services to internal provision. These changes were delivered on time and within the revised budgets that had been set. The Warwickshire ICT infrastructure is now more robust and is compliant with National enabling programme requirements. The majority of staff have been issued with new equipment and devices and are using these effectively.

Recommissioning work by the OPCC is well underway and continues to be progressed and the commercialisation of the national contractor vetting service has surpassed initial estimations. These are being used to support the wider budget and any risks are being managed through the vetting board and financially through reserves.

5.3 Potential Significant Governance Issues 2022/23

There are no significant governance issues for 2022/23, but the following issues are outlined:

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- To progress the Empower workstreams of – technology, place, and people. To ensure that the recommendations from the reviews are implemented in an efficient and cost effective way to enhance service provision.
- To continue to monitor the risks and seize opportunities arising from the national contractor vetting service offering.
- To drive out efficiencies from the recent significant investments in ICT and continue the transformation of Warwickshire Police.
- To recommission effective services that are fit for purpose and meet the needs of victims.
- 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 targets are achieved of 55 officers in 2022/23.
- To continue to build good working relationships with partners.

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 2021/22.

The coronavirus pandemic continued through much of 2021/22, but restrictions existed for much of the year although they were generally less stringent than at the start of the pandemic, generally as we all learned to live with covid and as vaccination programmes across the United Kingdom and the world were rolled out. The OPCC and force have adapted their working practises to the ever-changing regulations in an efficient and effective way, but increasingly throughout the year staff and officers this has been from the police estate. This AGS reflects on those changes, 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 2022/23 and to ensure that the areas identified in Section 5.3 are suitably addressed.

Signed

Philip Seccombe TD

Warwickshire Police and Crime Commissioner

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Debbie Tedds

Chief Constable of Warwickshire Police

Polly Reed

Chief Executive Warwickshire OPCC

Jeff Carruthers

Director of Finance – Warwickshire Police

Sara Ansell

Treasurer Warwickshire OPCC