



STAFFORDSHIRE  
**POLICE**

# Chief Constable

## Annual Governance Statement

### 2017/18

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## **INTRODUCTION AND SCOPE OF RESPONSIBILITY**

The Chief Constable has an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that appropriateness of all actions can be demonstrated and mechanisms are in place to encourage and enforce adherence to ethical values and to respect the rule of law.

In discharging this overall responsibility the Chief Constable is required to put in place proper arrangements for governance and risk management of the force's affairs, facilitating the effective exercise of its functions.

The Chief Constable has adopted a governance framework, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance 'Delivering Good Governance in Local Government and Police' 2016. The framework outlines seven principles (as set out below) of good governance and aligns to the wider public sector Nolan principles of good governance. The seven areas have been used to form the basis of a review of the effectiveness of the force's governance arrangements.

1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law (integrity)
2. Ensuring openness and comprehensive stakeholder engagement
3. Defining outcomes in terms of sustainable economic, social and environmental benefits
4. Determining the interventions necessary to optimise the achievement of the intended outcomes
5. Developing the entity's capacity, including the capability of its leadership and the individuals within it
6. Managing risks and performance through robust internal control and strong public financial management
7. Implementing good practices in transparency, reporting and audit to deliver effective accountability.

A copy of the Joint (with the Office of the Police and Crime Commissioner – OPCC) governance framework can be accessed via the force website [www.staffordshire.police.uk](http://www.staffordshire.police.uk)

## REVIEW OF THE EFFECTIVENESS OF THE GOVERNANCE ARRANGEMENTS

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

There is strong leadership from the Chief Constable with the tone and culture of the force clearly set out and demonstrated by the Executive Officer Team. Staff are aware of the standards expected of them and the importance of the national Code of Ethics (introduced nationally across the service in July 2014). The Code of Ethics is built on the Nolan principles of public life. The Professional Standards Unit (PSU) monitor compliance and consists of three areas:

1. Performance Assessment Unit primarily dealing with complaints from the public and misconduct.
2. Anti-Corruption dealing with corruption threats and prevention in line with the annual strategic assessment and identified priorities.
3. The Force Vetting Unit who operate in line with the Vetting code of practice.

The department reports directly to the Deputy Chief Constable and is co-located with Human Resources to provide a joined up approach to the management of people.

The force actively examines information and intelligence from a broad range of sources in an innovative and productive way; triggering timely interventions and early identification of staff who may be at risk of wrongdoing or vulnerable to corruption.

The PSU directs investigations on a day-to-day basis. The ACU team has successfully identified and brought proceedings against officers and staff during 2017/18 where they have fallen below the standards that are expected of them. Counter-fraud arrangements are independently reviewed by ETAP.

The force uses the National Crime Agency (NCA) threat assessment process to consider any risks around the three nationally identified areas; information management; abuse of powers or police authority; and organised crime groups.

The closed session of the monthly PSU co-ordination meeting provides an opportunity to identify harm reduction strategies and to develop preventive or proactive methods to investigate and identify corrupt practice.

The force has a whistleblowing policy which is supported by a whistle blowing system (Bad Apple). Clearly defined policies and processes are in place for dealing with complaints. Complaints and investigations are undertaken by the PSU and ACU. The force has an effective, ongoing dialogue with the Independent Office for Police Conduct (IOPC) who also have a confidential hotline.

The force requires that all gifts and gratuities are recorded for transparency, even where declined. There is an online system for recording this activity. This is regularly reported to ETAP for transparency and scrutiny. Executive officers' expenses are available publicly and are also reviewed by ETAP. PSU undertake regular dip samples of expenses and other systems. Any agreed secondary employment is recorded and a process for authorisation of new business interests is in place.

The force has 3 statutory officers, these being: the Chief Constable, Deputy Chief Constable and a Chief Finance Officer, Section 151 Officer (S151 of the Local Government Finance Act 1972).

The Chief Constable is responsible for maintaining the Queen's Peace, and has direction and control over the force's officers and staff. The Chief Constable holds office under the Crown, but is appointed by the PCC.

The Chief Constable is accountable to the law for the exercise of police powers, and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. At all times the Chief Constable, his officers and staff, remain operationally independent in the service of the communities that they serve.

The Deputy Chief Constable is a statutory post to act on behalf of the Chief Constable in his absence, thus ensuring there is a senior executive officer available at all times to exercise the post of Chief Constable.

The Chief Finance Officer (Section 151 Officer) has responsibility for finance and to ensure the dispersal of funds is appropriate and lawful.

Support around legal matters is provided to the Chief Constable through the Head of Legal Services. The Head of Legal Services role is delivered through a contract with West Midlands Police and is a joint legal services between the two Forces. The Chief Constable has access to the Head of Legal Services as and when required and there have been no issues with regards to the level or quality of support in this area.

The force has direct links to the College of Policing and reviews all Authorised Professional Practice in the context of its own policies and procedures. All policies and procedures are subject to an Equality Impact Assessment (EIA) and are reviewed in the context of the Code of Ethics and signed off at Executive Officer level. There is a dedicated Policy Review and Development Team for the area of Public Protection which ensures that all local and national lessons learned and recommendations around serious case and safeguarding reviews for both adults and children are used to enhance service provision to those most vulnerable in our communities.

There is an annual programme of inspections by Her Majesty's Inspectorate of Constabulary (HMICFRS) and internal and external audit give assurance or raise issues to ensure that laws, regulations, policy and expenditure are complied with lawfully.

The 2017 Police Efficiency, Effectiveness and Legitimacy (PEEL) force inspection did not highlighted any causes for concern from HMICFRS and the force was judged overall as 'Good' in terms of legitimacy for 2017. A number of areas for improvement were identified.

The force has a robust action planning system that tracks the implementation of external recommendations including internal audit and HMICFRS. This online tool is accessible to all managers across the force and is administered by the Governance Team. The weakness previously identified in the governance arrangements surrounding the monitoring of these recommendations, has now been addressed. The force's revised governance structure see's monthly monitoring via the Deputy Chief Constable and through the Service Improvement and Organisational Learning Board (part of Force Strategy Board), where managers are held to account for the implementation of agreed recommendations (See section 7 for the decision making framework for the force).

ETAP regularly review progress made against external recommendations and this forms part of the quarterly Chief Constable's Governance report tabled at each meeting.

## *2. Ensuring openness and comprehensive stakeholder engagement*

The Code of Ethics is embedded across the force and is a key strand in training and policy development. The Chief Constable makes clear expectations of standards of behaviour in line with the code. The Code requires all officers and staff to act with openness, fairness and respect. The standards within the code are accessible to staff via a dedicated intranet site. Through the force website the public can access the Code and assess the level of professionalism in how services are provided. In executing the Code, the Chief Constable sets out clearly the message that staff and officers are here to keep communities safe and reassured and to protect those who are most vulnerable.

Staffordshire Police publishes a number of key documents in line with the force publication scheme, this includes Executive Officer expenses, responses to inspection activity, and minutes from strategic level meetings. With the implementation of a new Force website there is an opportunity to assess what further information can be made accessible to the public.

The force endeavours to respond to all FOI requests in the required time frame. This ensures that the public are able to access the information that the legislation entitles them to.

The Police and Crime Commissioner (PCC) has a programme of consultation with the public, partners and other stakeholders. The force conducts specific consultation with victims of crime which will influence how services are

delivered going forward. In addition Safer Neighbourhood Panels have been established as an extension of ETAP to hold local policing commanders to account for service delivery in the communities for which they are responsible. The force has a well-established citizen's panel and also records face to face interviews with residents on its bespoke citizen focus toolkit which enables the force to understand crime and disorder issues being faced by residents. The force uses social media to communicate and consult quickly and effectively with large groups of the community via Twitter and Facebook. Work is ongoing to enhance and develop the force's engagement strategy to build on current methods and broaden reach across communities.

**ACTION 1: To embed the engagement strategy, ensure it links to the policing plan and partnerships and has appropriate reporting lines into the force's governance structure for challenge and scrutiny.**

During 2017 HMICFRS judged the force as 'Good' overall in terms of treating people with fairness and respect. There was one area of improvement noted around seeking feedback and identifying issues that impact of the perception of fairness which the force has responded to by implementing a number of additional measures to improve community awareness and develop an Engagement Strategy delivered through the force's newly appointed Engagement Board at a senior management level.

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

The Chief Constable has published the Staffordshire Policing Plan 2018-19 which sets clearly five priorities (see below) to ensure that the force focuses on what matters to the people of Staffordshire. This has been communicated across the organisation in order that everyone who works for the force understands and recognises the contribution they make in delivering against these priorities.

- **Modernised policing** – a modern and transformed police service fit for a changing future, able to address existing and new issues and the threat and harm that impact from local, regional, national and international activity.
- **Early intervention** – preventing crime and antisocial behaviour and providing early help to individuals, families and communities before problems become entrenched, more complex and costly to resolve.
- **Supporting victims and witnesses** – ensuring that victims, witnesses and their families are supported in a way that recognises their individual circumstances and places them at the very heart of all criminal justice processes.
- **Managing offending and reoffending** – being able to reduce offending and reoffending in Staffordshire and Stoke-on-Trent.

- **Public confidence** – ensuring that the people of Staffordshire are better informed and involved in how policing and community safety arrangements are delivered, helping thereby to increase public confidence and reduce the fear of crime.

The policing plan supports the Police and Crime Commissioners broader Safer, Fairer United Communities strategy, which looks to bring public agencies, the voluntary sector, businesses and the community together to reduce crime and anti-social behaviour and improve community safety. The Chief Constable will be held to account by the police and Crime Commissioner against the delivery of the plan.

During the past two years, the force has undertaken a significant amount of analysis and review of how it will meet ongoing and emerging demands. During 2017/18 the force has begun to implement under its organisational change programme - SP25, a new operating model which is seeing the restructure and redesign of services. Public confidence and outcomes are at the heart of the changes that have been and will continue to be implemented. Focus will remain on dealing with what matters to people and supporting this by engagement with the community and other partners.

Increased robustness in the annual business planning cycle will result in the first force management statement (FMS) (requirement by HMICFRS) being produced in June 2018. Work is currently underway to develop this product to assist the force in having the best fit to match resources to current and predicted demand.

**ACTION 2: To embed the enhanced business planning cycle and FMS process to ensure links to resource utilisation and financial planning, to clearly demonstrate the effective use of the force's resources and value for money to the communities of Staffordshire.**

#### *4. Determining the interventions necessary to optimise the achievement of the intended outcomes*

Much of the ambitious change programme for the force is predicated on a significant change to police systems and core IT platform. In order to achieve the changes required, Staffordshire Police have a strategic IT Partnership in place with Boeing Defence UK. The partnership represents a unique and innovative opportunity to develop new systems and new ways of working that will help police officers and police staff work more effectively and provide a more streamlined service for the communities of Staffordshire. A significant amount of work to address legacy issues has been undertaken during 2017/18 to ensure that the force has a stable platform on which to affect the changes that the partnership will bring.

Facilities management continues to be delivered by Keir on behalf of the force. Additional collaborative partnerships are successfully in place with other blue light services and local authorities to deliver around areas such as safeguarding, regional organised crime and motorways policing.

The force has forged further partnerships with academic establishments to help understand and develop culture and is leading the national agenda around forensics in partnership with Staffordshire University to develop upstream solutions to digital forensics which assist around safeguarding issues and increase capability and capacity.

The new directorate structure for the force has provided clear direction to deliver policing services to the community through engagement with partners and enhancing partnership relationships. To ensure the force is maximising the benefits from these arrangements a partnership register has been developed. However further work is required to collate the outcomes from these partnerships and demonstrate the value added to the force.

**ACTION 3: To develop the current partnership register to identify the resource input from the force balanced against the benefits realised. This will clearly identify where value is being added.**

The governance framework comprises the systems and processes, culture and values by which the force is directed and controlled and its activities, through which it accounts to, engages with and leads its communities. It enables the Chief Constable to monitor the achievements of the force strategic priorities and to consider whether those priorities have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can, therefore, only provide reasonable and not absolute assurance of effectiveness. Internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Staffordshire Police's policies, aims and objectives, including partnership and other joint working arrangements.

The force and OPCC have a Joint Governance Working Group whose terms of reference include a continual review of governance arrangements to ensure best practice.

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

The force currently has a Leadership and Culture strategy in place which is underpinned by the core values of the force and the Code of Ethics. As part of



the development work of the People and Resources Directorate an integrated People Strategy (People First) was launched at the end of 2017/18.

The strategy which is overseen by The Force Strategy Board looks to drive forward a co-ordinated approach to continuous professional development, behavioural competency framework, training needs, talent enablement, and leadership passport. Promotion and selection will be underpinned by the demonstration of evidence from individuals which will also demonstrate clearly fairness and transparency.

The force has developed a recruitment and promotion prediction product that details the time line from 2018/19 to 2021/22 with respect to officers retiring across all ranks. The report details specifically officer within the next 12 months and details those officers with specific skills and capabilities that may retire in each year to 2019/20. The products are reviewed regularly through the force's Establishment Panel to ensure that recruitment and promotion plans are in line with succession planning needs.

All officers and staff have a formal induction process which is supported by HR professionals.

During 2017/18 the force conducted an employee engagement survey which identified the key drivers for engagement within the force that could be drilled down to departmental level. The Chief Constable and People services colleagues ensured all leaders were aware of the results via a force wide seminar. In addition all leaders received feedback in relation to their area and results and action plans are being managed through a specific engagement panel that consists of a cross section of Officers and Staff.

Role profiles are used as part of the ongoing continuous development of staff and for conducting the force's internal performance review process of 'i-matter'. This ensures that supervisors and leaders are having regular appropriate and relevant conversations with staff in terms of performance and development within their current and future role. Communication is a core capability for leaders and managers at all levels.

Executive Officers at Assistant Chief Constable level and above (including police staff equivalent) must successfully complete a national standard of Strategic Command. Business heads for HR, Finance and Legal services are all professionally trained and qualified. The Chief Constable holds a quarterly Strategic Leadership Group to develop skills internally and consult with colleagues.

Where appropriate, the force has standard operating procedures and information sharing agreements to enhance partnership working especially in order to identify vulnerability. The Multi Agency Safeguarding Hub is a good example where together with other agencies, the force is jointly located and sharing information effectively to enhance capacity and capability.

Partnerships with external providers such as Boeing and Keir have governance arrangements in place. These are reviewed and revised to ensure effective decision making and clarity of roles and responsibilities.

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

During 2017/18, the Chief Constable has commissioned a complete review and restructure around the decision making framework within the organisation. All key strategic decisions are made at the monthly Force Strategy Board (FSB) jointly chaired by the Chief Constable and Deputy Chief Constable. The Board is an all-day meeting which comprises of 4 key strands of focus as follows:

- Strategic Risk Management Board
- Corporate Planning and Resources Board
- Service Improvement and Organisational Learning Board
- Transformation Board

Beneath the FSB there are Directorate level monthly Boards which provide oversight and appropriate decision making at the appropriate threshold. Matters which exceed this threshold are escalated to the FSB along with any matters by exception. In implementing the new governance arrangements across the force, the Chief Constable has reaffirmed clear levels and lines of accountability across all Directorates and business areas.

There is a joint (with the OPCC) decision making mechanism through Strategic Governance Board (SGB) which is held monthly and has all Force and OPCC executive level officers and staff in attendance.

Force performance and outcomes are scrutinised at a quarterly public performance meeting, chaired by the PCC to hold the Chief Constable to account. There are a series of thematic inquiry sessions where the OPCC also scrutinises the force's performance. For 2017/18 a more formal approach is being developed by the OPCC as part of a performance framework to hold the Chief Constable to account.

Strategic level partnership meetings with Local Authorities, Health and other blue light services form part of the wider governance arrangements and set the direction for broader County and City wide issues.

The PCC and CC work with other PCCs and CCs on a regional basis (the West Midlands region – Staffordshire, Warwickshire, West Mercia and West Midlands). The PCC for Staffordshire chairs the regional collaboration group and oversees with colleagues the performance of regional and national collaborations between police forces; these include the Regional Organised Crime Unit (ROCU), the Central Motorway Police Group (CMPG), the National Police Air Service (NPAS) and the regional Counter Terrorism Unit (CTU). The

regional work is a key aspect of the overall PCC and Force delivery arrangement and is one that is growing given Government investment into regional activity and the expectation that local Forces will transfer some activity, where appropriate, into a regional collaboration. Force leads on specific collaborations are required to bring performance and financial reports to each quarterly Regional Board meeting and the PCCs scrutinise and hold to account both those leads and Chief Constables for the activity and outcomes achieved.

A centralised Service Development Unit, monitors operational performance and reports directly to the monthly FSB – Service Improvement and Organisational Learning. Additionally an annual schedule of performance thematics is also scrutinised at this level which includes any areas requested for additional review by the OPCC under their Confidential Inquiry Session programme (a deep dive into the performance of selected operational police business areas).

The force's Scrutiny and Support Unit (SSU) has continued to review a wide range of operational areas to ensure recommendations, especially from HMICFRS and Internal Audit are being progressed and service provision enhanced. The annual SSU programme is formulated on a risk based assessment of where additional force scrutiny would provide best value.

Data quality is audited both internally and externally by HMICFRS. The Deputy Chief Constable is the named officer responsible for data quality. The force seeks reassurance via its information assurance arrangements and Information Assurance Board that data is being used and shared appropriately and in line with data protection and information assurance requirements. In the event of any potential data breaches, the force has a record of early self-referral to the Information Commissioners Office for independent review and to ensure openness and transparency.

The last HMICFRS Force inspection (2016) reported that Staffordshire was 'Good' around crime data integrity. This is an ongoing rolling all force inspection programme with twenty one forces having been inspected to data. Staffordshire is currently one of five forces out of to be graded at this level.

The force has a Benefits Realisation Team which is intrinsically linked to the transformational change activity by monitoring outcomes, aligning finance, human resources and demand to deliver value for money.

The financial performance of the force and OPCC is monitored through monthly budget out turn reports and refreshed Medium Term Financial Strategy (MTFS). Any variances or longer term gaps identified are reported to the FSB via the Corporate Planning and Resourcing Board. During the course of 2017/18 The force has appointed a Director of People and Resources to provide specific directorate governance to this enabling element of service delivery. Financial control arrangements allow implications on budgets and value for money to be understood and corrective plans put in place where appropriate to either maximise or minimise the financial impact. There has been a clear focus to

ensure that budget information is developed to inform at various levels of the organisation to support accountability in budget management and the demonstration of value for money decision making.

The organisation's financial governance and management arrangements are all based on the CIPFA Financial Management Code of Practice for the Police Service of England and Wales as presented to Parliament pursuant to Section 39A(5) of the Police Act 1996 and Section 17(6) of the Police Reform and Social Responsibility Act 2011. This identifies the roles and responsibilities of the Chief Constable and the Chief Constable's Chief Finance Officer separately from those of the Police and Crime Commissioner and the Police and Crime Commissioner's Chief Finance Officer.

In collaboration with the OPCC the force reviews the Financial Regulations and Scheme of Delegation to ensure the organisation remains up to date with its strategic financial control environment. Weakness around the monitoring arrangements at the strategic level has been identified and further work will be undertaken by the CCCFO to ensure systems and processes are in place so the organisation can evidence compliance with the financial management frameworks. For 2017/18 ETAP and the Audit Sub Group will continue closely to monitor progress in the area.

The force was given an overall judgement of 'good' from HMICFRS in 2017 for 'how efficient the force is at keeping people safe and reducing crime'. This looked at demand management, sustainability and affordability, and the financial position for the short and long term. However the report does acknowledge that the force needs to ensure it has adequate plans in place to show it can provide services, while also making necessary cost savings. The comprehensive SP25 transformation programme will look to deliver what is required to make the best use of infrastructure and bring about new ways of working to create greater efficiency and effectiveness.

The force manages risk in a variety of ways to ensure that both operational and business risks are identified, controlled / mitigated and managed as appropriate and in accordance with Force policy. The following measures are in place to ensure effectiveness in this area:

- Monthly Strategic Risk Management through the FSB chaired by the Chief Constable
- Joint Governance Working Group meetings are held monthly to co-ordinate an annual review plan around governance including the management of risk
- Individual risk registers for each directorate and department as well as a specific register for the SP25 transformation programme
- Regular internal audit reports
- The Section 151 Officer ensuring the propriety and legality of financial transactions and recognising risk when setting the budget

- Financial regulations and contract standing orders supported by appropriately qualified finance and procurement staff
- Professionally qualified staff and business area leads in all key areas across the organisation
- HR procedures supporting terms and conditions of employment for staff supported by qualified HR specialists
- Reporting mechanisms and trained staff reviewing and taking action to address Health and Safety risks
- Risks from complaints and internal conduct issues investigated by the PSU or the Anti-Corruption Unit and appropriate action taken.

Although the force has enhanced the way in which it manages risk during 2017/18, a new process has been under development for launch in April 2018 which has built on good practice shared from the force's IT partner Boeing UK. The new approach will look to capture risks, issues and opportunities and makes clear accountabilities for identification, control measures and escalation processes. The new approach will be underpinned by support at the local level from the force's Governance Team.

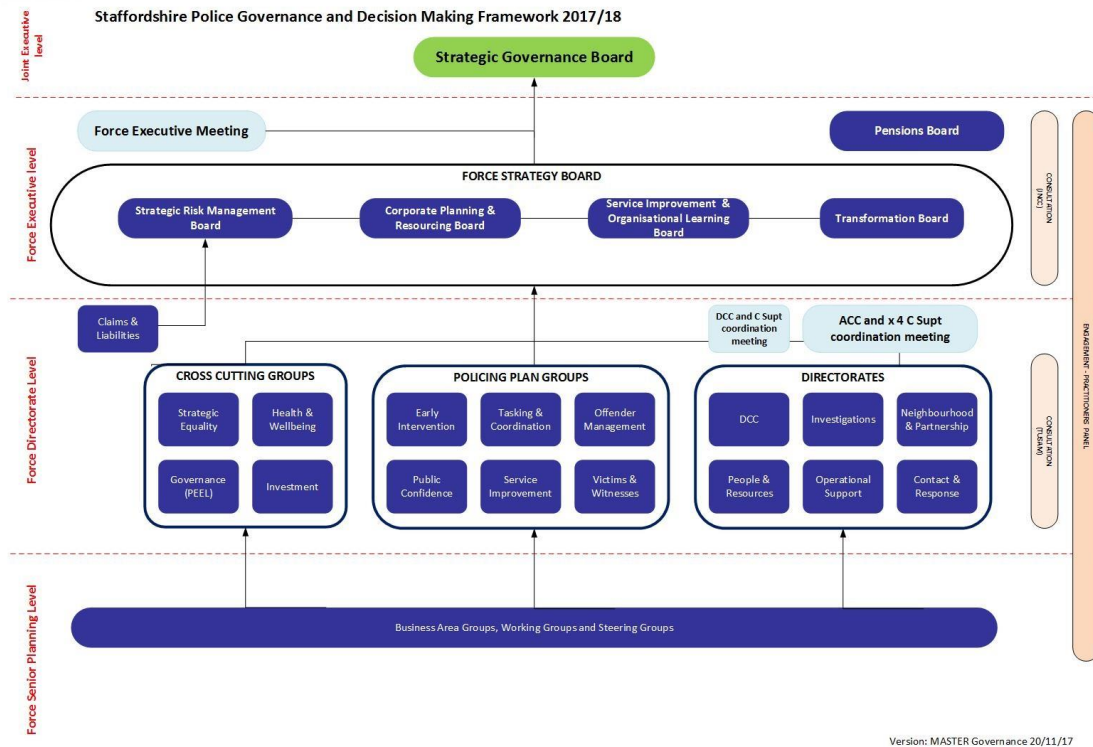
How the force identifies and manages risk is regularly monitored by both the Police and Crime Commissioner along with external insurers and internal auditors upon their request for additional assurances. Additionally ETAP have appointed a 'risk champion' to work closely with the force and the OPCC to offer specific scrutiny and support to this area.

The force and the OPCC have 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 the senior management teams within the force and OPCC who have responsibility for the development and maintenance of the governance environment.

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

During 2017/18 there has been a significant revision to the decision making and scrutiny arrangements across the force. The Chief Constable commissioned a comprehensive review of arrangements which saw a new model put in place in September 2017 with the introduction of a monthly FSB and Directorate Boards (please see diagram below).



The new structure provides clear lines of accountability and management oversight and clearly defined decision making thresholds.

The Chief Constable is held to account by the PCC formally via a number of scrutiny meetings including confidential inquiry sessions where the matter may be of operational sensitivity and a public quarterly performance meeting. The CCCFO also meets regularly with the Director of Finance and Performance of the OPCC.

The role of internal audit is provided to the force via contracted arrangement. The Head of Internal Audit ensures that there is a strategy and plan developed on the basis of risk with appropriate levels of involvement from the force and the OPCC.

ETAP undertakes the statutory functions of an Audit Committee and operates in accordance with the Financial Management Code of Practice for the Police Service and CIPFA's Practical Guidelines for Local Authorities. An Audit Sub-Group provides the particular focus on finance issues and is chaired by another member of ETAP, providing for a dual focus at different meetings.

ETAP continues to advise the PCC and the CC according to good governance principles, including the monitoring of the Strategic Risk Framework, recommending for approval the AGS and the Statement of Accounts as well as putting decisions made by the PCC and The force under the spotlight.



In line with best practice, an annual self-assessment has been carried out by ETAP with support from the OPCC's Internal Auditors. The review followed CIPFA's publication on Practical Guidance. The review produced an action plan which will inform future training sessions for the panel.

Staffordshire Police's external auditors, (Ernst and Young), provide regular reports at ETAP. At these meetings panel members are given the opportunity to consider audit findings, challenge and ask for further clarification, and also make recommendations.

The external auditor management letter for year ended 31 March 2017 identified a number of recommendations for improvement in the internal control environment and improvements in the provision of information to external audit for preparation and completion of the external audit process. All of these recommendations were accepted by the organisations and significant improvements have been made in this area. Ernst and Young have during 2017/2018 been present at ETAP meetings and reported positively on the improvements that have been made.

Independent assessments are made via HMICFRS, Internal and external auditors, ETAP and Safer Neighbourhood Panels. Any recommendations resulting from external reporting are recorded onto The force's action planning system and are monitored via internal scrutiny mechanisms and assurance provided to ETAP and other independent reviewers where appropriate.

Peer inspections and the sharing and review of best practice with other forces is also undertaken where appropriate. The force has strong academic links and partnerships to provide a more robust evidence base around decision making.

The force's has its own audit capability through the SSU. The annual SSU programme is formulated on a risk based assessment of where additional force scrutiny would provide best value and the unit also supports business area in developing their own audit methodologies.

The force has reviewed the finance team structure which will be fully implemented as the force-wide transformation programme is developed. Structural gaps are currently being filled with interim management.

## **OVERALL LEVEL OF ASSURANCE**

The Chief Constable can provide a substantial level of assurance that appropriate stewardship is being applied to the use of resources by Staffordshire Police in order to serve the public interest and to adhere to legislation and policy, and ethical values and respect of the law.

This opinion is given based upon the proactive work that has been undertaken by the force during 2017/18. Alongside this there has been positive timely

action to address any weaknesses that have been brought to the force's attention by Internal Audit, External Audit, HMICFRS, ETAP and other scrutiny bodies.

## ACTIONS

### Update against 2016/17 actions

#### Issue 1

The force has a robust action planning system that tracks the implementation of external recommendations including internal audit and HMIC. However a weakness exists in the governance surrounding the robust implementation of these recommendations. The force's revised governance structure, through a new Service Improvement Board, will address this.

#### Action

Recommendations from the action planning system will be reviewed on a monthly basis through the service improvement board to enable prompt action to address internal control weaknesses.

#### Update

**Completed:** All key recommendations recorded onto the action plan system are monitored via the monthly PEEL Board and escalated by exception to the FSB. There is appropriate scrutiny and management oversight at each level of the organisation.

#### Issue 2

With the implementation of a new Force website there is an opportunity to assess what the force publishes to make information accessible to the public.

#### Action

The force will review the scope of the documents it makes available to the public and ensure that where appropriate information is made as accessible as possible to the public.

#### Update

**Carry forward:** Progress has been made around the publication and accessibility of information to the public. A further review around this area will enhance information availability further still.

#### Issue 3:

Increased robustness in the annual business planning cycle will result in a force management statement that will enable the force to have the best fit to match resources to current and predicted demand.

#### Action

The force will produce a 'force management statement' to support sound decision making and public accountability.

#### Update

**Completed:** The force has appropriate arrangements in place to complete the 'force management statement.'



**Issue 4:**

Work will be undertaken by the CCCFO to ensure systems and processes are in place so the organisation can evidence compliance with the financial management frameworks.

**Action**

The CCCFO will review financial management activity throughout the year and ensure there are systems and processes in place to evidence compliance.

**Update**

**Completed:** in relation to governance arrangements this action is complete. Further work is being undertaken through the Risk Management processes led by the CCCFO. This is now embedded as 'Business and Usual' and will be managed appropriately.

**Issue 5:**

For 2017/18 the force and OPCC have launched a revised risk management procedures based on good governance principles and best practice shared by external consultants.

**Action**

The force will ensure that all senior officers and staff receive training and support to ensure that risk identification and control is evident across all departments and is reflected fully in strategic decision making.

**Update**

**Completed:** A revised risk, issue and opportunity process has been launched and training received. Although continued support will be given to ensure that the new process is fully embedded the force considers that this action has been concluded.

## **Actions from 2017/18 review**

**Issue 1: Carry forward from 2016/17**

With the implementation of a new Force website there is an opportunity to assess what the force publishes to make information accessible to the public.

**Action**

The force will further review the scope of the documents it makes available to the public and ensure that where appropriate information is made as accessible as possible.

**Issue 2: New for 2017/18**

The force will look to enhance and develop the current engagement strategy to build on current methods and broaden reach across communities.

**Action**

To embed the engagement strategy, ensure it links to the policing plan, and partnerships and has appropriate reporting lines into the force's governance structure for challenge and scrutiny.

### Issue 3: New for 2017/18

With the introduction of FMS there is an opportunity to ensure a robust annual business planning cycle.

#### Action

To embed the enhanced business planning cycle and FMS process to ensure links to resource utilisation and financial planning, to clearly demonstrate the effective use of the force's resources and value for money to the communities of Staffordshire.

### Issue 4: New for 2017/18

With projected increased demand in many areas of business ensuring the most effective partnerships and collaborations will be vital.

#### Action

To develop the current partnership register to identify the resource input from the force balanced against the benefits realised. This will clearly identify where value is being added.

## CONCLUSION

The detail given within this statement represents a clear approach to ensuring that appropriate governance arrangements are in place for Staffordshire Police. The Force has begun a challenging programme of transformational change, the delivery of which will require robust governance. The revision of the force's decision making and scrutiny arrangements will ensure the robust monitoring and review of external recommendations, ongoing continuous improvement and transformational change. The force continues to value the independent views of others, and where a need to improve is identified the force will act quickly to address these.

*Signed:*



Gareth Morgan  
Chief Constable



Nick Baker  
Deputy Chief Constable



John Bloomer  
Chief Constable's  
Chief Finance Officer