



Office of the  
Police and Crime  
Commissioner  
for Warwickshire



Warwickshire  
**POLICE**

# Joint Annual Governance Statement 2022/23

## Warwickshire Police and Crime Commissioner and Warwickshire Police

### 1. Introduction

This 'Annual Governance Statement 2022/23' 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 2023, including plans for the financial year 2023/24.

### 2. Scope

The Chief Constable and Police & Crime Commissioner are responsible for ensuring all business is conducted in accordance with the law and proper standards, and the public money allocated to them is safeguarded, properly accounted for, and used economically, efficiently, and effectively. In order to discharge this responsibility, they must put in place proper arrangements for governance, including arrangements for

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managing risk. Their legal duties and responsibilities are clearly defined within the following:

[Police Reform and Social Responsibility Act 2011](#)

[Policing Protocol Order 2011](#)

[Financial Management Code of Practice for the Police and Fire & Rescue Services 2018](#)

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

The Policing Protocol Order 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 framework is consistent with the principles of the CIPFA/SOLACE guidance 'Delivering Good Governance in Local Government.'

[\(http://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition\)](http://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition)

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, (PCC and Chief Constable), 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.

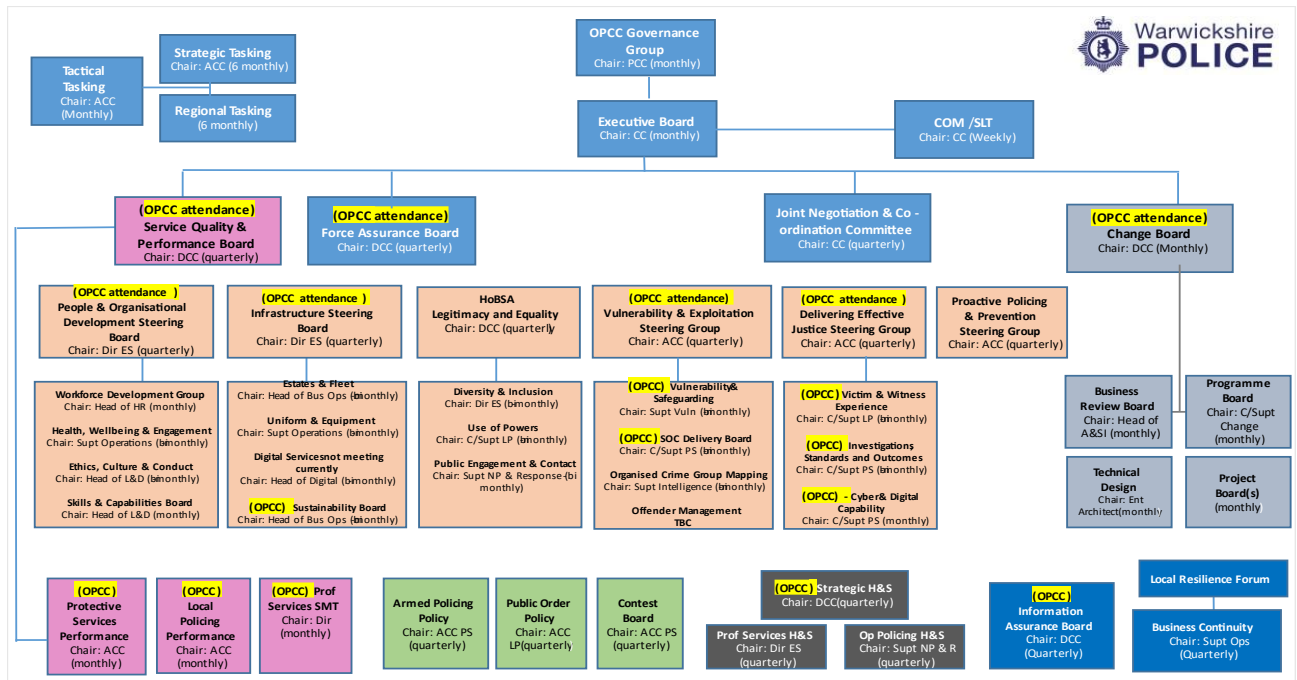
This statement also explains how the Commissioner and Chief Constable have complied with the Code and meet the requirements of the Accounts and Audit Regulations 2015 (amended 2021), regulation 6(1), which requires all relevant bodies to prepare an annual governance statement.

### 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 2022/23 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 members, force and OPCC staff alike. To help members 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 been shared with key stakeholders and will continue to be developed, updated, 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 Act<sup>1</sup> sets out the functions of the PCC and Chief Constable. The Act requires the PCC to have a Chief Executive and Chief Finance Officer<sup>2</sup> (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 and contract regulations. The framework is informed by the requirements of ‘The Good Governance Standard for Public Services<sup>3</sup>’ and the Policing Protocol 2011 and is consistent with the seven Nolan principles of standards in public life. Additionally, the ‘Police Code of Ethics<sup>4</sup>’ combines these values with others enshrined in policing and sets and provides a framework for upholding high standards of conduct and

<sup>1</sup> PRSRA11, S5 – 8

<sup>2</sup> PRSRA11 Sch1 p6

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

<sup>4</sup> Code of Ethics (College of Policing 2014)

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

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 increasing focus. This is evident through discussions with all employees at the Chief Constables engagement seminars, but also through the Health and Wellbeing Board and recently appointed team, as well as the PCC and Chief Constable meetings.

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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. A number of policies were recently reviewed and approved by the Commissioner, they include the code of conduct, whistleblowing, gifts and hospitality, decision making, managing complaints and safeguarding. Notifications of disclosable interests and a register of gifts and hospitality are published on the PCC's website. Warwickshire Police are in the process of reviewing their policies to ensure they remain relevant and up to date.

The PCC and Chief Constable have a Joint Audit and Standards Committee (JASC) to provide them with independent advice and recommendations on the adequacy of the governance and risk management frameworks, the internal control environment, financial reporting, ethics, and standards, thereby helping to ensure efficient and effective assurance arrangements are in place. The Committee meets formally at least 4 times a year, with intermittent informal meetings as deemed appropriate. They receive reports and also private briefings on a number of specific areas. Members of the Committee have allocated themselves dedicated subject areas of interest, enabling them to build relationships and knowledge by working closely with key staff, often meeting outside of the formal meetings to understand processes and seek assurance on a one to one basis. Dip-sampling of complaints made against the police that are subject to investigation by the Professional Standards Department (PSD) is usually undertaken by a committee member, and is supported by the OPCC, with formal Ethics reports taken to each Committee meeting. Other members have taken lead responsibility on behalf of the Committee on governance issues, relating to the ICT transformation works, estates, health and safety, as well as general finance and audit matters. Members bring a wide range of diverse experience and knowledge and add value through scrutiny, challenging and supporting officers and staff. The terms of reference of the Committee are reviewed each year, and the chair reports annually on the work and achievements of the Committee at year end. The Committee's agreed work programme, which is on the agenda of each meeting, seeks to ensure that the force and OPCC embrace the highest levels of integrity and ethical standards of behaviour, and the meeting agendas have been reviewed and timings revised to ensure adequate coverage of topical areas. During 2022/23 a JASC member has continued to attend the quarterly Police Crime Panel meetings on a rotating basis, and has reported back on any pertinent issues to the wider committee, thus building relationships and a more joined up approach and knowledge base.

The PCC and Chief Constable 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 in the ethics reports to the JASC, along with actions implemented based on the findings. Following changes made in February 2020, to the PCC's role in dealing with police complaints, whereby any member of the public dissatisfied with the outcome of the complaint process undertaken by Warwickshire Police, can make a representation to the PCC, for it to be reviewed.

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In 2022/23, the OPCC conducted 111 complaint reviews and made recommendations to improve service delivery in 46 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.

The Commissioner also leads on police appeal tribunals (when a police officer is dismissed) and in cases where there might be consideration of pension forfeiture. During 2022/23, the office completed its first police appeal tribunal, and the PCC has also approved a decision to seek pensions forfeiture approval from the Secretary of State in relation to a dismissed police officer.

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 Police and Crime Panel (PCP) would deal with any formal complaints made against the PCC. Warwickshire Police employs a vetting team, within professional standards to ensure compliance with vetting standards.

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 the force, and its managerial and operational decision-making, which is the responsibility of the Chief Constable. 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, and through the quarterly meetings of the OPCC Assurance Board.

## 3.2 Principle B. Ensuring openness and comprehensive stakeholder engagement

The protocol<sup>5</sup> 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. The PCC must have regard to the views of the public as well as the priorities of the authorities within Warwickshire and relevant government bodies before issuing a Police and Crime Plan.

During 2022/23, the PCC continued to make progress on delivering his Police and Crime Plan 2021-25 which sets out the strategic direction and priorities and how they will be delivered. The plans priority areas are monitored to identify progress and has been reported to the Police and Crime Panel performance sub-group and also to the JASC to satisfy their interest in the system of performance monitoring. Further details will continue to be shared with these groups and also reported in the Commissioner's annual report.

During 2022/23, the PCC has adopted a wide range of different approaches to engaging with communities, through an enhanced and far reaching programme, and by hosting events, including grant recipients, volunteers and by attending the PCC stand at a variety of local events to increase public awareness of his role and to engage with the public to gain their views on a variety of policing matters. Whilst most engagements with the public have been face-to-face, some are still held online to make best use of the digital tools and capability. The ongoing engagement plans for 2023/24 are extensive and continue to build on the activities undertaken in 2022/23.

In addition to this public consultation, the PCC has also widely consulted on the precept each year, most notably during the winter of 2022/23, in order to inform his decision making for the 2023/24 precept. He reported the outcome of the consultations to the Police and Crime Panel for their information and scrutiny, before proposing and then setting the precepts. 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 met during 2022/23 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 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, 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 plans to publish

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<sup>5</sup> Policing Protocol Order 2011, art14



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his 2022/23 annual report during the year, outlining his main achievements, operational and financial performance details and progress made in delivering the Police and Crime Plan.

The PCC's 'Consultation and Engagement Plan' has been developed in line with the new Police and Crime Plan priorities. This sets out how local people will be involved with the PCC and also 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, promote various public consultations run by the force and PCC and more recently for recruitment. This sits alongside more traditional methods of engagement.

The PCC, DPCC 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 (CSPs) across Warwickshire to help them meet their objectives and has also undertaken extensive commissioning work in 2022/23 in order to provide new and improved services for victims from April 2023 onwards. These include a general victim support service to assist those affected to cope and recover, sexual abuse and exploitation services for adults and younger people, and new services for restorative justice services and also to support those that are the victims of modern slavery. Drugs and alcohol support services for those in the criminal justice system are also funded, and will be formally recommissioned in 2023/24, along with services to support those that are the victims of serious road related incidents. 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.

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

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, PCSOs, Special constables and other volunteers to help keep communities safe. Each SNT holds meetings at which issues, and problems identified by the local community are discussed. All contact details are published on the website, along

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with crime data. The SNTs also use social media widely having their own twitter feed and Facebook pages, to maximise the engagement potential with their communities. The force 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 Empower people programme has developed a new geographical policing model which has commenced during the latter weeks of 2022/23, and will continue to embed, this should enhance policing services, through the appointment of three Chief Inspector leads in the north, east and south to be the main point of contact for policing issues in each of these localities.

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,

### **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 policing the Force area.

The Chief Constable continues to adopt the forces Fit For the Future strategy, which underpins the Police and Crime Plan but also sets out the agenda for the force up to 2025. Building on the work to implement a contemporary ICT infrastructure, the force has adopted an ambitious programme of transformational change through the Empower programme, including a technology stream, which will continue to build more effective ways of working and realise benefits and efficiencies through automation and self service.

The Fit For the Future 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, which reports to the Executive Board.

The Fit For the Future strategy reflects a commitment towards achieving a greener more sustainable force, recognising that their activities have an impact on the natural environment in which the communities of Warwickshire live. The PCC established a £0.200m sustainability fund to help fund environmental initiatives including the delivery of electrical charging points, solar panel installation at Stuart Ross House and a new building energy management control and monitoring system across the estate. This work will complement other planned works including window, roof and boiler replacement works to reduce the carbon footprint of the estate. The PCC has

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a duty to ensure value for money through purchasing, contracts, and the wider commissioning of services, which includes a duty on suppliers for recognising their social responsibilities. Every effort is taken to secure value for money whilst improving or minimising the impact on the environment. The force now operates some hybrid vehicles and plans are being developed to have a pilot electric vehicle programme in the coming months.

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. As well as long established arrangements such as the Regional Organised Crime Unit (ROCU) and Justice Centres, file storage and dog kennelling, during 2022/23, the force worked with West Midlands Police to deliver forensics services. Such collaborative working supports the attainment of the Police and Crime Plan objectives, building resilience, capability, and capacity to deliver improved services. This long-term operational effectiveness and economy will be achieved through greater interoperability, integration, efficiency, and/or improved sustainability. Governance issues around this are discussed at the Force Executive Board.

A 'Medium Term Financial Plan' (MTFP) has been developed to support the delivery of the Police and Crime Plan. Ensuring the Force is financially sustainable is a key priority for the Commissioner, with the requirement for a good and balanced budget well documented in his Police and Crime Plan. This extends to scrutinising strategies such as those for major assets and plans to ensure they individually and collectively deliver effective policing and deliver value for money. 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 when considering workforce planning and given the longer term cyclical pattern of officer recruitment, spinal point progression and seeking some certainty regarding leavers based on maximum service assumptions, which are changing alongside society expectations and regulatory changes to police pensions for example. The underlying assumptions in the MTFP are open to challenge and will change over time, therefore, the ability to flex assumptions, scenario plan and accommodate risk is key. Close monitoring throughout the year is undertaken, and the MTFP is reset annually in the light of changing circumstances and better information as part of the budget setting process. The position on officer recruitment continues to be important operationally and financially given the punitive grant conditions associated with achieving and maintaining the uplift officers under the Home Office Police Uplift Programme (PUP). In 2022/23 Warwickshire has met the PUP requirements and which has attracted extra incentivised funding. 2023/24 sees a move into a maintenance phase of PUP, which will need to be monitored closely against the grant conditions to avoid any financial penalties.

Whilst encouraged under the Home Office police funding settlement, over reliance on income is an acknowledged risk. Warwickshire police receives significant income from the provision of the National Contractor Vetting Service (NCVS), but also through work to improve road safety in Warwickshire through the Warwickshire Road Safety Unit (WRSU). The vetting risk is mitigated through the general reserve and

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the work of both the NCVS and WRSU are monitored through dedicated boards reporting to the Executive Board in the force.

Despite this the MTFP includes a requirement for savings or increased income, and the force have developed and are planning to share options to achieve this with the PCC in 2023/24. Discussions on financial matters between the PCC and Chief Constable occur at the monthly Governance Board meetings, and on occasion when timing requires at the weekly holding to account meetings. However, there is also significant engagement on finance matters between the Director of Finance and Treasurer outside of these meetings, the working relationship between these two statutory postholders being key to effective financial management. The Police and Crime Panel and JASC both also receive quarterly financial updates as part of their oversight and scrutiny role.

Risk is managed through a governance framework at a local and strategic level to manage and mitigate threats to service delivery and the achievement of objectives. Strategic risk is managed and recorded by the force and OPCC separately, it passes through their respective internal governance processes and is reported to JASC, 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 where deemed appropriate, 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 2022/23 a series of deep dive topics were discussed at the Governance Board meetings between the Commissioner and Chief Constable, each being determined either from an area of concern, or from the Police and Crime Plan priorities but also with consideration of the Force's Fit for the Future Strategic Plan. This enables a good understanding of the challenges the force faces across a range of policing issues and the progress made to deal with these, to understand how the force's work meets the articulated requirements of the Police and Crime Plan and to enable dynamic scrutiny when issues arise. The PCC team review police performance datasets and work with the force to understand the reasons for trends and then use the information effectively to seek improvements where they are identified as being appropriate. The OPCC has also introduced a system of formal information requests to the force, expressly setting out specific questions in an area of service to provide assurances and to optimise the achievement of outcomes.

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The Police and Crime Panel also provides another layer to this process. They hold the PCC to account for the achievement of the objectives and priorities laid out in the Police and Crime Plan, and as such have an indirect interest in understanding police performance, as the PCC's most significant partner for achieving the plan objectives.

As set out earlier the Force's Director of Finance maintains the MTFP in conjunction with the Treasurer. Due to the complex nature of policing and the environment in which the Force operates scenario planning is undertaken as part of determining which actions are appropriate, support cost effective policing and deliver on the Police & Crime Plan, this is done as part of the budget setting process.

The PCC undertakes an extensive 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 setting the budget and precept.

Formal budget monitoring is undertaken throughout the year by the OPCC and also the force. This is reported in the Money Matters report, which is discussed at the regular Force Governance Board meetings with the Chief Constable and key stakeholders. The 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 meetings.

The Empower (transformation) programme is governed by the Change Board, which coordinates activity and priorities work, assessing them against the strategic objectives, capacity, and financial capability. Change Board reports to the Executive Board and at regular intervals the PCC Governance Board. The PCC and Chief Constable's joint system of internal financial control is based on a framework, working up from detailed procedures, including segregation of duties and supervision, through to policy governed by Financial and Contract Standing Orders, a Scheme of Delegation and monitored through regular management information.

Both the PCC and the Chief Constable have agreed the strategic aim of setting balanced revenue budgets over the MTFP. The unaudited outturn for 2022/23 will result in an increase in reserves, which will help to manage future risk and support the ongoing transformation of Warwickshire police, under the Empower Programme, through capital and revenue works. The underspend has been mainly derived from officer and staff pay, and increased income from a variety of sources excluding the NCVS and WRSU.

As stated, the force provides NCVS through a commercialised service which is being used to finance the revenue budget and avoid the need to make further savings and to make increased revenue contributions to capital to reduce the requirement to borrow and thus help to avoid the rising revenue costs of increased borrowing. The risks associated with the service (financial and non-financial) and this significant income source are being managed through the vetting board, but are also monitored closely by the Commissioner through the holding to account process. More latterly in

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2022/23 this has also included close monitoring of outstanding vetting debt, which is an integral part of the commercial risk, but is mitigated through the General Reserve. The process for collecting vetting payment will become more automated and contemporary methods of income collection will further mitigate the risk associated with payment. The Chief Constable holds the national vetting lead portfolio, and this also helps to manage risk through governance and targeted communications.

Reserve levels remain healthy and provide resilience against any fluctuation in funding and for other specific and known risks. Reserves are being used to fund capital and some one-off revenue works in anticipation of future savings including those from investments in digital services. Reserve levels will remain comfortably above £10m for the full MTFP period.

The Police and Crime Commissioner's Grant Scheme provides an opportunity for organisations to apply for funding to deliver interventions and projects that meet police and crime plan priorities. The criteria for grants has been developed in 2022/23 to ensure funding is based on identified need, with clear outcomes. A comprehensive process of application, evaluation and award is undertaken each year to allocate funding. The Commissioner engages with recipients during the year, to understand how the projects and his investment is being used, and more formal financial and performance monitoring is undertaken by the OPCC to ensure that police and crime plan objectives are being delivered as envisaged. The PCC also commissions a number of key services for victims to ensure that they meet users needs, are fit for purpose, and provide value for money. He has also undertaken some co-commissioning with partners in terms of domestic abuse and sexual assault referral services to drive value for money and improved service delivery outcomes.

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

The PCC and Chief Constable both ensure that their employees have the skills, resources, and support necessary to perform effectively in their roles and that roles and responsibilities are properly understood throughout the OPCC and force. Specialist advice in various service areas such as treasury management, legal services and internal audit for example are externally sourced as this delivers other benefits, including cost effectiveness, and specialist advice. Learning and development opportunities provide the climate for the continued development of individuals. The respective performance development review processes will ensure that these strategies are turned into reality for all officers and staff.

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

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

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

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encourages two way communication to drive cultural change and improve health and wellbeing of all employees. Detailed and topical force order communications to all staff are delivered regularly, and are used as an effective tool to achieve maximum reach in a diverse and widespread service. These supplement other more local updates by specific teams, including the Chief Officer and PCC staff. 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.

Health and wellbeing remained a Force priority in 2022/23. The Chief Officer team ran engagement seminars across the workforce which provided useful insights from the workforce around Health & Wellbeing. A number of themes emerged from these sessions, with high demand being the number one key issue impacting on health and wellbeing. The force has met its 3-year police uplift target for officers taking our establishment to over 1100 officers as at 31 March 2023 which will help to support addressing this resource perception. The force has also reduced assignment requirements for student officers to support wellbeing and the implementation of the new policing model in April 2023 should also help to reduce demand and help to improve the health and wellbeing of officers.

In 22/23 a dedicated health and wellbeing team was set up to ensure traction around health and wellbeing and continual engagement with the workforce. This builds on the good wellbeing offer the force already have in place, which was highlighted by HMICFRS. The focus for 2023/24 will be on preventative measures and supporting mental health. The Chief Constable has implemented quarterly strategic health, wellbeing, and engagement boards so that she has personal oversight of this ongoing priority.

Health and Wellbeing is also a priority at the OPCC. The team is small, and the new staffing structure provides better access to managers and other team members for support and advice. Annual surveys are undertaken to understand the strength of feeling on key health and wellbeing issues, and this has shown a marked positive improvement in recent years.

### **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 Risk Management Strategy in place to ensure that the risks facing the force and PCC's office are effectively and appropriately identified, integrated, managed, and reported. At the OPCC the risk management process is becoming increasingly embedded, in line with the new management structure, and is discussed at the newly created OPCC assurance board meetings, in addition to other less formal discussions with OPCC staff and managers. Operational risks are logged centrally and are used to inform agreed



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changes to strategic risks as necessary by the management/ assurance board team. The forces risk management process is more mature and embedded in both operational and organisational activities. The primary objective is to manage risk in a way that reduces the likelihood of occurrence and minimising the impact or risks, should they take place. Both risk registers are reported to JASC regularly, to seek feedback.

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 JASC meets on a quarterly basis and the agendas, papers and minutes are published on the OPCC website, they also meet less formally individually with force or OPCC contacts, and collectively. Actions are agreed and monitored. As part of its work programme the committee receives regular updates from internal and external audit, HMICFRS inspections, treasury management, risk management, health and safety, financial matters, and the progress on transforming services to generate efficiencies. The JASC membership is stable, and they are experienced, knowledgeable and offer support and challenge to officers and staff alike on a wide range of areas. The JASC review their terms of reference annually although a more fundamental review of these is planned for 2023/24. The JASC operates in line with CIPFA guidance and within the guidance of the Financial Management Code of Practice<sup>6</sup>.

The Warwickshire County Council Law and Governance Service provides independent legal advice to the PCC through an agreed SLA. Separate provision is also arranged between Warwickshire legal services and Warwickshire police to supplement the in-house legal team.

Internal audit work has also been provided via an annually agreed SLA with Warwickshire County Council, the audit plan is set and resourced annually, and performance against the plan is monitored throughout the year and reported to JASC. These speciality services help to manage and reduce risks for the force and OPCC.

Regular financial monitoring is undertaken and reported to the PCC against the approved budget to help manage financial risks. This is supplemented by regular meetings between the 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

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<sup>6</sup> Financial Management Code of Practice for the Police, s11.1.3

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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, 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 Financial Management Review (FMR). This was reported through the internal governance arrangements and also to the JASC. The FMR has been carried out again under the AFEP programme, following a two-year interval to provide assurance that arrangements remain fit for purpose and recommendations for improvement have been addressed. This report will be supplemented by a further report based on the CIPFA Financial Resilience Tool, which has been developed under the AFEP programme, which will help identify and enable better management and monitoring of financial risks.

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 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 finance and contract 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.

### **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 internal audit report on the transparency and publication data on the PCC website has reported a substantial assurance opinion. Monitoring of compliance will continue.

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

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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 have internal governance processes in place to monitor internal audit report progress, recommendations and resulting actions, and also to understand progress with the work of external auditors on statutory audits. Much of this liaison is via regular briefings between the Director of Finance, 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.

Internal and external audit issues and performance reported to the JASC at each of their meetings. Outside of the formal meetings JASC members meet with representatives from the force, the lead auditors, and key partners on a regular basis to consider all internal and external outstanding issues.

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 composed of members representing the district, borough, and county council in addition to two independent members undertake a scrutiny role of the PCC and his achievements. The Panel meet at least quarterly 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 of demand, capacity, and capability to inform business planning, and to identify organisational and operational risk and priorities around achieving the PCC's Police and Crime Plan.

## 4. Review of Effectiveness

The PCC'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 PCC is charged with ensuring the effectiveness of the governance framework by undertaking regular review and maintenance. The Corporate governance framework is joint with the force and members of the force and OPCC team undertake an annual review of its contents. A more fundamental review is planned for 2023/24. Following each annual review, the framework is reported to the JASC for feedback and comment, prior to formal approval by the PCC.

## **4.2 Warwickshire Police**

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

## **4.3 Joint Audit and Standards Committee (JASC)**

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

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

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

## 4.4 Head of Internal Audit

In maintaining and reviewing the governance framework, the PCC, his Chief Executive, Treasurer, Chief Officers in the force and the Director of Finance all place reliance on the work undertaken by internal audit. Particular reliance is placed on the Head of Internal Audit's annual independent opinion on the adequacy and effectiveness of the system of internal control. This report provides the overall opinion after taking into account all available evidence regarding internal control environments which gave "substantial assurance" in 2022/23.

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 and Director of Finance also meet at least quarterly with senior internal 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

The statutory audit process is an essential element for ensuring accountability and stewardship of public resources and the corporate governance of all services provided by the OPCC and Warwickshire Police. The annual 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 the arrangements that are in place for achieving value for money.

The external auditors have issued their opinion on the 'Statement of Accounts 2021/22' 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 His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), who are charged with promoting the effectiveness and efficiency of policing and improving performance and sharing good practice nationally, are relied upon by the PCC. These assurances are also supplemented by the work of the Analysis and Service Improvement department within the force who provide performance data and monitor progress against HMICFRS action plans and report back to the PCC, Chief Constable, and JASC. His Majesty's Inspectorate of Constabulary and Fire and

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Rescue Service (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 inspection and the results were published in October 2022. The force was graded across 8 areas receiving 5 scores of adequate and 3 areas assessed as requiring improvement. There were no causes of concern identified but a number of areas for improvement were identified as recommendations which the force is currently working through.

The force considers carefully HMICFRS recommendations and acts upon them through a series of coordinated action plans 'owned' by the appropriate Chief Officer. As part of the force's own governance arrangements, 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.

The PCC also holds the Chief Constable to account through ongoing performance monitoring at the monthly Governance meetings and through deep dives into scheduled service areas. Actions are also reported and reviewed by the Joint Audit and Standards Committee to provide further assurance that progress and appropriate actions to deal with the issues raised in the inspections are being dealt with.

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 2022/23 to scrutinise specific areas in more detail. This is part of the democratic process, but also provides an element of external review.

## 5. Significant Governance Issues

### 5.1 Strategic Risks

This AGS referred earlier to the Strategic Risk Registers which are held separately for the Force and PCC. These are important strategic documents that form part of the governance structures and are appropriately evaluated, and risks mitigated.

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

The OPCC Strategic Risk Register as at March 2023 includes:

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- 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 and therefore policing in Warwickshire.
- The risk that we fail to manage our finances effectively across the Medium Term Financial Plan (MTFP) and longer term sustainability.
- Risks arising from the embedding of new Warwickshire ICT services and not capitalising on opportunities for more efficient working practises following recent high investment in ICT.
- 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.
- 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.

The forces' strategic risk register (as at March 2023) contained the following risks:

- 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 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

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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 2022/23

There were no 'significant governance issues' for 2022/23 in the last AGS, but the following governance issues were noted:

- 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 realise the benefits and 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 target of 55 additional officers in 2022/23 are achieved, to avert financial penalty and support operational policing requirements in the policing model.
- To continue to build good working relationships with partners.

Mitigations and action plans were put in place in year to address each of these issues and manage the risk, through normal governance processes.

### 5.3 Potential Significant Governance Issues 2023/24

There are no significant governance issues for 2023/24, but the following issues are outlined:

- To progress the Empower workstreams of – technology and place, (and embed the recommendations of the people workstream, which has recently gone live).
- Identification of £1m of savings due to be delivered on 1 April 2024, being the first instalment of a £3m savings programme. To continue to invest and support our workforce, by providing adequate training and resources.
- To continue to monitor the risks and seize opportunities arising from the national contractor vetting service offering. With particular reference to automating the payments process, to help manage debt levels and improve operational and financial performance.



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- To drive out efficiencies from the recent significant investments in ICT through the introduction of robotics and automation, and complete complex data separation work
- To commission effective services that are fit for purpose and meet the needs of victims.
- To explore all opportunities for bidding for additional funding to support services to meet police and crime plan priorities.
- To ensure that the uplift recruitment numbers are maintained in 2023/24, avoiding any financial penalties and maximising opportunities for supplementary income on the back of stretch targets.
- To provide staff with the equipment and training to assist them to fulfil their roles effectively, thus improving the ability to recruit and retain staff and officers.
- To increase trust and confidence in Warwickshire police, in the light of various recent national events.
- To continue to build good working relationships with partners and embed the performance framework at the OPCC.

## 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 2022/23.

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

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

All necessary steps will be taken to implement and scrutinise effective governance during 2023/24 and to ensure that the areas identified in Section 5.3 are suitably addressed.

Signed

Philip Seccombe TD

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Warwickshire Police and Crime Commissioner

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

Dated