

Joint Annual Governance Statement 2025/26

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1. Introduction

This Annual Governance Statement 2025/26 is a regulatory requirement and is presented as a joint document for the Police and Crime Commissioner (PCC) and Chief Constable (CC). It explains how the PCC and the CC, who have a duty to ensure robust governance arrangements are in place, have complied with their published joint corporate governance framework for the year ended 31 March 2026, including plans for the financial year 2026/27.

2. Scope

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

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

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

The Policing Protocol Order 2023 requires both the PCC and CC 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 CC share a joint corporate governance framework, which sets out how governance operates. This framework is consistent with the principles of the CIPFA/SOLACE guidance 'Delivering Good Governance in Local Government'. The overall aim is to ensure that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources to achieve desired outcomes for service users and communities.

This statement explains how the PCC and CC have complied with the Code and meet the requirements of the Accounts and Audit Regulations 2015 (amended 2022),

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

3. The Purpose of the Corporate Governance Framework

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

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

The framework establishes a system of internal control designed to manage risk to an acceptable level in accordance with the “risk appetite”. The system of internal control is an on-going process and is designed to identify, prioritise and manage risks, and whilst it cannot eliminate risk entirely, it does seek to provide reasonable assurance regarding the effectiveness of said controls. The PCC and CC both have risk management processes and risk registers in place, which are reviewed regularly and are also reported to the Joint Audit and Standards Committee (JASC).

The Joint Corporate Governance Framework and the scheme of delegation detail the arrangements for decision making which uphold the principles of the Policing Protocol Order and are designed to ensure an effective and constructive working relationship between the PCC and CC. The published decision-making process was last reviewed in March 2024. It remains applicable for 2025/26 and will be reviewed by March 2027.

3.1 Key elements of the Joint Corporate Governance Framework

The PCC and CC are two separate legal entities and have separate statutory responsibilities within their own organisations. However, they do also work closely together to ensure that Warwickshire Police is working effectively and is held accountable for the standard of service delivered to the public. The framework is based on a variety of key legislation, as referred in section 2 of this document, which outlines the role of the PCC, and other statutory officers, and provides details on the strategic and operational controls which facilitate the delivery of the Police and Crime Plan, and the structures, processes, risk management and other internal control systems that will help to achieve this.

The Police and Crime Plan sets out the PCC's key strategic objectives, which informs the policing priorities for the force. The PCC and CC are responsible for putting in place proper arrangements for the governance of activities and the management of resources to deliver the plan, led by their respective senior management teams, with members of each meeting monthly at the Governance and Scrutiny Board (GSB), which forms part of the formal shared governance and holding to account process.

The financial regulations which form part of the framework suite of documents, are designed to ensure compliance with the range of statutory and regulatory legislation and guidance, and ensure statutory officers, with responsibility for financial management, the PCC Chief Finance Officer (CFO) and the Director of Finance for Warwickshire Police carry out their duties with due regard to the principles set out in the CIPFA Role of CFO's in Policing (March 2021).

The PCC and CC receive a variety of information, which enables them to have a clear understanding on the effectiveness of the governance arrangements, including internal controls. This is informed primarily by the annual internal audit opinion, reports made by the independent external auditor, the opinion of HMICFRS, views of the JASC, risk management reporting and the wider work undertaken by the insurance, finance, legal and service improvement teams. These findings help to inform required changes to controls during the course of the year, but also the work undertaken as part of the annual review of the Corporate Governance Framework, which involves a variety of stakeholders.

An annual review of the framework documents has been undertaken in February and March 2026 and prior to their formal approval by the PCC in readiness for 2026/27. This forms part of an annual process which was also undertaken prior to the commencement of 2025/26.

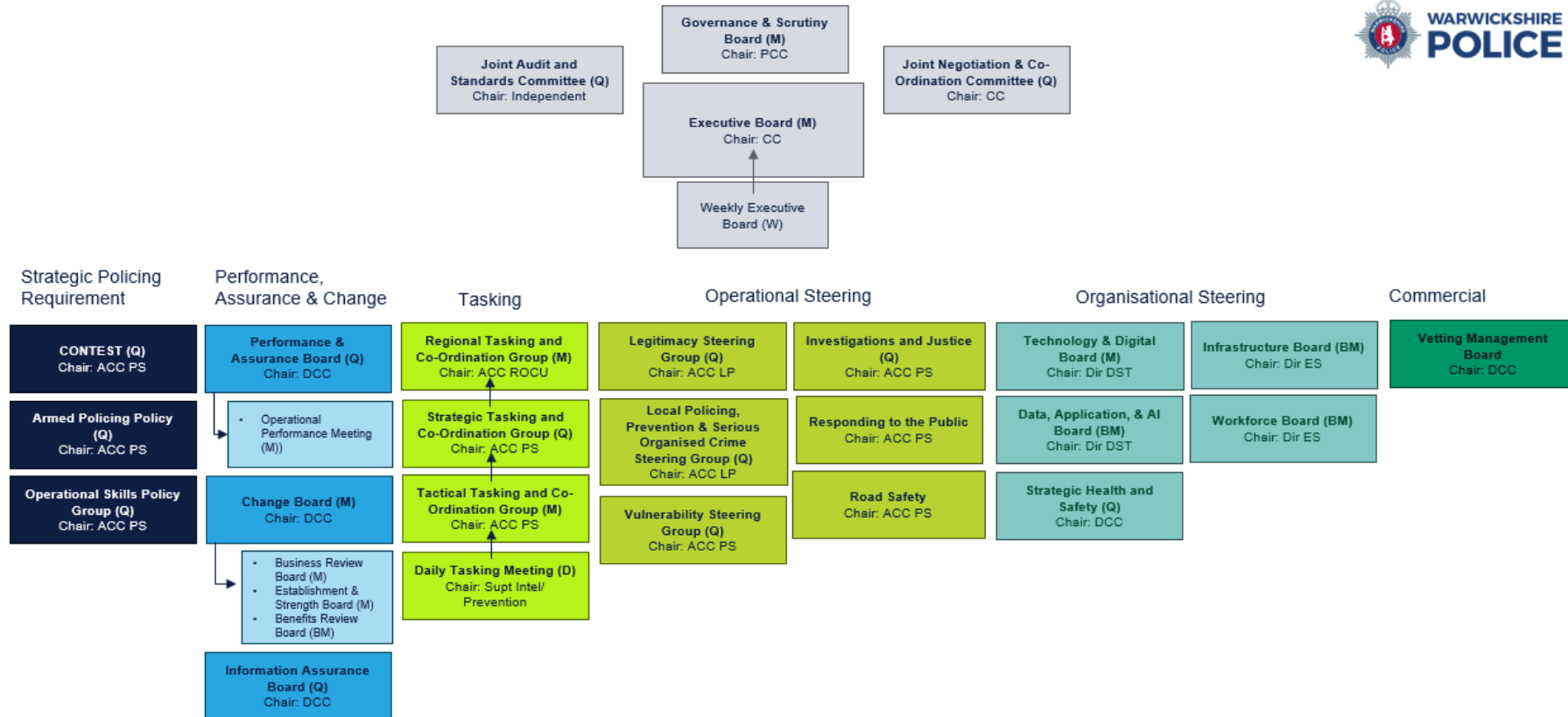
3.2 Governance Structure

The diagram below outlines the comprehensive force governance structure that was in place during 2025/26. The various Board meetings and steering groups set the direction, prioritise actions/works and delivery options for specific matters arising within their terms of reference. Members of staff from the OPCC attend the majority of these meetings, in an advisory, information gathering and oversight capacity, and to facilitate a process of feedback to the PCC, which inform the formal holding to account process through the monthly GSB meetings.

The PCC and CC share a JASC who provide them with independent assurance on the adequacy of the risk management framework, the internal control environment, the integrity of the financial reporting, ethics and standards and any other governance processes. To facilitate their work and the reports presented to them, JASC have developed their own assurance map, with support from OPCC and force staff, which outlines three levels of controls for seeking assurance in key governance/service areas. This assists them in providing the independent assurance required to the PCC and CC.

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Executive Governance



The CIPFA publication 'Delivering Good Governance Framework for Public Services' outlines seven good governance core principles. The document is available on the CIPFA website and underpins this AGS, and the governance arrangements that apply jointly or individually to the PCC and CC. How they adhere to these principles are set out below: -

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

Joint:

The PCC and the CC have developed and approved a 'Joint Corporate Governance Framework' which clarifies the working relationship between the PCC, CC, and their respective staff. This includes the code of corporate governance, the scheme of delegation and financial and contract regulations. The suite of documents are reviewed annually to ensure that they remain fit for purpose and accurately reflect appropriate governance processes. The Corporate Governance framework is operated in a way that promotes openness, integrity and compliance with relevant laws, regulations and policies, and has been informed by the requirements of 'The Good Governance Standard for Public Services¹' and the Policing Protocol 2011. It is consistent with the seven Nolan principles of standards in public life, and the 'Police Code of Ethics²' which sets and provides a framework for upholding high standards of conduct and behaviour whilst both on and off duty.

Measures are in place to ensure that the PCC, CC and their respective employees are not influenced by prejudice, bias, or conflicts of interest in dealing with different stakeholders. There are a number of policies that apply to both entities, while others are specific to one organisation or another.

All force policies, including those of a financial nature, are reviewed on a rolling basis dictated by the outlined review date. These reviews are monitored through an established process involving JNCC, Executive Board and at the Deputy Chief Constables (DCC) Performance and Assurance Board to ensure policies are up to date, and that governance remains strong and appropriate controls are in place. Of note, the police overtime policy and procedures have been reviewed in 2025/26 to improve scrutiny and accountability. An app has also been introduced to assist officers in completing overtime claims and better adhere to police regulations. Where policies relate solely to the OPCC these are managed through a separate OPCC senior management team review process.

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

² Code of Ethics (College of Policing 2014)

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The PCC and CC value the work and independent advice of the JASC. Members of the Committee have allocated themselves dedicated subject areas of interest, enabling them to build relationships and knowledge by engaging closely with key staff, often meeting outside of the formal meetings to understand processes and seek assurance on a one-to-one basis. This includes specific work around risk management, information assurance and ethics. Regular dip-sampling of complaints made against the force that are subject to investigation by the Professional Standards Department (PSD) is undertaken by JASC and this both supports and provides challenge to the formal ethics reports presented at JASC meetings.

JASC members bring a diverse range of experience and knowledge and add value through scrutiny, and constructively challenging officers and staff. JASC terms of reference are reviewed annually, and the chair reports on their work and achievements at the end of each calendar year. The Committee's work programme seeks to ensure that the force and OPCC have strong governance and controls in place, embrace the highest levels of integrity, and ethical standards of behaviour across all areas within their terms of reference. During 2025/26 JASC members have continued to attend the quarterly Police and Crime Panel meetings on a rotating basis and have reported back on any pertinent issues to the wider committee, thus building relationships, a more joined up approach and knowledge base.

The PCC and CC each have a specific role in the complaints process. The force professional standards department (PSD) are responsible for upholding the ethical and professional standards of the force by managing any complaints against police officers and staff below the rank of Chief Constable. The Independent Office for Police Conduct (IOPC) retains this responsibility for more serious and complex investigations. The OPCC is responsible for undertaking reviews of complaints dealt with by the force, which enables members of the public who are dissatisfied with the handling of their complaint by the force or the outcome to apply for it to be reviewed by the OPCC, (excluding more serious cases that are retained by the IOPC).

In 2025/26, the OPCC received a total of 50 applications for a complaint review. Of the 49 reviews that were completed during the year, 32% were 'upheld' in that either the 'handling' or 'outcome' to the complaint had not been 'reasonable and proportionate'. In all the upheld reviews, recommendations were made to Warwickshire Police for either an investigation, re-investigation or a remedy. These recommendations have been tracked since the beginning of 2022/23, and a total of 116 recommendations have been made to Warwickshire Police. All but 9 of these recommendations have been accepted by the force. Learning is an integral part of every complaint, and lessons learned are used to continuously improve the service provided to Warwickshire communities. The JASC are provided with an update from PSD and the OPCC on the latest position on complaints in the Professional Standards report.

On the 16th February 2026, the Chief Constable, who took up role in January 2025 announced his resignation to pursue new opportunities. The PCC will commence a process to recruit a new Chief Constable as soon as is practicable. The Director Of

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Enabling services will also be leaving her post to take up a new position elsewhere, so the process of reviewing options for these services is also underway.

Both the PCC and CC have full respect for the rule of law and comply with all relevant laws and regulations, however, to this end, and 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 must also have a Monitoring Officer (who is the Chief Executive), whose role is to ensure legal compliance, effective governance and that the highest ethical standards are maintained.

The PCC and CC create the environment for all members of the OPCC and force to be able to discharge their responsibilities in accordance with good practice. Any guidance originating from the key partners and bodies including the College of Policing and National Police Chiefs Council (NPCC) is disseminated force-wide either by the in-house learning and development team, or 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 (APACCE) and Police and Crime Commissioners' Treasurers Society (PACCTS) and is disseminated amongst the OPCC staff.

On a more general theme, the internal and external audit arrangements that exist across the PCC and force, also give assurance and provides the opportunity for issues to be raised, to ensure that laws, regulations and policy are complied with lawfully, extending to incorporate the legality of expenditure. Increasingly, internal audit work is now focussing on all areas of business by adopting a risk-based approach, and where recommendations and actions can add value to the wider business of either the OPCC or the force, rather than solely focussing on financial matters. Such an approach helps to provide a broader perspective on activity undertaken and possible improvements. Internal audit services have been provided historically by Warwickshire County Council through an annual service level agreement. Notice was given in March 2025 that the service level agreement would not be renewed in April 2026 and that services would be procured for 2026/27 onwards. 2025/26 is therefore the final year of the current arrangements. The Internal audit plan is due to be completed by the end of March, and annual audit report and opinion issued.

PCC specific:

On his election, the PCC signed a code of conduct based on the Nolan principles, and this is published on the OPCC website along with the PCC's register of interest. The PCC's Chief Executive is the designated Monitoring Officer as well as the 'Head of Paid Service' for the purposes of the Local Government and Housing Act 1989, as amended by the Police Reform and Social Responsibility Act 2011. The Head of Paid Service aspect of the Chief Executive role means taking responsibility for the coordination and discharge of the PCC's functions and managing the OPCC and the staff within it. The Monitoring Officer's remit is to draw to the PCC's attention any actual or possible contravention of law, maladministration or injustice. Guidance from

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the Association of Police Authority Chief Executives (APACCE) is utilised to provide clarity as to the scope and extent of responsibilities and the detailed legal and statutory obligations that exist.

The PCC's Chief Finance Officer has responsibility under S151 of the Local Government Finance Act 1972, for the financial undertakings of the PCC and to ensure that the dispersal of funds is appropriate and lawful. This post is supported by the corporate governance framework which includes the financial regulations, financial strategies and the various finance related policies and procedures, which are reviewed periodically. The PCC Chief Finance Officer has statutory powers of intervention under S114 of the Local Government Finance Act 1988.

OPCC staff are covered by the terms and conditions of the Police Staff Council. The Office undertakes much of its own day to day enabling service work including HR and finance, but this is supported by the force HR, Digital and Financial service for some elements of professional and technical advice and to ensure compliance with policies for computer usage, system access, IT services including data protection, information assurance and health and safety.

Staff work within the agreed organisational structure with job profiles and person specifications that ensure legal and statutory obligations are met and support the PCC's strategic priorities. All post holders have been recruited in line with the organisation's policies and procedures, including police vetting, and have the skills, experience and qualifications required to undertake their role. All staff have access to learning and development opportunities and attend seminars and other training events to ensure that they are up to date and aware of changes to guidance, legislation and practice.

The PCC also leads on police appeal tribunals (when a police officer is dismissed) and in cases where there might be consideration of pension forfeiture. In all such events, cases will be considered by the PCC on their individual merits.

Force specific:

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

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

The Chief Finance Officer (Section 151 Officer) is appointed under section 151 of the Local Government Act 1972 which requires every local authority, including police

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forces, to appoint a suitably qualified officer responsible for the proper administration of its affairs. The S151 Officer has statutory powers of intervention under S114 of the Local Government Finance Act 1988.

The Chief Constable has recently launched a new vision 'Building our Future Together'. This sets our mission of serving and protecting our communities and an ambition to deliver policing excellence as standard.

This is underpinned by 4 new values: Service, Pride, Compassion, Learning.

This plan will be delivered under three strategic themes:

- Highly Skilled and Motivated workforce
- High performing organisation
- Public-focused and community driven

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

The deeply shocking findings from recent reviews such as the Casey report (March 2023) and the Angiolini Review (March 2024) continue to erode public confidence in the service. Since its election, this government have sought to continue to rebuild trust and confidence in policing, primarily by changes and enhancement to neighbourhood policing teams, and their mission to make streets safer; both of which are actively supported by the force.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) have published their latest report (June 2025) following a period of inspection during 2024/25. The report is available on the HMICFRS website, and scored the force as good in two areas, adequate in three, requiring improvement in three areas and inadequate in dealing with public contact which centred around how quickly officers were able to respond to calls for service. The force is working to address these issues, but this must be done within the funding envelope and resources available.

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

3.2 Principle B. Ensuring openness and comprehensive stakeholder engagement

Joint:

Both the PCC and CC have consultation and engagement plans in place, that have been developed in line with Police and Crime Plan priorities, and the CC's Building Our Futures Together strategy. They set out how local people will be involved with the PCC and the force to ensure that they are part of the decision making, accountability and the future direction of police and crime matters in Warwickshire.

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

The PCC, DPCC, CC and members of their staff attend various local authority, and other stakeholders attend partnership meetings across Warwickshire and provide formal briefings to local MPs, councillors, key partners and the public on a variety of topical policing matters, police funding and the precept.

The PCC chairs the Local Criminal Justice Board, which is also attended by force representatives. It meets regularly to consider and discuss the performance of the local criminal justice system and any issues or initiatives being addressed individually or collectively by the criminal justice agencies. This remains a key focus for the Commissioner to improve criminal justice outcomes for victims, and he remains acutely aware of the recent challenges, which remain, with regards to the backlogs and delays in cases reaching trial, and subject to debate on national solutions.

PCC specific:

The Policing Protocol³ highlights that the elected PCC is accountable to local people and draws on this mandate to set and shape the strategic objectives for the force area in consultation with the Chief Constable. The PCC must have regard to the views of the public as well as the priorities of the authorities within Warwickshire and relevant government bodies before issuing a Police and Crime Plan. Throughout the year, engagement with the public and key stakeholders has remained a cornerstone of the PCCs work, ensuring that communities have opportunities to voice concerns, shape policing priorities, and receive updates on key developments which are all central to strengthening trust and confidence in local policing.

³ Policing Protocol Order 2023, part14

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During 2025/26, the PCC continued to make progress on delivering his Police and Crime Plan 2025 to 2029 which sets out the strategic direction and priorities and how they will be delivered. The priority areas are monitored to identify progress, and this has been reported to the Police and Crime Panel performance sub-group and to the JASC to satisfy their interest in the system of performance monitoring. In addition, a comprehensive programme of holding to account activity occurs during the year by the PCC and his team, which is a key factor in determining progress on the delivery of Police and Crime Plan priorities. Further details will continue to be reported to stakeholders' groups, in a combination of specific and general reports, including the PCC's annual report, Police and Crime Plan performance reports, PCC dashboards and in the narrative report in the Statement of Accounts.

During 2025/26, the PCC has undertaken a fundamental assessment of victim needs in Warwickshire. The full report will be available at the end of the year and has involved a variety of stakeholders, who have been interviewed, have joined workshop groups in addition to a public survey. The findings will be used to determine and shape the future provision of victim services in Warwickshire.

During 2025/26, the PCC has again adopted a wide range of different approaches for engaging with communities, through an enhanced and far-reaching programme, and by hosting a variety of events supported by the wider office. These have included grant recipients, commissioned service providers, volunteers, other key stakeholder partners and by having PCC stands at various local events to increase public awareness of his role and to engage with the public to gain their views on a variety of policing matters. Whilst most engagements with the public have been face-to-face, some are held online to make best use of the digital capabilities and to seek maximum reach. Social media is also used widely, to provide local people with relevant information on performance and outcomes and the PCC's engagement activities. The engagement plans for 2026/27 are equally comprehensive and build on the activities previously undertaken.

In addition to the engagements outlined above, the PCC also meets regularly with partners and multi-agency forums, both locally and regionally. These include parish councils, community safety partnerships, councillors, MP's, government bodies, other PCC's, local criminal justice boards, the road safety partnership, a variety of other strategic and operational boards, and regional governance group to name but a few whereby he seeks views, receives updates and shares information.

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

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

this framework and the decision-making policy, on his website, along with any relevant supporting documentation.

The PCC proactively publishes information to maintain openness and transparency with the public, which helps to ensure that he meets the obligations under the Elected Local Policing Bodies (specified information) (amendment) order 2021 and requirement under the Freedom of Information Act 2000. The PCC will be preparing his 2025/26 annual report, which as in previous years will be considered by the Police and Crime panel when it meets. It outlines his main achievements, operational and financial performance details and progress made in delivering the Police and Crime Plan.

Force specific:

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

Parish Council meetings, along with other community forums and local meetings have been established across the force area and represent active partnerships between the public, statutory and voluntary agencies, partners, and policing teams. Officers regularly attend meetings across the county. The safer neighbourhood approach is central to policing in Warwickshire, and there are 33 safer neighbourhood teams throughout the force area. These teams include police officers, PCSOs, Special constables and other volunteers to help keep communities safe. Each SNT holds meetings at which issues, and problems identified by the local community are discussed. All contact details are published on the website, along with crime data. The SNTs also use social media widely having their own twitter feed and Facebook pages, to maximise the engagement potential with their communities. The provision of funding in 2025/26 via the PCC for addressing anti-social behaviour across a number of hotspot areas, has provided further opportunity for officers and PCSO's to engage more actively with the public to deter and reduce anti-social behaviour.

The force use Warwickshire Connected which is a free community messaging service which enables officers to connect and engage directly with communities by sending quick time messages to members. It provides a two-way digital platform to help build public confidence through positive and proactive community engagement and reassurance.

The geographical policing model introduced in April 2023, has also served to enhance engagement levels and improve communication in each locality in the north, east and south of the county, and the neighbourhood policing plans, whereby each ward has a dedicated and named officer contact will further enable improved communication and engagement with local communities.

The force also undertakes several user satisfaction surveys, predominantly with victims of certain crime types including domestic burglary victims, violent crime, vehicle crime, hate crime and domestic abuse crime. The force also undertakes a public consultation and engagement survey on at least an annual basis.

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

Joint:

The PCC and Chief Constable both recognise the benefits of operating in a sustainable economic, social and environmentally conscious way. In line with best practise, 10% of the scoring and evaluations for all procurement activity are awarded based on the contributions an organisation will make in respect of social value. The force and PCC both have a duty to consider the wider impact on 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.

PCC specific:

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

Each priority is reflected within the PCC's performance framework, which outlines how effectively outcomes are being delivered. The PCC holds the Chief Constable to account for delivering those priorities and to ensure that value for money operational policing that meets the needs of Warwickshire communities is being delivered. Further operational level accountability work is undertaken by the office on behalf of the PCC to create a more detailed understanding of operational areas and matters of concern that do or could affect the effective and efficient operation of the Force, or other partner agencies. OPCC staff regularly attend force operational working group meetings and a variety of other partnership meetings.

The PCC is committed to ensuring that Warwickshire police remain financially sustainable and sound management and financial planning is key to this. A five year 'Medium Term Financial Plan' (MTFP) has been developed to support the delivery of the Police and Crime Plan, and regular review of the financial strategies is also undertaken to ensure that they individually and collectively support effective policing and offer value for money. The underlying assumptions in the MTFP are open to challenge and change over time, therefore, the ability to flex assumptions, scenario

plan and accommodate risk is key. Close monitoring throughout the year is undertaken, and the MTFP is reset annually in the light of changing circumstances and better information as part of the budget setting process. There is significant engagement on finance matters between the Director of Finance and PCC Chief Finance Officer outside of formal meetings, and the good working relationship between these two statutory postholders is key to effective financial management.

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

The PCC commissions a number of services that predominantly support victims but also aim to reduce crime. Through the commissioning process, the PCC ensures that providers are cognisant of social value factors, and these are considered as part of the procurement process, but also through regular contract monitoring.

Force specific:

During 2025/25 the Chief Constable started to embed the Building our Future Together strategy, which underpins the Police and Crime Plan and sets out the strategic priorities for the force over the medium term. e Accountability for the delivery of the strategy has remained with the Force Executive Board. Several organisational and operational steering groups report into Executive Board, each focused on a key thematic area. These are each chaired by Assistant Chief Constable or Director.

- Workforce
- Infrastructure
- Technology and Digital
- Data, AI and Automation
- Legitimacy
- Vulnerability
- Investigations and Justice
- Local Policing, Prevention and Serious Organised Crime
- Responding to the Public

To link strategy to operational activity, Executive Board set strategic deliverables, which are reviewed on an annual basis. These sit with the steering groups for delivery and reported back into Executive Board. The steering groups also have responsibility for thematic risk management, progressing areas for improvement and deep dive discussions on key topics.

The boards are organised to recognise the natural synergies and overlap, with four of the operational boards happening on the same day.

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

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

Joint:

The force's performance management framework reflects the police and crime plan, and monthly and quarterly performance reports are produced which enable both the PCC and Chief Constable to assess and scrutinise performance. During 2025/26 a series of thematic deep dive topics were discussed at the GSB meetings between the PCC and Chief Constable, each being determined either from an area of concern, or from the police and crime plan priorities. This enables a good understanding of the challenges the force faces across a range of policing issues and the progress made to deal with these, to understand how the force's work meets the requirements of the Police and Crime Plan and to enable prompt scrutiny when issues arise. The PCC's team review police performance datasets and work with the force to understand the reasons for trends and then use the information effectively to seek improvements, where appropriate.

The OPCC also operates a system of formal information requests to the force which set out questions in a specific service area. In 2025/26, 27 such requests were submitted and responses provided. These aim to provide assurances, and serve to inform future work and activity, with the aim of optimising outcomes.

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

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

The PCC and CC are both committed to the identification and consideration of collaborative opportunities, recognising the increased capacity and resilience along with the access to specialist services that such working can bring to achieve positive outcomes. At the regional level, the four forces of Warwickshire Police, West Mercia Police, West Midlands Police and Staffordshire Police and their respective PCCs

collaborate across several specialist areas of policing to increase efficiency and effectiveness and to meet their obligations under the Strategic Policing Requirement. Some of the long-established collaborations include the Regional Organised Crime Unit (ROCU), Justice Centres, file storage, and forensics services, as well as other collaborative working agreements between the PCC and community safety partners.

PCC specific:

The PCCs focus is on the delivery of police and crime plan priorities, but these are often highlighted through press releases, social media and other communications to the public. Key strategic documents and news items are updated and published regularly on the website to provide further information to the public.

Formal arrangements, primarily via the GSB meetings, are designed to monitor progress against outcomes associated with decision making, performance, estates monitoring activity and financial management are also discussed and are scrutinised by the PCC to maximise and improve outcomes.

The PCCs Grant Scheme provides an opportunity for organisations to apply for funding to deliver interventions and projects that meet police and crime plan priorities. A comprehensive process of application, evaluation and award is undertaken each year to allocate funding, and the PCC engages with recipients during the year, to understand how the projects and his investment is being used. This supplements more formal financial and performance monitoring undertaken by the OPCC to ensure that police and crime plan objectives and the desired outcome are being delivered.

The PCC works closely with the force each year to run a comprehensive budget setting process, that makes the best use of resources, delivers value for money, ensuring that priorities can be met, and cost-effective policing delivered.

Budget monitoring is undertaken throughout the year and is reported in the Money Matters report to the PCC. In depth discussions follow at the monthly GSB meetings, and recommendations are made following scrutiny approved or otherwise. Often the PCC and CC agree several actions, that are required to ensure that income and expenditure is within budget and to gain assurance that policing priorities are being met.

Force specific:

The force's Director of Finance maintains the MTFP with oversight and scrutiny from the PCC Chief Finance Officer. Due to the complex nature of policing and the environment in which the Force operates scenario planning is undertaken as part of determining which actions are appropriate, support cost effective policing and deliver on the police and crime plan. This activity coincides with the budget setting process, but the MTFP is also kept under constant review, in the light of changing and new information and emerging risks.

Change board oversees transformational projects, often included in the capital programme to set priorities and ensure activities are coordinated and in line with the strategic objectives, resource capacity and financial capability. Change Board reports to the Executive Board and makes referrals to GSB. The PCC and Chief Constable's joint system of internal financial control is based on a framework, working up from detailed procedures, including segregation of duties and supervision, through to policy governed by financial and contract regulations, the scheme of delegation and monitored through regular management information.

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

Joint:

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

The Corporate Governance Framework provides a clear statement on roles and responsibilities and how they are delegated. All OPCC and force staff are encouraged to network and build working relationships with key stakeholders in their respective fields. The PCC's Chief Finance Officer and the force Director of Finance participate in the CIPFA continuous professional development programme and utilise the CIPFA Achieving Excellence in Police Finance Programme resources to ensure that their skills and knowledge, and that of their respective teams, are kept up to date and relevant, but this is just one example and there are many others throughout the organisations. To provide clarity and direction, the force also operates the Talent Management programme which looks at developing leadership capabilities to meet the requirements of current roles or in readiness for promotion. The Talent Management programme also focuses on improving individuals' health and wellbeing.

The force has developed and delivered First Line Leaders and Mid Line Leaders programmes to improve individual and collective leadership capabilities with the aim of improving performance. 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 chief officers are members of the National Police Chiefs Council (NPCC). Members of the respective teams are involved with numerous other professional bodies, at the OPCC this includes the Association of Police and Crime

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Commissioners Chief Executives (APACCE), the Police and Crime Commissioners Treasurers Society (PACCTS), 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.

PCC Specific:

Staff within the OPCC have access to continuous professional development through their networks and professional bodies, aside from specific individual training opportunities, team meetings have also included a range of general training opportunities to raise awareness and share knowledge. Information on training requirements is collected as part of the appraisal and 1:1 process for all staff.

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

The OPCC management team meet regularly, and the staff structure has helped to develop resilience and capacity, at senior level. Health and Wellbeing is a priority at the OPCC. The team is small, and the staffing structure provides better access to managers and other team members for support and advice. Annual surveys are undertaken to understand health and wellbeing issues, which has shown a marked positive improvement in recent years.

Force specific:

The force uses local succession planning and promotion processes, and champions diversity and inclusion through the Diversity and Inclusion Board, which is attended by unions, staff associations, support networks and diversity and equality leads. This encourages two-way communication to drive cultural change and improve health and wellbeing of all employees. Detailed and topical in force communications to all staff are delivered regularly and are used as an effective tool to achieve maximum reach in a diverse and widespread service. These supplement other more local updates by specific teams, including Chief Officers and the OPCC. The Health and Wellbeing Strategy supports the forces Building our Future Together e objectives with the aim of achieving the forces vision of creating a positive working environment based on service, compassion, learning and pride.

Health and wellbeing remains at the heart of the force priorities and there is a wide range of support, news articles and events available to individuals. This ties in with the National Police Wellbeing Service under Oscar Kilo. By supporting individuals, who are key to policing, and building healthy working environments, the whole service is stronger and better able to protect the public and meet their legal and

moral duty of care around wellbeing. We simply want to help individuals to stay well, feel valued and thrive at work, and at home.

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

Joint:

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

The Joint Corporate Governance Framework sets out the parameters for decision making, including the delegations, consents, financial limits for specific matters and for contracts, which have all been reviewed for 2025/26. All details are included on the OPCC website, which is available to the public.

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

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

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

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

PCC Specific:

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

Internal audit work has also been provided via an annually agreed SLA with WCC, the audit plan is set and resourced annually, and performance against the plan is monitored throughout the year and reported to JASC. Internal Audit actions are monitored and discussed at the OPCC Delivery and Assurance Board meeting. This will be the final year of the current arrangements, and a new service has been procured from April 2026.

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

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

Force specific:

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

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

The force has further invested in its analytical and business intelligence capability and continues to develop and utilise several performance dashboards. This provides a clear link between force level performance right through to teams and has significantly widened access to data and lead to insightful interventions.

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

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

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

Joint:

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

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

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

PCC Specific:

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

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

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

Force specific:

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

4. Review of Effectiveness

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

4.1 Police and Crime Commissioner

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

The PCC is charged with ensuring the effectiveness of the corporate governance framework. The framework is shared jointly with the force, and OPCC and force staff work together to undertake an annual review of its contents. A more fundamental review has been undertaken again in preparation for 2026/27, to replicate the annual process. The draft framework was reported to the JASC for feedback and comment, prior to formal approval by the PCC.

4.2 Warwickshire Police

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

4.3 Joint Audit and Standards Committee (JASC)

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

The 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 terms 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 PCC's and CC's, risk management and internal control arrangements.

4.4 Head of Internal Audit

In maintaining and reviewing the governance framework, the PCC, Chief Executive, Chief Finance Officer, along with Chief Officers in the force and the Director of Finance all place reliance on the work undertaken by internal audit. 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 considering all available evidence regarding internal control environments which gave "substantial assurance" in 2025/26.

The internal audit service is compliant with all CIPFA and industry requirements and standards. The annual internal audit plan is developed according to risk, but also through discussions between senior audit staff and leads across the OPCC and force. The proposed audit plan is shared with JASC prior to the start of the financial year, and comments are sought to finalise the plan. The JASC reviews (and will continue to review) internal audit performance, and feeds back as necessary. The PCC Chief Finance Officer and Director of Finance also meet at least quarterly with senior internal audit staff to discuss issues and review progress and actions against the audit plan. The OPCC and force separately monitor progress and actions against the recommendations made in specific audits.

During 2025/26 a new internal audit provider has been procured to deliver services from 1 April 2026 onwards. Work has been undertaken in the last quarter on 2025/26 to mobilise the new contract, and this has included work to develop the internal audit plan for 2026/27. A number of stakeholders have been involved in this process across the OPCC and force, and the new providers will also be discussing the proposals for the plan with the JASC prior to its adoption. Work will also seamlessly transfer across to the new provider who will also be following up on any previous actions from internal audit reports and matters arising.

4.5 External Audit and Other External Review Bodies

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

The external auditors have issued their opinion on the '2024/25 Statement of Accounts' including their annual report on the arrangements for value for money, and both documents are published on the OPCC and force website. Recommendations made in the report have been responded to and will be actioned as appropriate. Update meetings are held periodically between external audit, finance staff, the PCC Chief Finance Officer and/ or the Director of Finance to discuss progress and emerging issues. Regular updates from external audit are also provided in a report to each JASC meeting which is also attended by the PCC and CC 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 force Analysis and Performance department within the force who provide performance data and monitor progress against HMICFRS action plans and report back to the PCC, CC and JASC.

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

The PCC also holds the Chief Constable to account through ongoing performance monitoring at the monthly GSB meetings and through deep dives into scheduled service areas. Actions are also reported and reviewed by the JASC 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 a further level of assurance and scrutiny to the PCC and his office, to ensure that they are undertaking and fulfilling their key responsibilities effectively. This is part of the democratic process but also provides an element of external review.

5. Significant Governance Issues

5.1 Strategic Risks

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

The Force strategic risk register is reviewed quarterly at the Executive Board meeting, and the OPCC risk register is discussed at OPCC managers meetings. A combined risk register for the OPCC was in operation for the early part of 2025/26 which included both strategic and operational risks. During 2025/26 further risk management work was undertaken to split strategic and operational risks into separate registers and to fundamentally review them to ensure they are appropriate and adequately managed, with suitable mitigations in place. This approach has brought the OPCC risk registers more in line with the approach taken in the force, who have provided advice and expert knowledge on risk management to the OPCC. The risk maps for the OPCC and Warwickshire police are both reviewed internally on a monthly and quarterly basis in line with the risk management policy and are also reported to JASC for external independent scrutiny.

The forces' strategic risk register (as at March 2026) contained the following risks:

- Finance- This relates to the risk that day to day net expenditure does not balance with the total amount of core government funding and council tax.
- Working in Collaboration – This relates to the risk from entering into and relying on strategic collaborations with other forces and the risk these may fail.
- Exploiting emerging technology: Failure to identify, evaluate and implement emerging technologies effectively. This may lead to inefficiency and wasted expenditure.
- Data, information & system security: The risk that sensitive data, information or systems are compromised, resulting in operational disruption, privacy violations and loss of public confidence. Legitimacy – This relates to the risk to legitimacy linked to significant events over the past 18 months which are

assessed as having negatively impacted on public trust and confidence, particularly amongst certain groups of society.

- Cyber-crime and new forms of criminality: Crime is evolving rapidly, driven by technological developments. Territorial policing is challenged by crimes which cross borders seamlessly, requiring specialist capabilities and expertise. The risk is the force cannot detect crime effectively and bring offenders to justice.
- Workforce planning and demand alignment: Policing is complex and changing rapidly against a backdrop of constrained finances and challenges in developing the workforce in a timely manner. This may impact the forces' ability to respond effectively to demand for services.
- Culture and standards: If the culture is not aligned to the force values, including the Code of Ethics, there is a risk that officers and staff disengage from the force, which may negatively impact services and damage public trust and confidence.
- Sustainability: Failure to meet legal requirements and public expectations regarding environmental sustainability, resulting in reputational damage, regulatory issues and increased operating costs.

Records Management System (RMS): The risk from transitioning out of the current collaboration and implementing the new RMS by 1 April 2027. The risk is that services may derogate further, with increased operational costs and potential disruption. A refreshed approach to risk management has been developed in latter part of 2024/25 which has led to some changes in the approach and reporting for 2025/26. These reflect a maturing of the approach, with changes including the introduction of risk appetite, risk tolerance and key risk indicators. The force has also changed how it 'scores' risks so it is more transparent in terms of those risks within tolerance and those that might be assessed as outside of tolerance.

5.2 Significant Governance Issues 2025/26

There were no 'significant governance issues' for 2025/26 in the last AGS, but the following governance issues were noted:

- To address the issue of back log maintenance and the availability of information and details on property and assets across various police estates to ensure health and safety compliance and the management of estate related risk, which will enable good decision making and avoid property degradation.
- Identification of the required £2.5m of savings (as a minimum) over the Medium-Term Financial Plan, which includes a need for savings of circa £2m due to be delivered on 1 April 2026.
- 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.

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- To drive out productivity and efficiency through digital solutions and explore opportunities for utilising artificial intelligence (AI) in an open, transparent and ethical manner to help achieve a balanced budget in 2026/27 and across the MTFP.
- To ensure that police officer overtime is used appropriately and that costs are managed within the available budget.
- To ensure that commissioned services continue to produce positive benefits for service users, through robust contract monitoring, and the recommissioning of services is based on evidence and options to collaborate with other providers are considered fully.
- To ensure that the uplift recruitment numbers are maintained in 2025/26 to secure government funding, and to take actions that enable the neighbourhood policing guarantee and ASB positive action grant funding to be maximised.
- To continue to work to increase trust and confidence in Warwickshire police, taking positive actions at a local level but also applying any relevant recommendations made in national reports.
- To continue to build good working relationships with partners and make good progress towards the delivery of the Police and Crime Plan.

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

5.3 Potential Significant Governance Issues 2026/27

There are no significant governance issues for 2026/27, but the following issues are outlined:

- To recruit a new Chief Constable and make arrangements for services managed by the Director of Enabling Services, who is also leaving.
- To plan effectively for police reform, including the abolition of PCCs and other local government reforms.
- To address the issue of back log maintenance and continue to review estates and all asset management processes and records. This will assist with ensuring health and safety compliance and the management of estate related risk, which will enable good decision making and avoid property degradation.
- Identification of the required £6.3m of savings (as a minimum) over the Medium-Term Financial Plan, which includes a need for savings of circa £1.6m (£0.6m identified) due to be delivered on 1 April 2027.
- To continue to invest and support our workforce, by providing adequate training and resources.

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- To continue to monitor the risks and seize opportunities arising from the national contractor vetting service.
- To drive out productivity and efficiency through digital solutions and explore opportunities for utilising artificial intelligence (AI)
- To ensure that police officer overtime controls continue to embed and that costs are managed within the available budget.
- To ensure that commissioned services are aligned with the outputs from the victims needs assessment and that all service provision continues to produce positive benefits for service users, through robust contract monitoring.
- To meet the conditions of the Neighbourhood Policing Grant to secure government funding and increase neighbourhood policing capacity.
- Address the HMICFRS area of concern concerning response times. Ensuring that there is no adverse impact across other areas of policing as a consequence.
- To continue to work to increase trust and confidence in Warwickshire police, taking positive actions at a local level but also applying any relevant recommendations made in national reports.
- To continue to build good working relationships with partners and make good progress towards the delivery of the Police and Crime Plan.

6. Conclusion and Commitment Statement

The PCC and CC have reviewed this statement and are satisfied that it is an accurate summary of the governance arrangements and their effectiveness during 2025/26.

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

Although no significant governance issues have been identified during the 2025/26 review, steps will be taken to address any governance issues to ensure continuous improvement, and this AGS will be updated to ensure that it is up to date at the point of signing.

All necessary steps will be taken to implement and scrutinise effective governance in 2026/27 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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David Gardner
Acting Chief Constable of Warwickshire Police

Polly Reed
Chief Executive Warwickshire OPCC

Jeff Carruthers
Director of Finance – Warwickshire Police

Sara Ansell
Chief Finance Officer Warwickshire OPCC

Dated