

# Annual Governance Statement

## 2018/2019

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## Introduction

Welcome to the Annual Governance Statement (AGS) for 2018 / 2019. The AGS provides an overview of the governance structures and processes that were in place during the year and outline the findings of the annual review.

The Chief Constable is accountable to the Office of the Police and Crime Commissioner (OPCC) for the delivery of efficient and effective policing and the management of resources and expenditure by the police. We rely on our people to deliver our services to the public. We rely on our governance arrangements to make sure that this is done properly. We each have a responsibility for ensuring that our governance arrangements remain fit for purpose.

- Decisions are ethical, open, honest, and evidence based
- Public money is safeguarded, properly accounted for and used economically, efficiently and effectively
- Risk is effectively managed
- Transparency comes as a matter of course
- Processes are continually improved

In April 2016 CIPFA published an updated version of their “Delivering Good Governance in Local Government: Framework” which was followed by specific guidance notes for Policing Bodies. The 2016 Framework sets out seven principles of good governance which are taken from the International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014) (‘the International Framework’) and interprets them for local government.

The seven principles are:

**A** – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

**B** – Ensuring openness and comprehensive stakeholder engagement

**C** – Defining outcomes in terms of sustainable economic, social and environmental benefits

**D** – Determining the interventions necessary to optimise the achievement of the intended outcomes

**E** – Developing the entity's capacity, including the capability of its leadership and the individuals within it

**F** – Managing risks and performance through robust internal control and strong public financial management

**G** – Implementing good practices in transparency, reporting and audit to deliver effective accountability.

The principles and guidance have again informed the review of governance arrangements for 2018/19. More specifically, the structure of this AGS has been prepared with reference to themes from key elements of the structures and processes referred to in the CIPFA guidance.

## Principle A

*Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of the law*

**Code of Ethics**

The policing principles are:

- Accountability
- Fairness
- Honesty
- Integrity
- Leadership
- Objectivity
- Openness
- Respect
- Selflessness

The organisation aspires to the highest ethical standards in all of our activities. The policing Code of Ethics sets out the principles and standards of behaviour that promote, reinforce and support the highest standards from everyone who works within the police service. Giving the profession and the public the confidence that there is a system in place to respond appropriately if anyone believes that the expectations of the Code of Ethics have not been met.

West Mercia agreed a new strategic direction for 2019. Whilst our Vision remains, '*Protecting people from harm*', the Values have been revisited and updated to provide clear and concise policing priorities to support our culture throughout the force.

- **Public first**
- **Ownership**
- **Courage**
- **Compassion**



# Our vision and values



Consideration is given to the standards of professional behaviour and the nine policing principles whilst carrying out our activities. This helps us ensure that everything we do is supported by our Vision and Values.



As with any organisation there are times where individual conduct can fall short of the standards of behaviour expected of them. There is however confidence in the management structures and behaviours in place for this area.

### **Ethics Committee**

Everyday officers and staff across the force face situations in which they are required to make choices and 'do the right thing'.

To highlight complex issues we have to confront, we have established an Internal Ethics Committee to provide a sounding board for issues to be heard and discussed.

Officers and staff are able to contribute ethical dilemmas affecting their work and working environment for discussion at the meeting, including financial matters, so that the committee can discuss them before providing a view back on the matter.

### **The Professional Standards Department**

The main function of the department is to protect the public from harm by protecting the integrity of the police force and those of us who work within them. This has three main forms:

- Anti-Corruption Unit
- Misconduct and Complaints Team
- Vetting Unit

Developments over the last few years have very clearly set out what is expected of us all as members of the police service which have resulted in the creation of the Code of Ethics and the Standards of Professional Behaviour.

The following are objectives set by the head of the Professional Standards department:

- To uphold professional standards and the Code Of Ethics to allow effective service delivery by both forces in line with our Vision and Values
- To safeguard organisational integrity
- Interact with members of the public, partners and staff in a fair, ethical and transparent manner
- To investigate allegations in a manner which relentlessly pursues wrongdoers, educates the unwise, and protects the innocent.

## **Policies**

Conduct is governed by specific policies that cover the activities of the force. These policies also consider the conduct of officers and staff and the standards expected by the public, for example we have policies and standards relating to gifts, hospitality and sponsorship issues, which supports an electronic registration of any gift given to a member of the organisation helping to ensure proper governance and transparency.

## **Business Interests**

It is essential that the public has confidence in the integrity and impartiality of the police service. The force does not constrain police officers or staff from holding a business interest or additional occupation, it promotes consistent decision making in the authorising of those business interests and additional occupations which do not conflict with the work of the police and which will not adversely affect the reputation of the individual, West Mercia Police, or the wider police service.

## **National Fraud Initiative**

The force participates in the National Fraud Initiative which attempts to identify fraud by sharing and comparing employee data across the public sector. We also subscribe to the police service's Statement of Common Purpose and Values which includes the requirement to act fairly with integrity, common sense and sound judgement. We also have a Raising Concerns (whistle-blowing) policy, where if the highest standards of ethical and professional behaviour have not been met, all staff are encouraged to report these through the Anonymous Integrity Reporting Line.

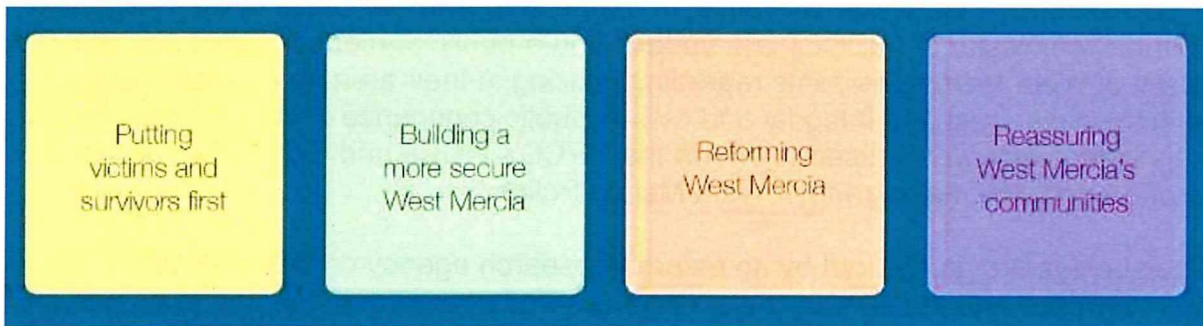
# Principle B

*Ensuring openness and comprehensive stakeholder engagement*

## OPCC – Police and Crime Plan

The Office of the Police and Crime Commissioner sets the overall strategic direction for the Chief Constable and the force through the objectives contained in the Police and Crime Plan, setting the force budget and determining the precept, commissioning services, and holding the Chief Constable to account on behalf of the public.

In West Mercia, the PCC’s key aims are working towards a reformed, more secure and more reassured West Mercia. They also aim to ensure the force has the necessary resources, procedures and expertise to do its vital work as effectively and efficiently as possible. The Police and Crime Plan covers the period 2016-2021.

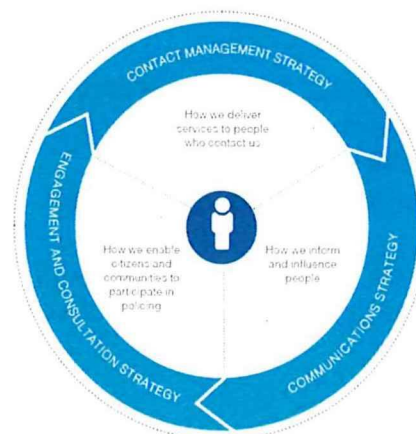


## Community engagement

West Mercia actively involves communities across its county. The approach involves public meetings including community forums, as well as telephone surveys. There is also active involvement with the full range of media such as press, TV, social media and the force website to ensure the communication of a wide range of topics.

There is a formal Communications and OCC contact strategy with an overarching Consultation and Engagement strategy. This is a virtual circle with each strategy supporting the other.

## Communications Strategy 2017 - 2021





## Safer Neighbourhood Teams

The Safer Neighbourhood approach is central to policing in West Mercia, and there are many Safer Neighbourhood Teams (SNTs) throughout the force area. Police Officers, Police Community Support Officers, Special Constables and other volunteers work with partners to keep communities safe and improve the quality of life for local people while tackling force and local priorities. Each SNT holds meetings at which problems and issues identified by the local community are discussed. Each SNT has a website where updates on action to tackle local priorities are posted together with details of local events, surgeries and other useful information. Members of the local community can access local crime information and provide feedback to teams or contact them directly. The SNTs and Special Constabulary have their own Twitter feeds, for example @WMerciaSpecials.

## 'Perception' survey

From April 2018, West Mercia Police, in partnership with the Office of the Police and Crime Commissioner (OPCC), are undertaking a public perception survey to gain the views of West Mercia residents regarding policing in their area, to include police effectiveness, trust and integrity and overall public confidence in West Mercia Police. This information will be used to inform the OPCC's Police and Crime Plan and to support decision making within West Mercia Police.

The surveys are carried out by an external research agency on behalf of West Mercia Police and the OPCC; the surveys are undertaken over the phone as well as face to face. The questionnaire includes key questions taken from the Crime Survey for England and Wales and the 2018 Report on Public Perceptions of Policing in England and Wales and comparisons made with the results from the surveys. Over a 12-month period (April 18 – March 19) the agency will interview a representative sample of 3,000 residents across the West Mercia area.

## User Satisfaction Surveys

West Mercia Police undertakes a survey with victims of certain incidents and crimes, about the service they have received from the police. Telephone interviews are completed 6 to 12 weeks after the initial report has been made.

The force surveys specific types of user groups, namely:

- domestic burglary victims
- violent crimes
- vehicle crimes
- racist incidents/hate crimes.

The survey leads the victim through the different stages of service that they would have experienced as a victim of crime, which are:

- ease of contact - when the initial contact was made
- actions taken - action taken by the police
- kept informed - being kept informed of progress of the case
- treatment - treatment by all staff
- whole experience - the overall service provided

In each of these stages of service, there is a mandatory core question. These questions seek to measure the satisfaction level of individuals in a consistent way, allowing comparisons to be drawn between forces.

## Principle C

*Defining outcomes in terms of sustainable economic, social and environmental benefits*

### **Environmental Strategy and Sustainability**

West Mercia Police have a long standing commitment to protecting the environmental agenda and recognise that their activities both operational and non-operational have an impact on the natural environment for the communities of Herefordshire, Shropshire, Telford and Wrekin, and Worcestershire.

We have a responsibility to reduce the organisations' detrimental impact on the local environment by promoting environmental best practice and to exceed aspirations. We will comply with all environmental legislation and regulations, and wherever practicable exceed the requirements of codes of practice and best practice provision and will minimise adverse environmental and social impacts associated with the goods, works and services it purchases. It will aim to specify the goods, works and services that have the lowest adverse social and environmental impacts provided they can meet the required standard(s) without entailing excessive additional costs that represent best value.

The Police and Crime Commissioner for West Mercia Police has a duty to ensure value for money through purchase and contracts and every effort will be taken to seek value for money whilst improving or minimising the impact on the environment. However, it is recognised that in some areas of compliance with legislation and/or reaching higher standards in terms of improving the environmental impact this might increase costs or require prior investment.

### **Collaboration and Partnerships**

The Chief Constable and the PCC are committed to working collaboratively with others where it:

- Supports the delivery of the Police and Crime Plan



- Builds resilience, capability and capacity to provide the best possible overall service to our communities
- Enables longer-term operational effectiveness and economy through greater interoperability, integration and/or joint working of policing and public services
- Achieves value for money through economies of scale, increased efficiency, greater effectiveness or improved potential for sustainably delivery

In developing its significant partnerships, the organisation has ensured that it has in place a framework that enables it to maximise the benefits from collaboration and partnership working and that its risks are mitigated to an acceptable level. Statutory partnerships are subject to either contractual agreements or are governed by legislation.

We work with many different partners and agencies to deliver the best possible service to our communities. We operate within a complex partnership landscape, this includes partners such as the Ambulance Service, Fire & Rescue Services, Councils, Community Safety Partnerships, NHS Trusts, clinical commissioning groups, criminal justice partners, watch schemes, educational professionals and the voluntary sector.

In an era of reduced overall funding for public services, it has never been more important for us to work together effectively with our partners to provide the greatest value and highest standard of service to our shared communities. We have already led the way in working innovatively with other providers of public services.

West Mercia Police recently welcomed colleagues from Hereford & Worcester Fire & Rescue Service (HWFRS) to their shared headquarters at Hindlip Park in Worcestershire. The move will build the already close relationship between the two organisations, bring efficiencies, and reduce overheads, creating a more resilient and effective public and emergency services for local communities.

West Mercia Police is collaborating with policing partners in the West Midlands region, (Staffordshire, Warwickshire and West Midlands) in order to combat the national threats identified in the Strategic Policing Requirement.

### **Regional Organised Crime Unit (ROCU)**

West Mercia Police collaborates with the other forces in the West Midlands region to tackle threats related to serious and organised crime. The West Midlands ROCU forms a critical part of the national and local response to disrupting organised crime groups.

### **National Police Air Service (NPAS)**

Regionally, users of NPAS work closely together to provide scrutiny and ensure that the service provides value for money.



## Place Partnership Ltd

Formed in 2015, Place Partnership Ltd brings together the property expertise of six public sector authorities (Worcester City Council, Hereford and Worcester Fire Authority, Worcestershire County Council, Redditch Borough council, West Mercia Police and Warwickshire Police) into one transformative company that acts as a joint property vehicle to achieve change. It was developed from the Government's One Public Estate programme and has asset management and regional development at its heart. Through collaborative working and through management of a common estate shared land and property assets are used to transform the regional economy.

## Principle D

*Determining the interventions necessary to optimise the achievement of the intended outcomes*

### Medium Term Financial Plan (MTFP)

The Chief Finance Officer, in conjunction with the Treasurer produces and maintains the MTFP, which supports and is integrated with Force business plans. The MTFP is refreshed regularly at key times in the planning cycle. The budget for the current year and the MTFP are reported on in a monthly report for discussion at the Executive Board meeting. HMICFRS commented in the 2019 PEEL Efficiency report regarding how the forces were planning for the future. The overall grading was 'requires improvement'. Improvement plans are in place to deliver the required changes.

Between 2011/12 and 2017/18 West Mercia Police achieved £75m of cashable savings. During 2018/19 it is planned to deliver nearly a further £8m of savings, with further savings in the period 2019/20 to 2021/22. It is envisaged that these savings will come predominantly from support services, details of which will be quantified in the PCC's 2019/20 Budget and Medium Term Financial Plan (MTFP). The MTFP is based on sound assumptions and estimates of costs and funding.

The strategic alliance ceased on the 31 March 2020. The Chief Constable continues to deliver limited number of services to Warwickshire Police pending the setting up of stand-alone functions in 2021. The force continues to collaborate with all three other forces in the region and with local partners to ensure value for money. Support savings from the "Business Services Programme", which entails redesigning the operating model for support services will deliver the majority of the savings required further savings are likely to come from applying priority based budgeting techniques to the all services. This will bring day to day expenditure in line with funding.

### Continuous Improvement

West Mercia is committed to continuous improvement. We recognise that we must continue to transform in order to ensure that we are able to provide the best possible

service to the public at the best possible value. The force has undertaken a significant amount of work to develop effective understanding of our demand, and to use this understanding to identify opportunities to bring forward changes to our ways of working that improve productivity and efficiency based on an understanding of the cost of output.

### **Organisational transformation**

During 2018/19 the Change Programme manages the totality of change across the alliance in a coordinated and integrated manner assessing value for money, projects, sequencing of projects and bids for change via a Transformation Board.

HMICFRS commented that the forces' change management programme, 'Looking to 2020', is well resourced and includes people with experience of project management and those with operational experience.

### **HMICFRS**

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses police forces and policing activity in the public interest, ranging from neighbourhood teams through to serious crime and the fight against terrorism. In preparing their reports, they ask the questions which the public would ask and publish the answers in an accessible form.

HMICFRS provide the information to allow the public to compare the performance of their force against others and their evidence is used to drive improvements in the service to the public.

The fourth PEEL (police effectiveness, efficiency and legitimacy) assessment was a broad inspection concluding in September 2017. Covering much of operational policing, the inspection assessed the principle components of effectiveness and had several core questions:

1. How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?
2. How effective is the force at investigating crime and reducing re-offending?
3. How effective is the force at protecting those who are vulnerable from harm, and supporting victims?
4. How effective is the force at tackling serious and organised crime?
5. How effective are the force's specialist capabilities?

The force was assessed as 'Requires Improvement'.

West Mercia was judged to be 'good' in the efficiency category with which it keeps people safe and reduces crime. The force is judge to be 'good' in its understanding of demand; its use of resources to manage demand is assessed to be 'good'; and its planning for future demand is also judged to be 'good'.



The force considers carefully HMICFRS recommendations and acts upon them through a series of coordinated actions plans 'owned' by the appropriate Chief Officer. These are managed and measured through the monthly Strategic Service Improvement Board overseen by the DCC for West Mercia Police.

In January 2019, HMICFRS inspected West Mercia Police and was graded as "requiring improvement" for effectiveness, efficiency and legitimacy. Improvement plans are in place to deliver the required changes.

## Principle E

*Developing the force's capacity, including the capability of its leadership and the individuals within it*

West Mercia Police recognises that our people deliver our service and to be effective in meeting the needs of our communities we must ensure we have enough people with the right skills to meet changing demands. The force must have officers and staff who possess the values, attitudes and awareness that drive highly inclusive, ethical behaviour in the workplace, and possess the professional policing skills required for their role. If these officers and staff are motivated by supportive leaders and sustained by policies that safeguard their health and wellbeing, then they will deliver outstanding policing servicing to our communities.

### Continuing Professional Development

Leadership Capability Assessment – a pilot was rolled out during the summer of 2018 with senior police staff leads, and is now taking place for Chief Inspectors up to Chief Superintendent and this is due to complete by 31 March 2019 in order to provide an assessment of our leadership capability.

### Maximising contribution and potential (MAX)

This is a new approach to maximising contribution and potential by having regular conversations. It is a new one stop shop microsite with access to tools and guidance to help managers. Leaders develop the benefits of this approach, from the top down, with full integration into all processes.

MAX seeks to:

- Support improved health and wellbeing
- Recognise and reward achievements
- Realise aspirations
- Support and develop people, based on individual needs
- Recognise and foster talent, growing potential for the future, and
- Ensure clarity in focus and direction

### PDR



All officers and staff in the force have personal development reviews (PDRs). The process has been reviewed and PDRs are now used for internal candidates within the promotion process.

### **National Police Promotion Framework (NPPF)**

The NPPF consists of four steps, ending in a period of Work Based Assessment at Sergeant or Inspector rank. The four steps are a continuous process and candidates will be expected to undertake each step with the intention of moving to the next step at the earliest opportunity. The four steps of the process are:

- **Step one – competence in current rank**
- **Step two – legal examination**
- **Step three – force selection process**
- **Step four – work-based assessment**

For new Sergeant Development we are progressing and piloting a learning passport. Newly promoted officers will be required to collect passport 'stamps' for modules on the programme, they cannot progress to the NPPF until they have a completed passport. Once this approach has been tested and modified it is hoped that it will be rolled out across all newly promoted ranks.

### **Talent Mapping**

The roll out of the Talent Mapping scheme, commenced in 2017, and the process is due to be completed by 31 March 2019. This is now being used in local succession planning and promotion processes.

### **Staff directions and updates (Force Orders)**

Force Orders are published weekly on the alliance intranet and an archive of previous Force Orders is maintained. Articles are included to give guidance and direction to staff about topics considered organisationally important. These include:

- Messages from Chief Constable or Chief Officer Team
- Chief Constable's commendations, honours and awards
- Transformation Board updates
- Operational articles – changes in law and or practice
- PCC updates
- Staff moves
- Job opportunities
- Courses and training

## Health and Wellbeing

We have a Health and Wellbeing Strategy which supports the force People Strategy, the aim of which is to achieve the forces' vision through our people, by creating a positive working environment and promoting a culture of trust where our people work together, and feel motivated and confident to challenge and strive to be innovative. Through the strategy and the supporting action plan, we will provide a framework for the force to drive an agenda which will enhance the health and wellbeing of our people and create an environment and culture which balances the needs of our people with those of the organisation. This will be achieved through wellbeing initiatives, employee support mechanisms and joint working with our people and their representatives to identify and address areas for improvement. By regularly engaging with our workforce, including ensuring the workforce is represented at the Health and Wellbeing Board, and by conducting an annual staff survey we will ensure the alliance identifies and minimises those issues which may impact on our people's health and wellbeing.

West Mercia has a Wellbeing Board that is chaired by the Deputy Chief Constable, which promotes and supports physical health, positive relationships, mental and emotional health and a positive working environment.

## Principle F

*Managing risks and performance through robust internal control and strong public financial management*

### Strategic Decision Making

All strategic decision making is carried out in accordance with the Corporate Governance Framework. The main decision making meeting for the force is the Executive Board, which meets monthly and is chaired by the Chief Constable. The Board receives regular reports on operational performance and the financial position and receives the business cases for all projects initiating significant change. These arrangements ensure that key decisions are taken at the appropriate level and are referred to the PCC when required.

The PCC holds a weekly holding to account meeting with the Chief Constable. Notes of one such meeting each month are published on the PCC's website.

### Performance measures and monitoring

Daily performance can be accessed from the intranet from the 'Performance Dashboard.' The Dashboard provides comprehensive crime, incident and satisfaction data on a self-service basis. Reports are provided internally both weekly and monthly to inform decision makers and monitor performance trends. West Mercia's performance is reviewed as part of the quarterly Performance Management Group.



The meeting agenda, relates to the key performance measure set out in the Police and Crime Plan, identifies major themes that contribute to providing a quality of service to victims of crime and looks at the wider 'health' of the organisation. Where appropriate Chief Officer's Management Team meetings (COM) will focus on performance in key areas, for example 999 and 101 calls, to ensure grip and appropriate action is taken.

### **Risk Management Process**

Mechanisms for the management of risk are embedded in the operational and organisational activities of the force. The primary objective of the risk management process is to manage risk in a way that reduces the likelihood of occurrence and minimising their impact should they take place. The Strategic Risk Map is developed through the analysis of risks held on the forces', Directorate level, operational and functional risk maps. The Strategic Risk Map is presented for scrutiny at the Joint Audit Committee.

### **Financial Management**

The Chief Finance Officer (CFO) has a responsibility set out in the Financial Management Code of Practice to ensure the finance function is resourced and fit for purpose and meets legislative requirements. The CIPFA document the Role of the CFO sets out the core responsibilities of the CFO, as well as the personal skills and professional standards that are crucial to success in the role

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 Police and Crime Commissioner and Chief Constable need to ensure that they have sound financial management policies in place and that they are strictly adhered to. Part of this process is to adopt and implement Financial Regulations. The Regulations (updated October 2018), have been drawn up in such a way as to ensure that the financial matters of the Police and Crime Commissioner and the Chief Constable are conducted properly and in compliance with all necessary requirements. The regulations are supported by the Scheme of Delegation and policies.

## **Principle G**

*Implementing good practices in transparency, reporting and audit to deliver effective accountability*

### **Internal Audit**



The West Mercia Police and Crime Panel form part of the governance arrangements for the force. Their role is to maintain a regular check and balance on the performance of the directly elected Police and Crime Commissioner.

During 2018/19 Warwickshire Police and West Mercia Police had a single Assurance Team, these have been separated from 2020. The programme of work is agreed annually with the Deputy Chief Constable of West Mercia (DCC) and ratified by the Joint Audit Committee (JAC). From October 2019 this became Joint Audit and Standards Committee (JASC) with responsibility to advise the CC and PCC of West Mercia only.

All audit recommendations are reported through the JAC. The JAC is made up of six independent members who have extensive audit backgrounds. They meet with representatives from the force, the lead auditors and relative partners on a regular basis to consider all outstanding internal and external audit reports.

The statutory Internal Audit function is carried out by the Warwickshire Audit Team working to an Annual Audit Plan agreed by JAC in consultation with the PCC and Chief Constable. Internal Audit regularly review compliance with key financial policies and are directed to other business areas as required or where risk is greatest, their findings are reported to the JAC.

### **External Auditors**

Grant Thornton are the external auditors of the force and conduct audits of the financial accounts to ensure they are prepared in accordance with legislation, accounting standards and good practice. As well as issuing a statutory opinion on the accounts they also issue a statutory opinion on the Chief Constables' arrangements for securing value for money, measured as economy, efficiency and effectiveness. Grant Thornton have indicated that they intend to give a qualified value for money opinion relating to the process for terminating the Strategic Alliance with Warwickshire Police.

As previously noted, further scrutiny is provided by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) who independently assesses operational policing processes and report the performance of each force at national level.

### **Force Management Statement (FMS)**

A FMS is a self-assessment document that each Chief Constable prepares and gives to HMICFRS each year. The FMS will be used to form part of the business planning cycle of the organisation. The operational and organisational risks, highlighted within the Force Management Statement, will be considered and prioritised to ensure that we meet the aims and objectives of PCC's Police and Crime plan.

### **Freedom of Information Act (FOIA) arrangements**

The Freedom of Information Act (FOIA) 2000 is an Act of the Parliament of the United Kingdom that creates a public "right of access" to information held by public authorities. It is the implementation of Freedom of Information legislation in the United Kingdom on a national level. FOI requests are managed for the alliance by the Information Compliance Unit who collate requests for both forces and manage responses back to those who submit requests.

### **Review of effectiveness**

The Chief Constable has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including the system of internal control. The review of effectiveness is informed by the work of senior officers and staff who have responsibility for the development and maintenance of the governance environment, the annual report from the Chief Internal Auditor, and by comments made by the external auditors and other review agencies and inspectorates. A significant input is also taken from priorities identified in the annual planning cycle, the Strategic Assessment and the resultant Control Strategy.

### **Conclusions of Review**

Following completion of the review of effectiveness the Chief Constable and the Chief Financial Officer to the Chief Constable are satisfied that our arrangements for governance, risk management and control are generally adequate and effective.

In particular they are satisfied that:

- the system of internal control in operation during the last year has been effective; and
- the Constabulary's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).
- Issues identified during the course of the review and recommendations made by internal and external auditors, HMICFRS and other inspection bodies are monitored to ensure remedial actions and implementation and subsequent operation of recommendations.

Signed:

A handwritten signature in black ink, appearing to read 'A.E. Bangham', with a long horizontal flourish extending to the right.

Anthony Bangham,

Chief Constable of West Mercia Police



**Strategic Risk**

This AGS 2019, refers to the Strategic Risk Map which is compiled by the Strategic Organisational Learning and Risk Officer in conjunction with Chief Officers. The Strategic Risk Map is reviewed monthly at the Executive Board meeting. A supporting narrative is provided for each risk and the Risk Map is reviewed by the JAC. The table included was authorised at the Executive Board meeting held in January 2019.

Risk	Mitigation or resolution
<p><u>ICT Technical Architecture, and ICT Department Capacity and Capability</u></p> <p>The Alliance’s ICT resource is the critical enabler of both operational policing, supporting services and both forces’ ability to change.</p>	<p>Recruitment of key skills</p> <p>Redesign of leadership team</p> <p>Protecting improvement work from large projects</p>
<p><u>Student Officer Recruitment and training.</u></p> <p>The risk that we are unable to recruit sufficient student officers and deliver their training programme to meet the increased establishment requirements for the alliance.</p>	<p>Attraction campaign</p> <p>Workforce Planning</p>
<p><u>Health and Wellbeing</u></p> <p>The ongoing, consistent monitoring and understanding of factors that affect health and wellbeing and the deployment of a consistent strategy to tackle the causes outlined.</p>	<p>Fairness, Diversity and Inclusion Policy, supported by a Board chaired by the Director of Enabling Services</p> <p>Activity using inputs from the recommendations identified from the well-being charter audit, blue light framework assessment, recommendations from the Staff Survey, complex case review learning and consulting with the workforce through engagements such as PMG, change forum.</p>
<p><u>Information Quality</u></p> <p>Data compliance which, if not managed, provides inaccurate data which is used to formulate decisions and may breach legislation.</p>	<p>Deletion of Records in compliance with GDPR and MoPI</p> <p>Training to Info Asset Owners within the alliance</p> <p>Identifying the root cause themes to poor data quality</p> <p>Information Learning and Risk Group established</p>

<p><u>OCC 'go-live' delay risk</u></p> <p>The risk of further delay to OCC go-live due to the incompatibility of two external suppliers of a telecom product required to meet the OCC Programme go-live date.</p> <p>Further delays in OCC go-live will extend the reliance on aging legacy command and control systems</p> <p>The SAABSafe systems 'go-live' was achieved on 2<sup>nd</sup> July 2020</p>	<p>Re-evaluation of timeline and activity plan</p> <p>Recording of all correspondence between the alliance and Virgin Media and SAAB</p> <p>Root cause work</p>
<p><u>Authorised Firearm Officer (AFO) Numbers</u></p> <p>The implementation and ongoing deployment of a successful strategy to retain the level of AFO's to a point that ensures compliance with the Strategic Policing Requirement.</p>	<p>AFO overtime to cover vacancies</p> <p>Sept AFO courses will run double shift training, 24 students not 12 (21 got through assessments)</p> <p>Ongoing review of our response to recent terrorist attacks and a refresh of Op Plato – (pre-agreed protocols are triggered for a MTFA – Police and other agencies).</p> <p>Recruitment of staff (non-warranted) instructors</p> <p>Transferees from Home Office</p> <p>Retention payment for AFO officers</p> <p>Promotional video</p> <p>Taster days</p> <p>Deliver practical roads policing day and ARV overview for new student officers</p> <p>Officers interested in joining the RPO are encouraged that the quicker route will be ARV as that is where vacancies are.</p> <p>Internal selection process for Task Force PC vacancies</p> <p>OPU Warwickshire Patrol Base to be centralised – PCC &amp; PPL working on finer finance detail</p> <p>Ongoing review of the Alliance STRA</p> <p>Review of regional armed policing by regional PCCs</p>



<p><u>Not achieving and maintaining ISO accreditation levels</u></p> <p>Investment and management support required in order to achieve and maintain UKAS accreditation within a number of Forensic Services areas of business and across some other Alliance functions.</p>	<p>Quality Team formed within Forensics to support functions gaining and maintaining UKAS accreditation.</p> <p>Strategic Governance - Digital Forensics Groups.</p> <ul style="list-style-type: none"> <li>• Being joined in purpose and focus with the Cyber / DII Group</li> <li>• Digital Forensics Governance Group</li> <li>• Development of Digital Forensics Meeting Includes development of Hubs &amp; UKAS ISO17025 Accreditation Action Plan Delivery</li> </ul> <p>Explore fit for purpose options to store, duplicate and archive forensic data for the alliance</p> <p>Alterations to Digital Forensics Database to satisfy UKAS and FSR Codes requirements</p> <p>Introduction of new DF Case Management System – This is to be absorbed into process review and ICT infrastructure review for DF and to which a Temp BA has been appointed as part of considerations</p> <p>UKAS Accreditation of Fingerprint activities by Oct 2018 (assessment Aug 2018)</p>
<p><u>Financial impacts - The Medium Term Financial Plan</u></p> <p>The delivery of the financial savings plan set against an uncertain medium term political and economic climate</p>	<p>The Medium Term Financial Plan for 2018/2019</p> <p>Update for Chiefs Council</p> <p>Treasury Management Strategy</p> <p>Financial Risk assessment at Treasurer Level</p>
<p><u>Athena</u></p> <p>The risk that Athena will cause pressures across the organisation which may result in reduced performance, protection or staff wellbeing</p>	<p>ICT Improvement plan</p> <p>Removal of IMU backlog</p> <p>PND</p> <p>Case Walkthrough video</p> <p>Athena Case Roadshows</p>

**Risk Conclusion and commitment statement**

All of these risks have the potential to impinge on our ability to deliver effective policing. We remain satisfied that focus on these areas, through regular scrutiny of the Risk Register and ownership at Chief Officer level will ensure that the Risks are mitigated.

Signed:

A handwritten signature in black ink, appearing to read 'A.E. Bangham', with a long horizontal stroke extending to the right.

**Anthony Bangham,  
Chief Constable of West Mercia Police**