

CHIEF CONSTABLE OF GREATER MANCHESTER POLICE

ANNUAL GOVERNANCE STATEMENT 2020/21

This Annual Governance Statement (AGS) demonstrates the governance arrangements in place for the Chief Constable for Greater Manchester Police (GMP), including how the effectiveness of the framework is evaluated and monitored. This statement also outlines significant governance issues and key areas to be developed during the coming year (2021/22).

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. 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 2020-2021 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 The Chief Constable ensures the Force's business is conducted in accordance with the law and proper standards and that the use of public money is safeguarded and properly accounted for. 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 AGS and has been signed by the Chief Constable and the CFO (see Appendix 1).

2. The Governance Framework

- 2.1 Governance comprises the arrangements introduced to ensure the intended outcomes for stakeholders are defined and achieved. Governance is about how decisions are made, focusing on matters such as understanding and clarity of aims, the integrity, fairness and transparency of decisions made by individuals and teams, and the effectiveness of controls and accountability mechanisms. The fundamental function of good governance in the public sector is to ensure intended outcomes are achieved whilst acting in the public interest at all times.
- 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 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 but can only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of policy aims and objectives. It is also designed to evaluate the likelihood of those risks being realised as well as seeking to manage them effectively, efficiently and economically.
- 2.4 GMP's principal governance meetings and decision making structures that were in place during 2020/21 are summarised below. The Force will continue to review and enhance its governance arrangements for 2021/22.
- (i) The Executive Committee (Exec Co) as the Chief Constable's executive board. It was the senior decision-making board in GMP and was 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 were the Chief Constable (Chair), Deputy Chief Constable (DCC), Assistant Chief Constables (ACC), 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 managed key financial, HR and procurement decisions. These bodies had decision-making and/or monitoring functions and representatives in accordance with the approved scheme of consent. They were 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 was managed and monitored by a Change Committee (Change Co) meeting chaired by the DCC. 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 was overseen by a Strategic Design Authority (SDA) meeting. A Business and Technical Advisory Group (BTAG) made recommendations to these boards and other meetings in respect of technical, financial and other implications of proposed change.

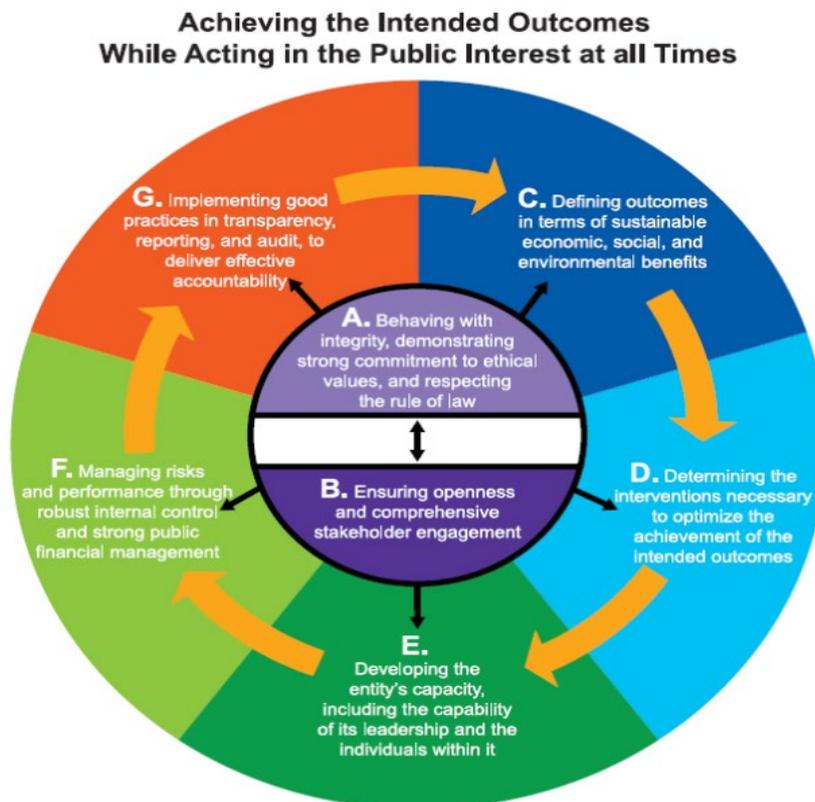
- (iv) A Greater Manchester Joint Audit Panel (Police and Crime) and joint internal audit arrangements support the Chief Constable and the Mayor by providing independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting. 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 Greater Manchester Combined Authority (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, GMCA, and Mazars (external audit to the Force).
- 2.5 As a member of the Exec Co and other decision-making committees, the Chief Constable's CFO was 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.
- 2.6 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 the Chartered Institute of Public Finance and Accountancy (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 People and Development Branch has 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.
- 5.3 GMP launched a People Strategy in 2020 setting out how the force will attract and recruit individuals into the organisation, as well as develop and retain a diverse and inclusive workforce. This strategy is supported by People Commitments which articulate GMP's culture as employers and the expectations of employees.
- 5.4 Furthermore, the People and Development Branch continue 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 reviewing and will be improving 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.
- 5.5 The Independent Police Ethics Committee continues to consider ethical issues within the policing context, providing advice and challenge to GMP around ethical issues. In 2020/21 the Committee reviewed, amongst other themes, the use of body worn video, disproportionality in policing, police custody and the use of spit guards and hoods.
- 5.6 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.
- 5.7 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;
 - (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;
 - (vi) Service Confidence Policy, which provides an ethical framework to address loss of confidence by the Force in any particular individual/s when serious concerns arise to their suitability to perform a specific role or duty without further support.
- 5.8 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.
- 5.9 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 and is currently being finalised. At a national level, the Force cooperates in the National Fraud Initiative which attempts to identify fraud by sharing and comparing employee data across the public sector.

- 5.10 The PSB Organisational Learning Board (OLB) gathers learning from different sources, both within the Force and nationally, in relation to police conduct and coronial matters. During the last year, the OLB has continued to meet with a refreshed membership and format. Matters are actioned by the PSB OLB in response to identified learning from; operational debriefs, complaints, PSB and Independent Office for Police Conduct (IOPC) investigations, coroner's hearings and civil proceedings. The Force has now established a Strategic Organisational Learning Board (SOLB) which is chaired by the Deputy Chief Constable. This gathers and collates learning from all over the Force and provides an audit function. Matters which arise from the PSB OLB and require consideration at a strategic level are escalated to the SOLB.

Processes are being developed to ensure that all organisational learning opportunities are captured, and to ensure that governance boards are operating effectively. Organisational learning has also been included as a priority in the People Strategy.

- 5.11 GMP's Human Resources (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.
- 5.12 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reported on GMP's complaints handling, disciplinary arrangements and other matters of organisational justice and procedural justice during the year 2018/19. HMICFRS found 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.
- 5.13 The outcomes from misconduct hearings are published on the Force website, including occasions where officers have resigned prior to a hearing. Misconduct meetings are held in public and details of how to apply to attend hearing are displayed on the website.

Principle B

Ensuring openness and comprehensive stakeholder engagement

- 5.14 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. GMP is looking at new ways to engage with communities through listening to feedback and tailoring communication to the needs and preferences of our diverse communities. GMP has a network of Satisfaction Leads across all districts and branches that champion customer service and support community engagement across the force.

- 5.15 The Corporate Communications Branch conducts online 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.
- 5.16 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.
- 5.17 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 Volunteer Police Cadets. This is integral to engagement and supports GMP in making communities safer, improving links in the community and reducing demand on policing.
- 5.18 The Force 'Think Victim' Strategy ensures victims are at the heart everything GMP does.
- 5.19 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. 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. For example, Twitter, Facebook and Nextdoor;
 - (iv) Social media at a corporate level. For example, Twitter, Facebook, Instagram, LinkedIn, Flickr, YouTube, and additional platforms when required, Pinterest, Nextdoor, and Snapchat;
 - (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. These are organised using digital platforms such as Slido;
 - (vi) Other online developments include the GMP website, which allows the public to access information and online services. The "Your area" service provides an opportunity for the public to find local updates and names and contact details of officers in their area;
 - (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;
 - (ix) LiveChat on the GMP website allows members of the public to contact the Force about any policing issue. This service has language translation facilities to make it accessible for

everyone to use. If an online service is available for the issue being reported, operators will signpost people to it and can assist with completing forms online.

- 5.20 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

- 5.21 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.
- 5.22 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.
- 5.23 The budget for GMP, as set by the Mayor, is intended to reflect 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.
- 5.24 The Chief Constable and Exec Co had determined a Target Operating Model (TOM) for the future delivery of policing services. It set 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

- 5.25 GMP's TOM Change Portfolio has four programmes, all of which support the delivery of the TOM. Some projects within the programmes have been temporarily paused whilst the Force agrees a new strategic delivery plan. The Programme is currently being reviewed in order to make it consistent with the emerging Force Delivery Plan. The Force is supported in designing and delivering change through the recruitment of business readiness roles to ensure outcomes associated with the change are optimised, tracked and reported.
- 5.26 Over the past year, GMP's portfolio of change and transformation has been essential to a number of pieces of work that have redefined the service which is provided to those who contact the police. In 2021, a new Neighbourhood Policing Strategy 2020 - 2025 was launched and is subject to review. Neighbourhood policing is at the heart of what GMP does as a police service and this strategy sets out the vision and plan to strengthen neighbourhood policing over the coming years with a renewed focus on community engagement, problem solving and working more effectively with our partners at a local level. By doing so, it will enable GMP to achieve its policing purpose of 'protecting society and helping to keep people safe'.
- 5.27 The introduction and development of the Integrated Operational Policing System (iOPS) has been a significant programme of change in GMP; transitioning from previous IT 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.
- 5.28 GMP has committed to and supportive of 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.
- 5.29 GMP has conducted a review of its approach to integrated offender management (IOM) which brings a multi-agency response to crime and reoffending threats; offenders are jointly managed by partner agencies working together with GMP.

Principle E

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

- 5.30 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.
- 5.31 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.
- 5.32 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.
- 5.33 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 (NWAS) and Blue Light Collaboration meetings – between police, ambulance, and the fire service. Working together, the Mental Health Teams and NWAS have helped to improve the management of vulnerability, evidenced by the use of medical triage. GMP is also part of the Cutting Crime Impact (CCI) project and has a Victims' Services Coordination Team. All these services work through collaboration with partners.
- 5.34 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.
- 5.35 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 to enable the Force to focus on the development of GMP's People Strategy, including personal development at all levels and leadership support.
- 5.36 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.
- 5.37 A new Wellbeing and Morale Board has been formed to govern wellbeing within GMP. This revised board has met monthly since February 2021, and is chaired by an Assistant Chief Constable with attendees including chief and senior officers, together with members from various staff associations. To support this Board a Force wellbeing strategy has been developed, which complements the People Strategy and People Commitments, and ten top wellbeing priorities for the Force. In 2020, a People Hub was established to assist the organisation in maintaining its capacity and capability during the COVID-19 pandemic and

central to this was supporting the wellbeing of staff and officers as the Force continued to provide a vital policing service to the communities of Greater Manchester.

- 5.38 GMP has continued to work 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 other law enforcement agencies, as well as local authorities and others, is also helping to safeguard vulnerable people and assist the fight against organised crime.
- 5.39 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; these are being addressed by the Force.

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

- 5.40 The Chief Constable has established a decision-making structure for making key financial and corporate decisions for 20/21. Decision making at all levels of the Force is undertaken within the framework of the National Decision Model, which has the Code of Ethics at its core. 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's Executive. This structure is currently under review to enhance, simplify and to improve its effectiveness.
- 5.41 Agendas and minutes from the Exec Co have been published on the GMP internet for the information of the public, subject to confidentiality tests.
- 5.42 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.
- 5.43 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.
- 5.44 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.
- 5.45 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, for example due to interdependencies, were brought to the attention of chief officers and if appropriate,

escalated for consideration at the Exec Co meetings. The risk management process was enhanced during 2020/21 and risk registers were rolled out across the whole organisation; this will be taken forward in 2021/22 as part of the new business planning process. 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).

- 5.46 The Information Services (IS) Branch provides the Information Security function for the Force under the governance of the Information Assurance Board, working with national bodies such as National Police Information Risk Management Team (NPIRMT) and the National Enabling Programme as appropriate.
- 5.47 Performance management forms part of the Force governance arrangements. The operational 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 operational performance. Work is ongoing to develop a refreshed Professional Management Framework. This in turn will inspire a review of broader Professional Management Structures.
- 5.48 In addition, aspects of performance are monitored and managed within several meetings; Executive Performance Meeting, Vulnerability Board, Public Service Board and Local Policing Delivery Board, 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.
- 5.49 GMP's work is subject to an extensive inspection regime 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 2020/21 can be found on their website. The Force has a process for reviewing and assessing the recommendations arising from HMICFRS reports, coordinated by the External Relations and Performance Branch (ERPB). The implementation of these recommendations is managed by the GMP-HMICFRS Oversight Board, chaired by the DCC.
- 5.50 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.
- 5.51 The Force presents regular updates to the Greater Manchester Audit Panel (Police and Crime) on the progress of implementing recommendations arising from internal audit reports and HMICFRS inspections.
- 5.52 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

- 5.53 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.

- 5.54 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.
- 5.55 The Chief Constable's financial reporting and audit arrangements are described earlier in this Statement.
- 5.56 The COVID-19 pandemic has necessitated some changes to the Force's governance in order to respond to the crisis. In March 2020, an operational order was put into effect to mitigate the impact of COVID-19 on local communities, and to work together with others to promote recovery to a state of normality. The operation had a Gold/Silver/Bronze command structure with the following responsibilities, supported by a COVID-19 Coordination Hub.
- (i) Gold Command Structure - Overall responsibility for operation and maintaining an effective resource provision for the force across critical business areas as within the Business Continuity Plan;
 - (ii) Silver Command Structure - Responsible for delivery of plans and daily activity connected to the operation, managing performance and producing and maintaining all the required documentation. Ensures Gold is updated and escalates issues and risks under the command protocol;
 - (iii) Bronze Command Structure - Districts leads are responsible for delivering as much business as usual services as possible, prioritising business against critical functional areas.
- 5.57 Whilst the governance activities required to respond to the COVID-19 pandemic take place under this operation, the existing Force governance structure remains in place, with all meetings taking place as scheduled with the following adjustments:
- (i) Wherever possible, meetings taking place remotely, through video conferencing and making best use of technology;
 - (ii) Where video conferencing is not possible, observing social distancing guidelines to order to facilitate meeting with minimum risk.
- 5.58 The Head of Internal Audit Annual Report and Opinion is a key source of assurance over the systems of governance, risk management and internal control. The Internal Audit Opinion for 2020/21 provided limited assurance over the adequacy and effectiveness of the framework of governance, risk management and internal control within GMP. This opinion was reflective of the results of the internal audit work undertaken but also the impact that the HMICFRS VSA inspection had on GMP. The areas of development noted above, in particular the Change Governance Review and Risk Management focus will address the areas contributing to the limited assurance opinion.
- 5.59 These arrangements have effectively allowed the Force to maintain business as usual governance activities whilst responding to the COVID-19 pandemic through a clear and accountable command structure.

Review of Effectiveness

GMP continually reviews the effectiveness of its system of internal controls. Actions were identified for development in last year's AGS and progress was made against these over the course of the year. It is summarised in the table below.

Governance Area Recommended for Development	Action for 2021/22
<u>Change Governance Review</u>	GMP continually reviews the effectiveness of its system of internal controls. In 2020, work to review Governance processes started afresh, however this was then paused due to the impact of the COVID-19 pandemic. In 2021, this work is continuing at pace and the establishment of the Corporate Governance Project Board will ensure that there is an increase in efficiency and capacity of the Force through 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.
<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.
<u>Strategic Policing Requirement (SPR)</u>	<p>The Police Reform and Social Responsibility Act 2011 state the Chief Constable has a Specific Duty to have regard to the SPR.</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>

The Force will be conducting a fundamental review of its governance model 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>Victim Services</u>	<p>In response to concerns raised by HMICFRS following a Victim Services Assessment (VSA) inspection in 2020, GMP initiated a comprehensive action plan to support and focus activity on immediate, short term and longer term improvement.</p> <p>The work and plan are supported by robust governance and audit processes including oversight by a VSA Gold group. This group is chaired by the Deputy Chief Constable and includes representatives from the Home Office and the Deputy Mayor's Office. Progress updates are shared with HMICFRS and other partners on a regular basis.</p> <p>Significant efforts to demonstrate improvement and deliver change will continue into 2021-22 and updates will continue to be reported to members of the Greater Manchester Audit Panel (Police and Crime).</p>
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<p><u>Change Governance Review</u></p>	<p>The Force will continue to review and enhance its governance arrangements in 2021/22. The principal aims are to increase efficiency and capacity of the Force through a streamlined 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 change programme, work has begun to improve governance arrangements and support a wide range of change and 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 Operating Resourcing Performance (ORP); • Interfaces with the Deputy Mayor and Mayor's offices and the GMCA governance arrangements where this is relevant to change activities; and • How governance is supported by the Change Branch and its Portfolio Assurance Office alongside colleagues in the ERPB and the Secretariat Service / Command team.
<p><u>Risk Management</u></p>	<p>In 2021, this risk management process is being integrated in the Force business planning process and will create an even more robust risk management process. The Force has also delivered training inputs to members of the Greater Manchester Joint Audit Panel on its risk management procedure, and will continue to update the Panel.</p>
<p><u>Strategic Policing Requirement</u></p>	<p>The Police Reform and Social Responsibility Act 2011 states the Chief Constable has a Specific Duty to have regard to the SPR.</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 the Force's strategic meetings and to the Mayor about GMP's capacity and capabilities to meet the SPR.</p>

ANNUAL GOVERNANCE STATEMENT

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 address the management of, rather than the elimination of, 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.

Stephen Watson, Chief Constable of Greater Manchester Police
30 July 2021