



The Chief Constable for Cumbria Constabulary

Summary Annual Governance Statement 2016/17

INTRODUCTION AND SCOPE OF RESPONSIBILITIES

The Chief Constable for Cumbria Constabulary (the Chief Constable) is responsible for ensuring business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

In discharging this overall responsibility, the Chief Constable is responsible for putting in place proper arrangements for the governance of affairs and facilitating the exercise of functions, which includes arrangements for the management of risk.

The key elements of the system and processes that comprise the Chief Constable's governance arrangements are detailed in this section. The elements are based on the seven core principles of Corporate Governance from the CIPFA/Solace Governance Framework, the standard against which all local government bodies, including police, should assess themselves.

The Chief Constable has approved and adopted a Code of Corporate Governance 'The Code'. The Code gives clarity to the way the Chief Constable governs and sets out the frameworks that are in place to support the overall arrangements that are in place for fulfilling the Chief Constable's functions. This statement explains how the

Chief Constable has complied with The Code. It also meets the requirements of regulation 6(1) and 10(1) of the Accounts and Audit (England) Regulations 2015 in relation to the publication of an annual governance statement, which must accompany the Chief Constable's statement of accounts.

THE REVIEW OF EFFECTIVENESS

The Chief Constable has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of Chief Officers and senior managers within the organisation who have responsibility for the development and maintenance of the governance environment. The review comprises

- A cyclical detailed review of the key documents within the Chief Constable's governance framework e.g. Financial Regulations.
- An overarching review of the governance arrangements in place to support each core principle within the CIPFA Solace guidance.
- A review of what has happened during the past year to evidence how the Code has been complied with, which is articulated in the Annual Governance Statement.

- A review of the effectiveness of the arrangements for internal audit against the Public Sector Internal Audit Standards and the Internal Audit Charter.
- Formal reviews of the role of the Chief Constable's Chief Finance Officer and the Head of Internal Audit (HIA) against the respective CIPFA statements, which demonstrated full compliance.
- A review of the effectiveness of the Joint Audit and Standards Committee against CIPFA guidance.

The following paragraphs provide a summary of the Annual Governance Statement, demonstrating how the Chief Constable has complied with the governance framework, set out within the Code, to meet of each of the seven governance principles. The full version of the Annual Governance Statement is published alongside the Statement of Accounts and also incorporates an action plan of planned future improvements for governance arrangements.

Jeremy Graham

Chief Constable
21 July 2017

Roger Marshall

Joint Chief Finance Officer

Signatures have been removed for the purposes of publication on the website

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

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Ethics and Integrity & Respecting the Rule of Law

During 2016/17 the Constabulary took a pro-active approach to communicating and promoting the highest standards of integrity in all elements of its business. Work has continued to embed and develop ethical behaviour based on:

- The Constabulary's Corporate Values
- The College of Policing Code of Ethics.
- Preventing the abuse of authority for sexual gain.
- The Constabulary's Anti-Fraud and Corruption Policy and Procedures.
- Responding to Her Majesty's Inspectorate of Constabulary (HMIC) recommendations from its 2016 legitimacy inspection.

These arrangements are supported by the Director of Legal Services, who is a qualified solicitor and acts as the Chief Constable's 'Monitoring Officer', providing advice to the Constabulary on all legal matters and is consulted on

all strategic decisions to ensure that laws are not contravened.

The Constabulary's Professional Standards Department is central to the maintenance of high standards of conduct and behaviour within the organisation. The priorities of the Constabulary's Professional Standards Department are shaped by a Strategic Assessment, which seeks to predict future risks as a basis developing a control strategy. The Strategic Assessment was refreshed in 2016 and has highlighted a number of priorities including anti-corruption, information security and vulnerable association.

The Professional Standards Department operate a preventative approach designed to ensure all officers and staff are aware of their responsibilities and potential consequences if their conduct falls below required professional standards. This includes the issue of PASS newsletters, which provide guidance on matters of integrity. Subjects covered in 2016/17 have included property handling, missing persons, safe handling of detainees in custody, harassment notices, compliance with National Crime Reporting Standards and dealing with vulnerable people.

During 2016/17 HMIC conducted a Legitimacy inspection of the Constabulary as part of the force's PEEL Inspection,

this covered the conduct and behaviour of the force. The report graded Cumbria as good and did not identify areas of concern and made no specific recommendations.

During 2016/17 refresher training on the Code of Ethics has been provided to managers and cascaded to all officers and staff.

There has been an increase in the number of intelligence reports received into the anti-corruption unit, however, most of these relate to self-referrals, indicating that officers and staff are responding to prevention guidance from PSD.

In relation to complaints, during 2016/17 the number of complaint allegations reduced by 11% and the number which required investigation also fell by 10%. When compared to most similar forces, both the level of complaints (expressed per officer) and the percentage of those complaints upheld, remain below the national average.

In the interests of openness and transparency, police misconduct hearings are now held in public. Two public misconduct hearings took place in 2016/17 and both officers were dismissed from the force. All such hearings will continue to be presided over by a legally qualified

chair. The outcomes of misconduct hearings are now publicised on the Constabulary website.

The Ethics and Integrity Panel continue to provide independent oversight for the OPCC and Constabulary in relation to standards, ethics and integrity. During 2016/17 the Panel carried out three thematic inspections in relation to the Performance Discretion Framework, the use of Stop and Stop/Search and the policing of the 2016 Kendal Calling Festival. The Panel also reviews 'Quality of Service and Policing Issues' raised by members of the public including public complaints, police misconduct and staff misconduct cases. The Panel's work is reported to the Commissioner's Public Accountability Conference on a quarterly basis. Whilst the Panel's conclusions provide assurance high standards of ethics and integrity, where applicable, recommendations to enhance or improve the level of service provided by the Constabulary have been made.

Core Principle B: Ensuring openness and comprehensive stakeholder engagement.

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Openness

To support transparency and ensure that the Chief Constable's vision is clearly communicated, the Chief Officer Group have held strategy days for senior management and road shows across county, which were open to all officers and staff. This has been supported by a range of communications across the force through various mediums including the internal intranet site and noticeboards.

Engaging Effectively with Institutional Stakeholders

The Constabulary works closely with the OPCC through formal mechanisms (such as Public Accountability Conferences and Collaborative Board meetings) and informally through one to one meetings with senior staff from both organisations.

The Constabulary recognises that working with partners can deliver a more effective policing service to the public and meet the aims of the Commissioner's Police and

Crime Plan. Accordingly, the Constabulary actively participates in a range of partnership activities and functions in collaboration with other agencies, both at a strategic and tactical level. Examples include:

- the Local Resilience Forum (major incident planning)
- the CRASH partnership (road safety)
- the Safer Cumbria Action Board
- the Local Safeguarding Board (child protection)
- Community Safety Partnerships
- The Cumbria Alcohol Board (countering alcohol abuse)
- Combating anti-social behaviour
- A particular priority in 2016/17 has been developing links with criminal justice and mental health agencies and other blue-light partners.

In accordance with the Joint Financial Regulations and Rules, arrangements are in place to ensure that for significant partnerships and joint working relationships there is appropriate governance including, a legal power to engage, appropriate approval by the Chief Constable and Commissioner, clear objectives, documentation of financial and other resource commitments and risk assessment.

[Engaging stakeholders effectively, including citizens and service users](#)

The Constabulary has a Community Engagement and Consultation Strategy, which co-ordinates all on-going consultation activities and is refreshed on an annual basis to understand the needs of service users. During the year, the Constabulary consulted with the public to find out their priorities, how confident they felt, how they would like to be engaged and their areas of concern. These informed the development of the Constabulary's and Commissioner's plans.

Following consultation, victims of crime and antisocial have been supported by improvements in, customer journey mapping analysis into reasons for a decline in satisfaction levels for victims of ASB, compliance with the victims code through self-assessment and production of an Engaging with Communities reporting dashboard.

The Constabulary has developed a marketing and communications strategy aimed at establishing clear channels of communication with all sections of the community, providing crime prevention and safety advice as well as information about services. Access to information has been developed to include community messaging and all social media. The Constabulary's e-community has grown and is now at more than 115,000 followers.

Engagement with the public is pivotal to the work of Neighbourhood Policing Teams (NPTs) in determining local priorities. This is achieved through Community Engagement Plans, which detail contact with all stakeholders particularly those that are hard to reach or with protected characteristics. The Community Engagement Strategy includes:

- clear communications with schools
- Attendance at Town Council meetings
- Holding community/partnership meetings
- Police Desks
- Use of web and social media
- Specific engagement plans for the 15 geographical areas, which are available on the intranet for officers and on the website for the public.
- Publication of local crime and performance data on the Constabulary's website to aid transparency.

These arrangements are supported by a toolkit, which is available to officers.

Specific initiatives in relation to diversity and equality and hate crime provide cross cutting engagement support across all areas of activities.

The Constabulary uses Community Impact Assessments to identify issues that may affect a community's confidence in the ability of the police to respond

effectively to their needs, thereby enhancing the police response, particularly after major incidents.

The Constabulary has carried out a staff engagement exercise, working with academia to assess the wellbeing and culture of the force. The results have informed the development of a plan of action linked to the Well-Being Strategy.

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

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Defining Outcomes

The Chief Constable determined the strategic direction for the Constabulary, which is 'Keeping Cumbria Safe'. Following consultation, the Chief Constable the Chief Constable developed the Plan on a Page. This plan outlined the Constabulary's BIG 6 priorities:

- Engaging with communities and working with partners
- Preventing crime, road casualties and antisocial behaviour
- Managing offenders
- Managing calls for service
- Protecting vulnerable people and communities

- Investigating crime, caring for victims and bringing offenders to justice

Under each of the BIG 6 priorities, there is an improvement plan, with each key function or specialism within those priorities led by a Professional Lead.

The Commissioner approved these key objectives and incorporated them into his Police & Crime Plan to complement his aims.

In addition, the Plan on a Page identifies what will be done to support officers and staff to deliver the best service possible, explains our policing style and the Chief Constable's Leadership Standards.

The Plan on a Page shows how everyone in the organisation contributes to the overall aim of *Keeping Cumbria Safe* and improves knowledge and understanding by linking strategic objectives to operational and business daily activity on the ground and maintaining performance.

Sustainable economic, social and environmental benefits

During 2016/17 the Commissioner incorporated the Constabulary's budget proposals into his 2017/18 budget in the context of a medium term financial forecast (MTFF) covering four years to 2020/21. The budget included investment in a number of priority themed areas where

budgetary or workload pressure emerged in 2016/17 including training, ICT, criminal justice and historic investigations.

The potential implications of the Home Office review of the police funding formula continue to pose a significant threat to government funding levels beyond 2017/18 and has introduced an unusually high level of uncertainty into future financial forecasts. As a consequence a range of budget scenarios are being considered which generate a savings requirement of between £2m and £12m over the life of the MTFF.

Work is on-going, in consultation with the Office of the Police and Crime Commissioner, to develop options to address the savings requirement. The Constabulary's Change Programme has played a critical role in delivering savings required to balance the Constabulary's budget.

During 2016/17 the Change Programme:

- Delivered revenue savings of £2.5 million.
- Undertook extensive demand analysis.
- Undertook a review of administrative processes across back office functions.
- Undertook a detailed demand review of crime investigations.
- Developed an action plan for the Command and Control Room.

The demand analysis demonstrated that demand has altered significantly for the police service, with both crimes and incidents increasing in complexity and, therefore, using more resources and taking longer to resolve. In response, during 2016/17 the Constabulary has engaged with the National College of Policing Demand Reduction initiative, to develop local plans to reduce demand using Vulnerable Locations Indexing (working with partners to develop multi agency strategies to address problems and reduce demand) at two locations in Cumbria.

The Constabulary continues to promote innovative business planning and has been particularly successful in rolling out mobile devices, with police specific applications, to all officers, with the aim of increasing visibility and productivity.

In the context of financial uncertainties and changing demand, a corporate plan entitled Cumbria 2025 is being developed which brings together demand prediction and reduction, business planning and change in a single plan aligned to the National Policing Vision. The scope of the existing Change Programme deliverables has had to reduce in response to the demand findings but will aim to provide scalable options for savings from £2 - 6 million.

During 2016/17 the Constabulary has continued to develop its business planning aligned to the MTF. Refreshed strategies in relation to ICT, fleet, estates and procurement have been produced and agreed by the Commissioner. In addition, a People Strategy has been developed and agreed.

Investments in mobile and digital technology and replacement of core ICT systems, to increase the productivity of officers, continue to be delivered and regular progress reports produced for the Commissioner.

A People Strategy has been developed and agreed to support the Constabulary in “Keeping Cumbria Safe”.

The key themes of the People Strategy are:

- Health Safety and Wellbeing
- Workforce Planning, Recruitment and Talent Management.
- Employee Relations
- Reward and Recognition
- Managing Change
- Learning and Development

A review of Human Resources was carried out in 2016/17, which resulted in the creation of a People Department which brings together HR and Professional Standards, Wellbeing Occupational Health, Safety and Workforce Planning in one function.

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

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Planning Interventions

The Chief Officer Group is the Constabulary’s strategic decision making forum. In the last 12 months key decisions have included considering and approving:

- Demand reviews
- Business strategies
- Financial updates (including the budget proposal)
- Governance documents
- Business cases in relation to operational and support functions.

All decisions support delivery of the Chief Constable’s vision. Decisions are minuted and subject to scrutiny by the Commissioner. Members of the Chief Officer Group have also attended meetings of the Police and Crime Panel to provide context to Commissioner’s precept proposal.

Determining Interventions & Optimising Outcomes

The Constabulary worked with the Office of the Police and Crime Commissioner (OPCC) to develop the performance framework. This set of measures and targets supports delivery of the Police and Crime Plan and is the mechanism used by the Commissioner to hold the Chief Constable to account. Progress against these measures has been reported to the Commissioner every quarter at the Public Accountability Conference.

Performance for all crime types, antisocial behaviour, road collisions, user satisfaction and productivity is monitored on a monthly and corrective action taken to address exceptions.

This is supported by thematic reports for specific areas of activity, which are discussed at the Commissioner's Public Accountability Conference. Reports in 2016/17 included domestic abuse, rural crime, use of stop search, equality, vulnerability, roads policing and countering anti-social behaviour.

Overall, the Constabulary performs well and has achieved a significant reduction in anti-social behaviour, falling by 14% in the year to December 2016. User satisfaction levels are consistently high.

The Constabulary's board structure and governance are continually reviewed. During 2016/17 membership of the Collaborative Board was extended to improve joint working with the Office of the Commissioner and a new Force Resourcing Panel established to provide improved scrutiny of staffing matters. Changes to working practices have also been made in 2016/17 to better integrate work streams and provide greater clarity on the decision-making powers of boards and managers.

In the context of the on-going need to identify savings and improve productivity, the Force Strategic Delivery Board, remains a key forum in which change proposals are developed and finalised prior to agreement by COG.

In the operational environment, on a monthly basis, senior police officers carry out a full assessment of operational risk, harm and threat to communities and an assessment of performance changes and their root causes. This encompasses consideration of vulnerable people, repeat offenders, vulnerable missing from home, significant domestic abuse, prison issues, organised crime groups, threats to life crime and anti-social behaviour trends. Action has been taken and resources tasked to deal with the operational issues raised.

Every day, officers in each Territorial Policing Area hold a Daily Management Meeting, which identifies the crimes

and incidents that have occurred over the previous 24 hours and any vulnerable or high profile incident. A supporting force-wide Daily Operational Review Meeting ensures that resources are directed to meet strategic priorities across the county.

As part of the Constabulary's work on managing demand, the principles of THRIVE (threat, harm, risk, investigative opportunity, vulnerability and engagement) have been introduced within the communications room when grading calls for service and, as part of the National Decision Making Model, deciding whether to deploy officers to incidents.

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

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Developing the Entity's capacity & leadership

The key functions and roles of the Chief Constable and the Police and Crime Commissioner are set out in the Police Reform and Social Responsibility Act 2011 (PRSRA) and the Policing Protocol Order 2011 (PPO) The Chief Constable's statutory responsibilities for maintaining the

Queen's Peace are set out in various Police Acts. Both the Chief Constable and Commissioner are statutorily required to employ a Chief Finance Officer.

In April 2017 it was decided to share a Chief Finance Officer across both organisations. A formal protocol to manage potential conflicts of interest arising from this arrangement have been developed.

The Constabulary has used HMIC Value for Money profiles and Police Objective Analysis to inform its Change Programme and applied zero based budgeting, with robust financial challenge to budget holders, to secure maximum value from the resources available. In general, the VFM work has shown the Constabulary to benchmark well, although, in some instances costs may appear to be relatively high when measured per head of population. This is principally attributable to the logistics of providing an effective policing service over such a geographically sparse county. The understanding gained from the Constabulary's Value for Money analysis has informed consultation responses on the Police Funding Formula changes.

During 2016/17 the Constabulary has participated in detailed back office and ICT benchmarking exercises.

During 2016/17 the Procurement Strategy was refreshed and embedded with the aim of ensuring compliance with relevant legislation, transparency and value for money.

Developing the Capability of Individuals within the entity

The Constabulary's annual training plan was developed in early 2016/17 in conjunction with operational leadership teams in the context of best practice guidance from the National Police Chief's Council.

The training plan was delivered through a strategic training collaboration with Lancashire Police, which has delivered benefits through:

- Increased capacity to deliver training, which has been particularly beneficial to accommodate the increased level of recruitment in 2016/17.
- Reduced costs.
- Harmonisation of course content based on best practice across the forces.

During 2016/17 the strategic training collaboration agreement with Lancashire Police was evaluated and extended for a further 5 years.

During the year there has been particular focus on the design of a skills and leadership programme, focused on five main areas:

- Street Skills - to provide operational and technical skills needed by officers and staff at all levels
- Leadership Modules
- An Executive Leadership Programme to support senior managers in leading change.
- Development of an Electronic Learning Hub, which is a platform for on-line learning and knowledge transfer.
- A Talent Management programme for middle managers.

In 2016/17 the Constabulary further developed the Management of Serious Crime Investigations Development Programme (MSCIP) was introduced in partnership with Lancashire and Merseyside Constabularies.

Key elements of training delivered in 2016/17 were:

- Vulnerability Training (Child Sexual Exploitation & Domestic Abuse)
- Stop & Search.
- ICT mobility programme

During 2016/17 Cumbria Constabulary reintroduced a Performance Development & Review (PDR) for all its staff. PDR is based on the national College of Policing model focusing on personal responsibility for development built around a central competency framework. The PDR system

is an interim model whilst work is undertaken to introduce the Competency & values Framework into Cumbria in 2018.

The National Police Promotion Framework (NNPF) was introduced in 2015/16. On the 1st April 2015 the Police (Promotions) Regulations 2015 amended the method by which police officers in England and Wales are promoted to the rank of Sergeant and Inspector. The changes to the process, including the requirement to undertake work based assessments, have been embedded.

Core Principle F: Managing risks and performance through robust internal controls and strong public sector management.

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Managing risk

Risk management is a standing agenda item on all Constabulary boards, including programme and project management boards. Mitigating actions are identified and tracked to ensure that risks are minimised. Accredited training in respect of risk management and procurement fraud risk was provided to relevant staff in 2016/17.

During 2016/17, specific risks associated with the potential reduction in funding as a result of the police funding formula review and the introduction of the Emergency Services Network have featured prominently on the Constabulary's strategic risk register.

Managing performance

A strategy entitled – '*Performance management in Cumbria Constabulary' Managing our resources to improve outcomes for the people of Cumbria*' outlines is embedded within the Constabulary. This is achieved mainly through the use of:

- Joint Tasking and Performance meetings
- Monthly strategic briefings to senior management, including a high level performance matrix, detailed root cause analysis and recommended actions to take.
- Performance as a standing item on all senior management team meetings.
- Specific focus on performance in relation to protecting vulnerable people.
- Performance Development Conferences every four months, where all functions are held accountable for performance including crime, sickness and data quality
- Reviewing performance at Strategy Days.

- An information strategy and performance dashboard to support the BIG 6 priorities, showing demand, productivity and outcome data ambitions
- Accessible daily performance figures.
- An individual officer performance dashboard and performance meetings every 15 weeks.
- Re-introduced a formal performance development and review (PDR) process for all officers and staff, in accordance with College of Policing guidance. This is an annual process and determines the competence of individual officers and staff, based on the Police Professional Framework.

During 2016/17 the Constabulary established a Business Improvement Unit whose role is to provide reassurance to Chief Officers:

- that priorities and recommendations from inspection bodies are being progressed through reality checking.
- Systems and processes are working effectively.

A Delivering Excellence strategy was developed and implemented during 2016/17. This strategy aims to embed continuous improvement across the Constabulary and has four key areas of work:

- Development of Business Improvement Plans based on our priorities and all HMIC recommendations.
- Improving on standards and quality across policing activities known as the Quality Counts initiative.

- Harnessing ideas and suggestions for improvement

reporting to the force Senior Information Risk Owner (SIRO).

- Implementation of the amended Government Security Classification with training provided to staff.
- Independent audit of arrangements for information security.

Strong public financial management

Strong financial management provides a framework for all business decision making and planning within the Constabulary. This includes the Chief Finance Officer being a member of the leadership team and finance representation at all significant decision making forums. Regular financial reporting, clear budget ownership and responsibilities (as set out in the Chief Constable's Scheme of Delegation and scheme of budget management.) and consideration of the medium term financial position in all strategic decision making.

The Constabulary's Statement of Accounts for 2015/16 received an unqualified audit opinion and praise from the external auditor for the quality of the statements and that they were published in advance of the new statutory deadline of the 31st July, two years ahead of schedule. The strong track record in financial management has also been recognised by the HMIC in their Efficiency inspection in 2016/17.

During 2016/17 both the Joint Financial Regulations and Rules were updated and subject to scrutiny by the Joint Audit and Standards Committee.

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

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Implementing good practice in Transparency & Reporting

The principal means by which the Constabulary reports to the public are through themed presentations to the Commissioner's Public Accountability Conferences, which are open to the public. Reports are also available through the Commissioner's website. During 2016-17 work has been undertaken to improve the presentation of these reports to make them more accessible and readable for members of the public.

The Chief Constable's audited accounts were signed on 28 July 2016 and published alongside the report of the independent auditors (Grant Thornton) on the financial statements. The auditors opinion was that the statements provided a true and fair view of the financial position of the Chief Constable as at 31 March. In addition, the auditors commented favourably on the high quality of the

Robust internal control

The Constabulary maintains robust internal controls systems. Assurance with regard to internal controls is provided by:

- A risk based internal audit plan. 70% of audits in 2016/17 audits including all those relating to finance were graded as providing either substantial or reasonable assurance.
- The Chief Internal Auditor's opinion that robust internal controls are in place and not identified areas of significant concern.
- Action plans to respond to recommendations, the implementation of which is monitored by the Audit and Standards Committee.
- An Audit and Standards Committee, which is self assessed against CIPFA guidance, and is judged as being highly effective in its role.

Managing Data

During 2016/17 arrangements for managing data have been strengthened as follows:

- Review and update of core information security and records management strategies.
- Greater clarity on the identification and responsibilities of information asset owners and

accounts and supporting working papers in the context of achieving the new tighter deadline for publishing the accounts by the 31st July, two years ahead of requirements. The auditors further confirmed in their annual governance report on 28th July 2016 a positive conclusion with regards to securing value for money.

Assurance & Effective Accountability

During 2016/17 the Constabulary has been inspected by HMIC and received reports on police efficiency, effectiveness and legitimacy (known as PEEL). There are four grades that can be achieved - outstanding, good, requires improvement and inadequate.

The Constabulary has been rated as good for the efficiency, effectiveness and legitimacy. Specific strengths recognised included:

- preventing and investigating crime,
- tackling antisocial behaviour,
- tackling serious and organised crime
- keeping people safe,
- understanding of the threat and risk of harm to its communities
- financial management
- change management,
- use of technology

Areas for improvement were identified as understanding and predicting demand, plans for future savings, risk assessments for vulnerable people and vetting

HMIC has also conducted thematic inspections for child protection, modern slavery, stop and search and human trafficking. A small number of areas for improvement have been identified from these other inspections and actions have been included in our overarching Improvement Plan, managed and tested via the Business Improvement Unit.

During 2016/17 the Chief Constable received assurances with regard to the Constabulary's arrangements for risk management, internal control and governance from a number of sources which included:

- The CFOs annual review of internal audit.
- The Head of Internal Audit and Commissioner's CFO assessment of the internal audit service against Public Sector Internal Audit Standards.
- The Head of Internal Audit's opinion on the framework of governance, risk management and internal control.
- Monitoring of the implementation of actions in response to HMIC, internal and external audit recommendations through the Joint Audit and Standards Committee.

- Management assurances in respect of financial systems and processes.
- The CFO's fraud risk assessment.

All of the sources above indicated that systems and processes are operating effectively and have raised no significant concerns.

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