



Annual Governance Statement

2019/2020

Protective Marking	OFFICIAL
Version	Version 1.2
Purpose	To provide assurance regarding the governance arrangements for West Mercia Police.
Author	Strategy, Planning and Insight
Date	July 2020
Reference	ASI/2020/87

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Introduction

Welcome to the Annual Governance Statement (AGS) for 2019/2020. 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. The force relies on its staff to deliver our services to the public and relies on governance arrangements to make sure that this is done properly. The force has a responsibility for ensuring that our governance arrangements remain fit for purpose. They are:

- 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 2019/2020. 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 continues its agreed strategic direction for 2020. The Vision remains, 'Protecting people from harm', and the Priorities and Values have been revisited and continues to provide clear and concise policing priorities to support our culture throughout the force. These are:

- **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.

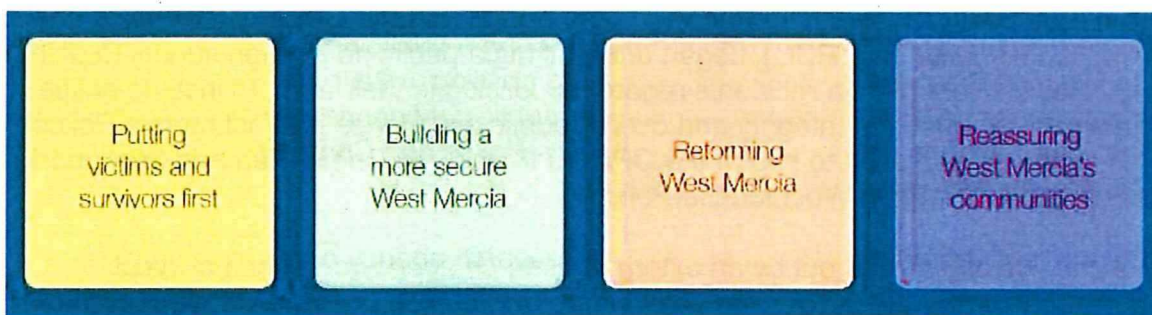
Principle B

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.

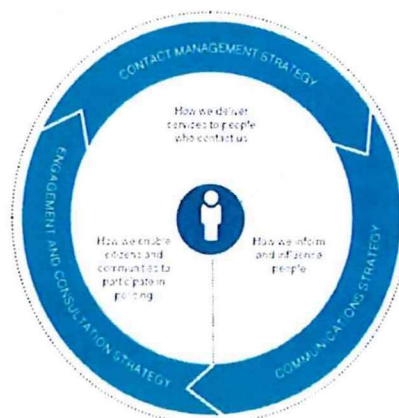


Community engagement

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 Safer Neighbourhood Teams (SNTs) throughout the force area on each Local Policing 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), began 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 is 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 20 – March 21) 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 victim groups, namely:

- domestic burglary
- violent crime
- hate crime
- road traffic collision
- rape

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 an outcome question. These questions seek to measure the satisfaction level of individuals in a consistent way, allowing comparisons to be drawn between different victim groups, service stages, local policing areas and demographic groups.

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 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.

Hereford and Worcester Fire and Rescue Service (HWFRS)

West Mercia Police recently welcomed colleagues from Hereford and Worcester Fire and Rescue Service (HWFRS) to their shared headquarters at Hindlip Park in Worcestershire. The move will continue to 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.

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 Head of Commercial Services, 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.

Since the start of austerity measures in 2011/12 West Mercia Police has achieved over £80m of cashable savings. During 2020/21 it is planned to deliver a further £5m of savings, with further savings planned for 2021/22 to 2023/24. It is envisaged that these savings will come predominantly from support services, details of which are quantified in the PCC's 2020/21 Budget and Medium Term Financial Plan (MTFP). The MTFP is based on sound assumptions and estimates of costs and funding.

It is expected that the government will undertake a Comprehensive Spending Review (CSR) in 2021 and in the absence of a current CSR a range of potential funding scenarios will be explored. The MTFP will also reflect the increased opportunities for investment and development afforded by the removal of the requirement for joint governance under the Strategic Alliance.

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

HMICFRS commented in the 2018/2019 PEEL Efficiency report regarding how the force has an established track record of investment in transformational change, and recent recruitment of new staff directly from the technology sector will improve the infrastructure on which the force's future ICT developments will depend.

West Mercia is clear about its ambitions, its investments and the benefits it seeks through its transformation programme. For several years, West Mercia's vision to digitise the front line, modernise services and make the estate fit for the future has been central to its financial planning. Over the course of the current mid-term financial plan, the force has committed £42m to improving the estate. These improvements will include new police stations at Shrewsbury and Hereford.

The force is committed to exploring opportunities and developing new ways of working, and expanding the relationship with Hereford and Worcester Fire and Rescue Service to include the integration of fire service command facilities into the force's new control centre. This will enable the police, fire service and senior ambulance managers to work better together at major incidents.

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.

In 2018/19, HMICFRS adopted an integrated PEEL assessment (IPA) approach to the existing PEEL (police effectiveness, efficiency and legitimacy) inspections. IPA combines into a single inspection the effectiveness, efficiency and legitimacy areas of PEEL. These areas had previously been inspected separately each year.

As well as the inspection findings, the assessment is informed by the analysis of:

- force data and management statements;
- risks to the public;
- progress since previous inspections;
- findings from non-PEEL inspections;
- how forces tackle serious and organised crime locally and regionally; and
- regular monitoring work.

All forces are inspected in four areas:

- protecting vulnerable people;
- firearms capability;
- planning for the future; and
- ethical and lawful workforce behaviour.

The risk to the public in these areas are considered important enough to inspect all forces every year.

The risk-based approach was used in our previous effectiveness inspections. This means that in 2018/19 HMICFRS did not inspect all forces against all areas.

Principle E

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

Our organisational values set out how we must always strive to put the public first and at the heart of everything we do.

To accomplish this, and to provide an excellent and consistent public service across the counties of West Mercia, we must effectively equip and empower our workforce. We need to ensure we have the right people, in the right place with the right skills, equipment, training and knowledge to enable our entire workforce to be their best, every day.

We want to work effectively together, providing strong, confident and compassionate leadership that gives clear direction, offers career pathways and development opportunities. We want to create a culture that is open to honest conversations, instils confidence in our learning and that it is supportive of individual health and wellbeing.

Continuing Professional Development

Leadership; since separating from the Alliance, West Mercia Police has defined a new and individual force Leadership ethos. A proposal in relation to how we embed the ethos over the forthcoming years is currently under consideration with the Executive Team. The proposal is in four stages to allow incremental development which will build on the previous stage.

Phase 1 proposes work with the Chief Officer team (team development) and shapes the future leadership framework whilst working with an external provider. It includes reviewing existing staff survey findings and inclusion of findings in the leadership assessment (referenced in the AGS last year).

Phase 2 proposes roll out of leadership development and the framework to the wider executive team.

Phase 3 is development work for the leadership framework.

Phase 4 Implementation and roll out of new leadership framework across the organisation

It is envisaged this is a two to three year programme of work.

Maximising Contribution and Potential

The force has introduced a new approach to maximising the contribution and potential of all its officers and staff by focussing on the importance of regular conversations between managers and their team members. This approach 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.
- Ensure clarity in focus and direction to ensure individuals understand their contribution to achieving the force's priorities

Whilst the quarterly one to one conversations are the basis of an ongoing process of performance monitoring and review, a formal assessment of the individual's contribution takes place each year at which their performance is assessed and recorded, talent management outcomes are reviewed and priorities for the following 12 months are agreed.

National Police Promotion Framework (NPPF)

The NPPF is the national process for promotion to Sergeant and Inspector rank. It consists of four steps, ending in a period of temporary promotion and work-based assessment. The four steps are a continuous process and candidates are 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 – assessment of competence in current rank
- Step two – legal examination
- Step three – force selection process
- Step four – 12 month work-based assessment period

Following a successful trial, all newly promoted temporary Sergeants are supported with the provision of a learning passport. Professional development is achieved through delivery of training in relation to critical HR matters and operationally focussed areas. The wider roll-out is intended from late 2020 and will then include Inspectors.

A Strategic Training Panel (governance group) has been established to ensure that priority is given to development activity that focusses on meeting demand and force priorities. The budget for learning and development activity will be scrutinised in this forum.

Transformation through restructure of the Learning and Development Team is on-going. The restructure work will enable capacity and expertise to create high quality training in line with advancements in the recruitment and development of Officers.

Staff directions and updates (Force Orders)

Force Orders are published weekly on the force intranet site 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
- Organisational Transformation 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.

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 Force Delivery Group (FDG). The meeting agenda, relates to the force and HMICFRS priorities identifying 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 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

To ensure that financial control has been maintained and operated in respect of the resources under the control of the Chief Constable and the PCC. The system of internal financial control provides assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or should be detected within a timely period.

To conduct their business effectively, the PCC and Chief Constable need to ensure that they have sound financial management policies in place and that they are strictly adhered to. Part of this process is to adopt and implement Financial Regulations. The Regulations 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. The programme of work of the assurance team is agreed annually with the Deputy Chief Constable of West Mercia (DCC) and ratified by the Joint Audit & Standards Committee (JASC).

All audit recommendations are reported through the JASC. The JASC 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.

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 JASC.

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.

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 police Chief Constable prepares at the request of HMICFRS each year. The FMS is used to inform the business planning cycle of the organisation. The operational and organisational risks, highlighted within the Force Management Statement, are 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 by the Information Compliance Unit who collate requests for West Mercia Police 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 Head of Commercial Services 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).

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- 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 'Ae. 13' followed by a stylized flourish.

Anthony Bangham,

Chief Constable of West Mercia Police

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