

CHIEF CONSTABLE OF GREATER MANCHESTER POLICE

ANNUAL GOVERNANCE STATEMENT 2019/20

1. Scope of Responsibilities

- 1.1 The Chief Constable holds office under the Crown, and is appointed by the Mayor. The Chief Constable is accountable in law for the exercise of police powers and to the Mayor, during his term of office, for the delivery of efficient and effective policing, management of resources and expenditure by Greater Manchester Police (GMP). He is accountable for the functions of officers and staff under his or her employment, direction and control, and is held to account for specific matters set out in the Police and Social Responsibility Act 2011.
- 1.2 This statement has been prepared for the 2019-2020 financial year. The elected Mayor of Greater Manchester has responsibility for the totality of policing in Greater Manchester and is held to account by the Greater Manchester Police and Crime Panel, which consists of representatives from each district with crime and anti-social behaviour responsibilities. On 6 May 2017 the Mayor appointed a Deputy Mayor for Policing, Crime, Criminal Justice and Fire, to whom he has devolved certain responsibilities in respect of the police, with the exception of the duty to set a budget, the duty to prepare a Police and Crime Plan, and the appointment and removal of a Chief Constable. The purpose of the statement is to outline current governance arrangements, to report on their effectiveness during the year, and to outline future actions planned to further enhance the arrangements.
- 1.3 Ian Hopkins has held the office of Chief Constable since 30 October 2015. The responsibilities and duties of a Chief Constable as a corporation sole are in accordance with the Police Reform and Social Responsibility Act 2011.
- 1.4 While the Chief Constable discharges his responsibilities in such a way as to assist the Mayor with his functions, he remains at all times operationally independent in the service of the public.
- 1.5 In discharging their overall responsibilities, the Mayor and Chief Constable are responsible for maintaining appropriate risk management processes, governance arrangements and ensuring there is a reliable system of internal control which supports those functions.
- 1.6 The Assistant Chief Officer (Resources) is the Chief Constable's professionally qualified Chief Finance Officer (CFO), as required by the Police Reform and Social Responsibility Act 2011. The role of the Chief Constable's CFO is carried out in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Statement on the Role of the Chief Finance Officer of the Chief Constable (July 2012).
- 1.7 Production of an Annual Governance Statement by the Chief Constable is a requirement under the Accounts and Audit Regulations 2015 and ensures that a reliable system of internal controls can be demonstrated. The statement helps the Mayor to hold the Chief Constable to account. The statement forms part of the statutory accounts and provides assurance about GMP's governance arrangements, approaches and controls.
- 1.8 A Statement of Assurance supports this Annual Governance Statement and has been signed by the Chief Constable and the CFO (see Appendix 1).

2. The Governance Framework

- 2.1 This Annual Governance Statement has been prepared for the 2019-20 financial year and is intended to state the governance arrangements of GMP, to report on the effectiveness of such arrangements, and to highlight key areas to be developed during the coming year (2020/21).
- 2.2 The governance framework comprises the systems, processes, culture and values by which the Chief Constable directs and controls the conduct of business and the activities, through which the organisation accounts to and engages with the community, in relation to policing and crime. It enables the Chief Constable to monitor the achievements of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services, including achieving value for money.
- 2.3 GMP's principal governance meetings and decision making structure are, in summary:
- (i) The Executive Committee (Exec Co) is the Chief Constable's executive board. It is the senior decision-making board in GMP and is responsible for ensuring the Chief Constable's responsibilities for the governance of the Force, responsibilities to the Mayor and other responsibilities under legislation are effectively discharged. The members of Exec Co are the Chief Constable (Chair), Deputy Chief Constable (DCC), Assistant Chief Constables, the Assistant Chief Officer (ACO) (Resources) or any officer acting as CFO in the absence of the ACO (Resources). The Chief Constable and CFO discharge their statutory responsibilities in consultation with the board.
 - (ii) An Investment Committee (Invest Co), Revenue Review Group, Capital Review Group, Resources Board, Finance Governance Group, Human Resources (HR) Governance Group and Procurement Governance Group manage key financial, HR and procurement decisions. These bodies have decision-making and/or monitoring functions and representatives in accordance with the approved scheme of consent. They are chaired by the ACO (Resources), or a person delegated under the Chief Constable's Scheme of Delegation, with sub-groups and processes in place to support them.
 - (iii) GMP has an extensive Transformation and Change portfolio. The portfolio is managed and monitored by a Change Committee (Change Co) meeting chaired by the Chief Constable. There are subsidiary Programme and Project Boards to monitor and manage the progress of individual change programmes. The commissioning of new change projects and alignment of proposed change with GMP's strategies and operating model is overseen by a Strategic Design Authority (SDA) meeting. A Business and Technical Advisory Group (BTAG) makes recommendations to these boards and other meetings in respect of technical, financial and other implications of proposed change.
 - (iv) A Greater Manchester Joint Audit Panel (Police and Crime) and joint internal audit arrangements support the Chief Constable and the Mayor by providing independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting. The Panel also provides independent assurance on the annual governance processes in operation within the Chief Constable's Corporation Sole and the functions of the GMCA responsible for administering the Police Fund (income, expenditure, assets and liabilities). It comprises five members including the Chair, who are independent of the Chief Constable and the Mayor; alongside representatives from the Force, Greater Manchester Combined Authority (GMCA), and Mazars (external audit to the Force).
- 2.4 As a member of the Exec Co and other decision-making committees, the Chief Constable's CFO is actively involved in, and able to bring influence to bear on, all strategic corporate decisions of GMP. The CFO leads the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively. The CFO ensures the finance function is resourced to be fit for purpose and the management accounting

systems, functions and internal controls are in place to ensure finances are kept under review on a regular basis.

- 2.5 A Scheme of Consent provides authority, within delegated limits, for the Chief Constable to enter into contracts and make financial decisions on behalf of the Mayor. Authority to make decisions is further delegated to committees or posts within the Chief Constable's delegations. The Chief Constable's CFO holds responsibilities for good financial management and decision making as set out in paragraphs 1.6 and 2.4 above.

3. Internal Financial Controls

- 3.1 Internal financial control systems are in place to minimise the risk of loss and unlawful expenditure and to help deliver value for money.

- 3.2 The Chief Constable's financial management framework, in conjunction with that of the Mayor, is consistent with statutory, national and/or professional best practice and its key elements are set out below:

- (i) Financial Regulations are a documented set of procedures to secure the proper administration of the Chief Constable's financial affairs. They are designed to ensure financial controls are conducted in a way which complies with statutory provision and reflects best professional practice.
- (ii) Contract Standing Orders are a documented set of procedures relating to procurement, tenders and contracts to be followed in respect of contracts for the supply of goods and services.
- (iii) The Chief Constable's Scheme of Financial Delegation is a document from the Chief Constable assigning authority and responsibility to officers and staff to carry out specific activities or functions.
- (iv) The Chief Constable's Financial Instructions provide detailed guidance on the operation of specific financial processes controlled by GMP.

4. Good Governance in the Police Service

4.1 In 2016 CIPFA, in association with the National Police Chiefs’ Council (NPCC) and other bodies, issued best practice guidance on Delivering Good Governance in the Police Service¹. It sets out seven principles of good governance which are illustrated below.



Principles A and B permeate implementation of principles C to G. The diagram also illustrates that good governance is dynamic, and that an entity as a whole should be committed to improving on a continuing basis through a process of evaluation and review.

5. Implementing the Principles of Good Governance

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

5.1 The Chief Constable and chief officers individually and collectively apply the Principles of Public Life (The Nolan Principles) in the discharge of their functions and seek to ensure their application by officers and staff across the Force as a whole.

¹ The Association of Police & Crime Commissioners (APCC), the Police & Crime Commissioners Treasurers Society (PACCTS), and the Association of the Police & Crime Executives (APACE).
[Delivering good governance: Guidance Notes for Policing Bodies in England and Wales \(2016\)](#)

- 5.2 The Organisational Learning and Workforce Development (OLWD) Branch has developed a student and trainer charter and safeguarding document to ensure that all trainers and students understand what ethical behaviour is, not only within communities but also within a training environment. OLWD have also developed 'People Commitments' that support the organisation in articulating GMP's ethos as employers and the expectations of employees.
- 5.3 Furthermore, OLWD continues to use the College of Policing's Competency and Values Framework in all police officer promotions and in leadership courses for inspectors and sergeants. GMP is currently redesigning the Personal Development Review (PDR) to ensure equal weight is placed on behaviours as well as competency. This work is a core part of the GMP's change programme on workforce transformation.
- 5.4 The Independent Police Ethics Committee continues to consider ethical issues within the policing context, providing advice and challenge to GMP around ethical issues. In 2019/20 the Committee reviewed, amongst other themes, the use of spit hoods, use of force, human tissue retention and Release on Investigation/Bail. GMP is a member of the Northern Region Ethics Group, which feeds into the UK Police Ethics Governance Group. OLWD is currently developing an Independent Advisory Group (IAG) to provide further insight into training police officers and opening up the doors to key members of the community to influence how police officers are trained.
- 5.5 All police officers and staff under the employment, direction and control of the Chief Constable are subject to policies and procedures covering discipline, grievance, standards of conduct and professional behaviour. GMP's Professional Standards Branch (PSB), under the direction of the DCC, provides clear guidance on what GMP expects from all staff and, in particular, those in a leadership position.
- 5.6 GMP has adopted a number of policies to maintain professional standards and these policies are up-to-date and working effectively. They include:
- (i) Gifts Hospitality and Discount Policy.
 - (ii) Lawful Business Monitoring (LBM), which assists with intelligence gathering and ensuring the right level of authority is applied to intrusive examination of GMP systems. 3ami has now been replaced by a more effective LBM software tool; therefore, the 3ami Monitoring and Auditing System Policy will be updated later in 2020.
 - (iii) The Notifiable Associations Policy, which allows officers and staff to declare associations where they suspect the associate is connected to criminality.
 - (iv) Business Interests Policy.
 - (v) The Alcohol and Drugs Misuse Policy, which has been reintroduced to support random drugs and alcohol testing.
- 5.7 GMP has an established Reporting Concerns Policy and arrangements for confidential integrity reporting (formerly 'whistleblowing') are in place. The policy sets out clear standards of professional behaviour expected of police officers and staff, together with the duty of the Force to ensure that reported concerns about improper or illegal behaviour are properly considered and responded to. GMP's complaints processes and the operations of the PSB are regularly reported to the Deputy Mayor, enabling oversight and scrutiny of GMP's complaints process and to ensure issues of conduct are dealt with appropriately. The Reporting Concerns Policy and confidential reporting processes have been reviewed during the past year; there have been no significant changes to the policy and it continues to be fit for purpose.

During the last year, the PSB Organisational Learning Team (OLT) have been raising awareness in GMP

by highlighting ways in which staff can report concerns in confidence. This has been done with the support of the Corporate Communications Branch, who have incorporated links into PSB sketch-up videos published on the Force intranet home page, and hosted web chats regarding sexual harassment in the workplace.

- 5.8 The Chief Constable and the Deputy Mayor's Office have also agreed an Anti-Fraud, Bribery and Corruption Policy, in conjunction with staff associations and unions, the Independent Office for Police Conduct (IOPC) and Crimestoppers. The draft Anti-Fraud, Bribery and Corruption Policy, produced with GMCA, was shared with Greater Manchester Joint Audit Panel (Police and Crime) members in March 2020 for consideration. GMP also participates in the National Fraud Initiative.
- 5.9 The Force has an established Organisational Learning Board (OLB) which gathers learning from different sources, both within the Force and nationally. During the last year, the OLB has continued to meet with a refreshed membership and format. Matters are actioned by the OLB in response to identified learning from; operational debriefs, complaints, PSB and IOPC investigations, coroner's hearings and civil proceedings.
- 5.10 GMP's HR policies include provision for staff to appeal against a range of management decisions. These include appeals against decisions about grievances, flexible working, career breaks, ill-health retirement, police staff early and flexible retirements, police staff redundancy, unsatisfactory performance, and attendance. GMP's Diversity and Equality in Employment Policy sets a clear standard for expected behaviour and guidance on actions to be taken should this standard be breached.
- 5.11 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reported on GMP's complaints handling and disciplinary arrangements and other matters of organisational justice and procedural justice during the year. HMICFRS judged that GMP understood the importance of treating people fairly, behaving ethically and lawfully. HMICFRS also set out some areas for improvement which are being addressed. HMICFRS' findings are published in their report on GMP's Legitimacy as part of the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection programme of GMP.

Principle B
Ensuring openness and comprehensive stakeholder engagement

- 5.12 The Chief Constable has specific responsibilities for ensuring that GMP engages with local people under the terms of the Police Reform and Social Responsibility Act 2011. The Mayor undertakes extensive consultation with the public, which led to the creation of the Police and Crime Plan 'Standing Together'. GMP undertakes regular engagement with the public through surveys and interviews to help improve service delivery. The Corporate Communications Branch conducts online web-based engagement events and activities to enhance GMP's interaction with the public. The Force also has Independent Advisory Groups (IAGs) throughout its operational districts. These are comprised of members of the public who attend regular meetings with police representatives in their local areas and are a way for GMP's diverse communities to work with the Force to help improve services.
- 5.13 GMP has implemented a new perceptions-based survey to measure levels of confidence and satisfaction with its service to victims. This work has been supported by focus groups as well as face to face and telephone interviews to capture feedback and help GMP improve in this area. The Force also

uses data from the GMCA Police and Community Safety Survey, and the National Crime Survey for England and Wales.

- 5.14 GMP has an Equality, Diversity and Human Rights Strategy for 2018-21 which embeds the Force's equality objectives on activity aligned to 'Serving our Communities', 'Our People' and 'Organisational Processes'. This document sets out how the Chief Constable meets the requirements of the Public Sector Equality Duty and how GMP will deliver policing services and manages the organisation in ways that respect equality, diversity and human rights. Underpinning this strategy is an Equality Business Plan, which includes individual delivery plans for how the organisation will achieve these objectives. The Force has established governance arrangements to oversee and drive improvement in these respects through a Confidence and Equality Board, which is chaired by an Assistant Chief Constable for the service delivery activity, and an Assistant Chief Officer for those objectives focusing on the workforce.
- 5.15 Through the Citizens in Policing Programme, GMP provides opportunities for members of the public to become Special Constables, Police Support Volunteers, Volunteer Police Cadet Leaders or Police Cadets. This is integral to engagement and supports GMP in making communities safer, improving links in the community and reducing demand on policing.
- 5.16 GMP's Citizen Contract details how the Force will continue to be upfront and honest about GMP's priorities and demands and how it will help to build strong communities and help people to stay safe. Citizens also play an active role through the newly implemented Force IAG. Each district also has a local community representative forum for regular engagement and consultation on key policing issues.
- 5.17 GMP is committed to engagement and two-way communication with the people and communities it serves, based on principles of openness and transparency. This focuses on keeping people informed, promoting security, listening to people and making improvements, and encouraging citizen involvement in policing. Examples include: consultation on GMP's first Citizen Contract, which engaged over 2,500 people in an online survey and included more than 40 meetings taking place across Greater Manchester; and also consultation on the Police and Crime Plan. A wide range of channels are used for these purposes, including digital channels, such as:
- (i) Neighbourhood meetings.
 - (ii) Local Independent Advisory Groups.
 - (iii) Social media at neighbourhood level – Twitter and Facebook.
 - (iv) Social media at a corporate level – Twitter, Facebook, Flickr, YouTube, Instagram, Pinterest, and additional platforms are used as required for example, Kik, Periscope, and Storify.
 - (v) Regular social media and web based chats to make the public aware of significant police operations and the reasons for them, as well as other policing matters of importance to the public.
 - (vi) Other online developments include the new GMP website, which allows the public to access information and online services. The "Your area" service provides an opportunity for the public to have their say on what policing issues matter to them.
 - (vii) Media liaison takes place to support policing priorities and includes regular opportunities to directly question the Chief Constable including through Radio Manchester phone-ins.
 - (viii) The Force continues to work with documentary makers to provide behind-the-scenes insight into areas of policing, operations, and campaigns.
- 5.18 The Force has a Transparency Scheme which means that it routinely publishes information in accordance with the Information Commissioner's Publication Scheme for the police service.

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

- 5.19 The Mayor is required to publish a Police and Crime Plan, which sets out local policing priorities in the form of police and crime priorities and specifies the resources the Mayor will provide to the Chief Constable. The Police and Crime Plan is produced in consultation with GMP, taking into consideration any objectives set by the Government, including the Strategic Policing Requirement, and the views of the public and partners. The new Police and Crime Plan, 'Standing Together' was launched in March 2018 covering the period to 2021.
- 5.20 The priorities for GMP in the Police and Crime Plan for 2018-2021 are:
- **Keeping people safe** - Protecting and caring for people who live, work, socialise and travel in Greater Manchester. Protecting those who are vulnerable and those who are victims of crime or at risk of being victimised. Building resilience, feelings of safety and confidence in policing and community safety.
 - **Reducing harm and offending** - Preventing anti-social and criminal behaviour including the most serious offending by solving problems, intervening early and rehabilitating offenders to build confidence in criminal justice.
 - **Strengthening communities and places** - Helping to build resilient and resourceful communities including online communities and protecting the places where people live, work, socialise or travel. Supporting the delivery of the Information Technology (IT) systems, buildings, roads, street lighting and other public assets needed to solve problems in a 21st century society.
- 5.21 The budget for GMP, as set by the Mayor, reflects the above and outlines the vision for neighbourhood based policing which works in partnership with other agencies to improve access to services for the communities across Greater Manchester that are in greatest need.
- 5.22 The Chief Constable and Exec Co have determined a Target Operating Model (TOM) for the future delivery of policing services. It sets out a vision, operating model, and key principles to guide the transformation and development of GMP over the period to 2022 to ensure GMP has the capacity and capabilities required to meet future policing demand. The TOM has mapped National Transformation programmes to maximise funding opportunities and sustainability of policing services, with recent work developing the environmental benefits and contribution to the Greater Manchester wide plan.

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

- 5.23 The purpose of GMP is to protect society and help keep people safe. This statement of purpose was adopted by the Chief Constable following consultation.
- 5.24 GMP's TOM Change Portfolio has five programmes, all of which support the delivery of the TOM. The Force is supported in designing and delivering change through the recruitment of staff in benefits realisation roles to ensure outcomes associated with the change are optimised, tracked and reported.
- 5.25 Over the past year, GMP's portfolio of change and transformation has been key to a number of pieces

of work that have redefined the service which is provided to those who contact the police. The Operational Communications Branch (OCB) has relocated to different premises enabling a more flexible approach to resourcing. Single Online Home (SOH), the command and control of resources, and the earlier recording of crimes, have all focussed on an enhanced experience for those contacting the police. The first phase of the Criminal Justice and Custody Branch restructure has also seen a model which provides better support to officers and a more consistent approach with partners. The new Integrated Operational Policing System (iOPS) has been a significant programme of change in GMP; transitioning from old ICT systems to technology that will keep pace with the modern world. HMICFRS inspected iOPS in 2019, and since the inspection the Force has continued to make progress in addressing all recommendations within the report.

- 5.26 GMP has been actively contributing to a programme of public service reform in Greater Manchester working with the GMCA and other partners, to make best use of joint resources and to deliver better outcomes for citizens and service users. The GMCA approach is set out in Greater Manchester's Growth and Reform Plan, which underpins the overarching Greater Manchester Strategy. GMP's TOM transformation programmes are aligned with the principles of public service reform.

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

- 5.27 The common purpose of the Chief Constable, the Mayor, and their respective roles, is defined by legislation, in particular the Police Reform and Social Responsibility Act 2011. This, amongst other things, requires the Chief Constable to have regard to the Mayor's Police and Crime Plan as well as the Policing Protocol 2011, which sets out the respective roles of the Chief Constable and Mayor in relation to each other.

- 5.28 The principle of good governance is also underpinned by:

- (i) The accountability of the Chief Constable to the Deputy Mayor for the performance of the Force and progress in meeting GMP's contributions to the objectives and commitments made by the Mayor and Deputy Mayor in the Police and Crime Plan, Standing Together.
- (ii) Statements setting out the portfolio held by each Chief Officer of GMP.
- (iii) The appointment by the Chief Constable of a professionally qualified CFO.
- (iv) A Scheme of Governance and Scheme of Consent set by the Commissioner, which sets out decisions that may be made by statutory officers within GMP and the GMCA, respectively. The Scheme of Consent provides authority for the Chief Constable, or others holding delegations from the Chief Constable, to make financial, HR, and certain other decisions on behalf of the Mayor, subject to limits defined in the scheme.
- (v) Contractual Standing Orders and Financial Instructions.

- 5.29 The Chief Constable's Order (CCO) is the principal means by which GMP publishes Force policy and has the status of a lawful order. Items published in the Order are effective from the publication date, or from a date specified in the item. Police officers are expected to read each weekly issue of the CCO to keep abreast of current policy and legislation, to keep themselves aware of any items relevant to their duties and to ensure they are acting lawfully at all times. Police staff are also encouraged to read the CCOs, and managers of police staff are expected to advise their teams of anything relevant within the CCO that is applicable to them.

- 5.30 The Chief Constable has a statutory duty under the Police Reform and Social Responsibility Act 2011 to

keep opportunities for collaboration with other bodies (whether other Chief Constables or non-police bodies) under review. The Mayor has a parallel responsibility under the 2011 Act. The Chief Constable has entered into a number of collaborations, where the collaboration is in the interests of the efficiency or effectiveness of GMP and others. Across the ten districts local collaboration takes many forms, including the creation of policing posts situated within shopping centres or town halls. These collaborations cross over many public sector organisations, the GMCA, agencies, and voluntary services, including the third sector. GMP's Operational Communications Branch continues to embrace and cultivate partnerships with other agencies including the North West Ambulance Service (NWS) and Blue Light Collaboration meetings – between police, ambulance, and the fire service. Working together, the Mental Health Teams and NWS have helped to improve the management of vulnerability, evidenced by the use of medical triage.

- 5.31 The Chief Constable also has a statutory duty to co-operate with other bodies, such as local authorities and criminal justice agencies, under the Crime and Disorder Act 1998 and other legislation. The Chief Constable and the Force participates in a number of statutory and voluntary partnership arrangements, at Greater Manchester, district and neighbourhood levels, to reduce crime, promote effective criminal justice arrangements and make best use of joint partnership arrangements.
- 5.32 GMP has completed a number of reviews of its current operating arrangements during the year and developed more effective arrangements, making better use of public money. There is work ongoing within GMP's TOM portfolio enabling the Force to focus on the development of GMP's People Strategy, including personal development at all levels and leadership support. The Force has begun a command and control review, which will provide greater ownership in responsibilities for incoming demand and create increased capacity for front line supervisors.
- 5.33 As GMP implements changes to processes and infrastructure, it is accompanied by consultation with staff and with the public or other organisations, as appropriate, and by staff training and communications.
- 5.34 The Force undertakes regular Staff Engagement Surveys and widely publicises the work it has undertaken and delivered in response to the issues raised through the survey, thereby demonstrating to its people how their voice has been valued. The survey also helped GMP articulate the leadership behaviours valued by the workforce and which will enable the Force to deliver its future operating model. The results of the 2018 survey show improvements in all areas of perceptions to differing levels since 2016.
- 5.35 Wellbeing in GMP is governed through the Wellbeing Board, which is chaired by an ACO and has four identified priority areas. The board sat twice in 2019/20, and brings together heads of Organisational Learning, Human Resources, Occupational Health, Business Support and Change Branch, along with the Wellbeing Services Manager. Moving forward in 2020/21, there will a revised Wellbeing Strategy along with an associated delivery plan. The Wellbeing Strategy will complement and work alongside other force-wide documents that are being developed, such as the People Strategy, People Commitments and the Inclusion Strategy.
- 5.36 GMP has worked with other organisations in the criminal justice system and with local authorities to determine how public money can be better used across organisations to deliver efficiencies and improved outcomes for the public. In particular, a joint Transforming Justice Programme aims to reduce cost, enable justice (including community and restorative justice) to better serve the victims of crime, and reduce reoffending. Joint work with local authorities and other agencies also aims to reduce the demands placed on public services by troubled families and secure better prospects for these families and their children. Joint work with other law enforcement agencies, as well as local

authorities and others, is also helping to safeguard vulnerable people and helping the fight against organised crime. Integrated place-based working between the Force and other local agencies will continue to be rolled out further across Greater Manchester in the year ahead, together with the development of borough-based Public Service Hubs.

- 5.37 HMICFRS reported on GMP's efficiency and legitimacy in 2019 and observed that GMP collaborates with other forces and agencies to improve its services and is good at treating the public and its workforce fairly. HMICFRS also continues to regard GMP's effectiveness in tackling serious and organised crime as outstanding and believes that GMP has the capacity and capability to meet the strategic policing requirement in respect of armed policing. HMICFRS assessed, however, that a number of other aspects of GMP's effectiveness requires improvement. HMICFRS has made recommendations and identified areas for improvement and these are being addressed by the Force.

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

- 5.38 The Chief Constable has established a decision-making structure, summarised in 2.3 above, for making key financial and corporate decisions. It is underpinned by arrangements which require the identification and management of risks, and the submission of business cases, for all significant decisions, under which all procurement decisions and expenditure are subject to scrutiny by groups or boards established for the purpose. Their decisions and reports are reported for scrutiny and decision by, as appropriate, GMP's Invest Co, Change Co, Exec Co and the Deputy Mayor.
- 5.39 Agendas and minutes from the Exec Co are published on the GMP internet for the information of the public, subject to confidentiality tests.
- 5.40 Major spending and other key decisions are referred by GMP to the Deputy Mayor for decision in accordance with the terms of the Scheme of Consent.
- 5.41 The Chief Constable has delegated responsibility for the overall maintenance of effective risk management arrangements to the DCC who is the Senior Information Risk Owner.
- 5.42 Risk is managed within GMP through various means (including the maintenance of risk registers or threat assessments with corresponding mitigation) by parts of the Force that manage key internal controls. An example of such controls are assessments that capture threats to business continuity; threats such as penetration of GMP's computer systems; and financial, insurance and health and safety risks. GMP has a Risk Management Policy and Procedure, which is currently being updated to reflect the new work-in-progress extension to risk management procedures.
- 5.43 Risk and threat is routinely considered by senior leadership teams (SLT's). Any risks that cannot be managed locally as part of business-as-usual activities, due to interdependencies for example, are brought to the attention of Chief Officers and if appropriate, escalated for consideration at the Exec Co meetings. Exec Co has considered a report on enhancements to the risk management process and work is underway in 2020/21 to implement these changes across the organisation. The assessment and control of risk is also supported by the GMCA Internal Audit service, which serves the Chief Constable and GMCA, and is also considered by the Greater Manchester Joint Audit Panel (Police and Crime).
- 5.44 IT and information management risks, performance and finance are reviewed by the Information

Services (IS) Branch. GMP's Finance Branch are represented at IS Branch senior management meetings to ensure effective financial management in line with Force governance standards. In addition, the IS Branch provides the information security and information compliance functions for the Force under the governance of the Information Assurance Board, working with national bodies such as the Information Commissioner's Office (ICO) and National Police Information Risk Management Team (NPIRMT) as appropriate. In addition, the Information Assurance Board reports to Exec Co on areas of risk throughout the year.

- 5.45 The performance of the Force is monitored and managed by an Operational Committee (Ops Co) which meets monthly and is chaired by the DCC. This Committee was established during 2017/18 and provides scrutiny of Force performance and of progress against strategic priorities determined by a Force Control Strategy. As part of the Control Strategy, there is daily and weekly governance to ensure any immediate threats are actioned promptly, whilst also working towards the overall strategy. In addition, aspects of performance are monitored and managed within several meetings: Monthly Force Performance, Vulnerability Performance and Operational Resourcing Performance (ORP), each chaired by a Chief Officer. Other performance management arrangements, specific to the portfolios held by each Chief Officer, are also in place within their individual management arrangements.
- 5.46 GMP's work is periodically inspected by HMICFRS, whose purpose is to monitor and report on police forces and policing activity with the aim of encouraging improvement and providing public transparency. HMICFRS' reports on GMP in 2019/20 can be found on their website. The Chief Constable is accountable to the Deputy Mayor for GMP's response and actions in respect of the findings and recommendations of HMICFRS reports. The Mayor and Deputy Mayor have a statutory responsibility to publish a response to every HMICFRS report about GMP and policing nationally and these are routinely published on the GMCA website.
- 5.47 The Chief Constable is held to account by the Deputy Mayor at monthly Executive Meetings. The general arrangements, through which the Chief Constable is held to account, are set out in the Police and Crime Plan - 'Standing Together'.

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

- 5.48 GMP conducts formal business at a number of meetings and, in the interests of openness and transparency, board papers are made publicly available where possible subject to confidentiality tests.
- 5.49 The Force maintains a single Transparency Scheme that complies with the Freedom of Information Act and the Information Commissioner's Public Scheme for Police which is derived from the Act, alongside the requirements from the Equality Act 2010, the Police Reform and Social Responsibility Act 2011, the Protection of Freedoms Act 2012 and associated secondary legislation and good practice guidance. The scheme ensures that GMP satisfies the transparency requirements of these Acts and enhances public scrutiny by making a wide range of information publicly available.
- 5.50 The Chief Constable's financial reporting and audit arrangements are described earlier in this Statement.

Review of Effectiveness [draft]

5.51 Greater Manchester Police continually reviews the effectiveness of its system of internal controls. Actions were identified for development in last year’s Annual Governance Statement and progress was made against these over the course of the year. It is summarised in the table below.

Governance Area recommended for development in 2018/19	Action for 2018/19
<u>Governance and accountability</u>	In 2019/20, parts of these processes are being reviewed again to increase efficiency and capacity of the Force through clear governance and to improve effectiveness through consistency and connectivity of decision making, whilst operating with integrity and in accordance with the Code of Ethics.

5.52 There is more to be done in the year ahead to further develop the effectiveness of GMP’s governance. These areas for development will form the basis for a governance action plan over the coming year. They are summarised in the table below.

<u>Change Governance Review</u>	<p>The Force will continue to review and enhance its governance arrangements in 2020/21. The principle aims are to increase efficiency and capacity of the Force through a redesigned meeting schedule with clear governance and to improve effectiveness through consistency and connectivity of decision making whilst operating with integrity and in accordance with the Code of Ethics. Within GMP’s TOM change programme, work has begun to improve change governance arrangements and future proof to support a wide range of change / transformation activities over the coming years. The scope of this work includes:</p> <ul style="list-style-type: none"> • the role of Exec Co and its subsidiary governance groups Invest Co, Change Co and Ops Co as well as BTAG, SDA and ORPs; • interfaces with the Deputy Mayor and Mayor’s offices and the Greater Manchester Combined Authority (GMCA) governance arrangements where this is relevant to change activities; and • how governance is supported by the Change Branch and its Portfolio Management Office alongside colleagues in the External Relations and Performance Branch (ERPB) and the Secretariat Service / Command team.
<u>Risk Management</u>	In 2019/20 GMP also reviewed, renewed and strengthened its risk management process and provided tailored inputs to Chief Officers and other senior members of the organisation. The Force has also delivered training inputs to members of the Greater Manchester Joint Audit Panel (Police and Crime) on its risk management procedure. Work will continue in 2020/21 to implement enhanced risk management processes across the organisation.

<p><u>Strategic Policing Requirement (SPR)</u></p>	<p>The Police Reform and Social Responsibility Act 2011 state the Chief Constable has a Specific Duty to have regard to the Strategic Policing Requirement.</p> <p>Requirements are routinely considered in the force budget, workforce and change programmes, which ensure that GMP can meet its regional and national obligations while maintaining resilience within the GMP area.</p> <p>These will continue to be reviewed annually and reported to Exec Co and to the Mayor about GMP’s capacity and capabilities to meet the SPR.</p>
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APPENDIX 1 - CHIEF CONSTABLE ASSURANCE STATEMENT

GMP is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. In discharging this overall responsibility, GMP is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The GMP Annual Governance Statement is designed to manage rather than eliminate the risk of failure to achieve these objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

We propose over the coming year to take steps to address the governance actions as outlined above to ensure governance arrangements within the Force continue to be enhanced. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:
Ian Hopkins
Chief Constable Greater Manchester Police

Date:

Signed:
Lynne Potts
Assistant Chief Officer Resources as CFO

Date: