

For Consideration & Comment	
Public/Non Public	Public
Report to:	Audit and Scrutiny Panel
Date of Meeting:	17th June 2014
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Agenda Item:	10

DRAFT ANNUAL GOVERNANCE STATEMENTS 2013-14

1. Purpose of the Report

- 1.1 To provide members of the Audit & Scrutiny Panel with the draft annual governance statements for the annual statement of accounts 2013-14.

2. Recommendations

- 2.1 Members are requested to consider the draft statements from the OPCC and Force and make comments on any additional matter they recommend to be included.

3. Reasons for Recommendations

- 3.1 This complies with the principles of good governance.

4. Summary of Key Points

- 4.1 Each of the legal entities is required to review governance arrangements and then produce an annual governance statement. The Police & Crime Commissioner should have regard to the statement produced by the Force and agreed by the Chief Constable when considering the accounts and governance arrangements for the Group.
- 4.2 These statements are draft documents until the final statements are published with the statement of accounts in September.
- 4.3 A further statement from the Region will also be made available.

5. Financial Implications and Budget Provision

- 5.1 None as a direct result of this report.

6. Human Resources Implications

- 6.1 None as a direct result of this report.

7. Equality Implications

7.1 None as a direct result of this report.

8. Risk Management

8.1 None as a direct result of this report.

9. Policy Implications and links to the Police and Crime Plan Priorities

9.1 This is directly linked to the Joint Corporate Code for Governance and complies with best practice as recommended by the Chartered Institute of Public Finance & Accountancy (CIPFA).

10. Changes in Legislation or other Legal Considerations

10.1 The production of the annual governance statements by both legal entities meets the requirements of the Accounts and Audit Regulations.

11. Details of outcome of consultation

11.1 Within the force process of assurance review the Chief Officer Team, Heads of Department and Divisional Heads are consulted and complete an assurance return.

11.2 Within the OPCC the process is the same but limited to the Chief Executive and the Chief Finance Officers. The assurance returns of the Chief Constable and ACO Resources are also part of this process.

12. Appendices

12.1 Two Draft Annual Governance Statements are attached:

- A- The Draft Annual Governance Statement of the Chief Constable
- B- The Draft Annual Governance Statement of the Police & Crime Commissioner



NOTTINGHAMSHIRE
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**Nottinghamshire Police
Annual Governance Statement 2013/14**

Table of contents

1.0	Introduction	3
1.1	Scope of responsibility	3
1.2	The purpose of the governance framework	3
2.0	Annual Governance Statement	4
2.1	Creating and implementing a vision for the local area	4
	Strategic planning	4
	Delivery and monitoring	4
2.2	Working together to achieve a common purpose with clearly defined functions and roles	5
	Scheme of delegation	5
	The role of the Head of Internal Audit	5
	Policing Protocol	5
	Financial regulations	5
	Contract standing orders	6
	Partnership working	6
	Collaboration	8
2.3	Demonstrating the values of good governance through upholding high standards of conduct and behaviour	8
	Our Values	8
	Standards of conduct	9
	Managing complaints	9
	Conflicts of interest	10
	Gifts and hospitality	10
	Information assurance	11
	Information sharing	11
	Information security	12
	Information assurance audit	12
2.4	Taking informed and transparent decisions which are subject to effective scrutiny and managing risk	13
	Governance structure	13
	Decision making	13
	Joint Audit and Scrutiny Panel	13
	Risk management	14
	Business Continuity	14
	Internal audit	15
	External audit	15
	External inspection	15
	Legislative monitoring and compliance	15
2.5	Developing the capacity and capability of the Force to be effective	16
	Learning and development	16
2.6	Engaging with local people and other stakeholders to ensure robust public accountability	17
	Community engagement and consultation	17
	Workforce engagement and consultation	18
3.0	Review of effectiveness	18
4.0	Significant governance issues	19

1.0 Introduction

1.1 Scope of responsibility

Nottinghamshire Police is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Force has the duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised.

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

The Chief Constable of Nottinghamshire Police and the Police and Crime Commissioner (PCC) for Nottinghamshire have approved and adopted a Joint Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. A copy of the Code of Governance can be obtained from the Nottinghamshire Office of Police and Crime Commissioner (NOPCC) website at www.nottinghamshire.pcc.police.uk.

This Annual Governance Statement (the Statement) explains how Nottinghamshire Police has complied with the Code. The production of the Statement also complies with the Accounts and Audit (England) Regulations 2011, regulation 4(3).

1.2 The purpose of the governance framework

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

The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve aims and objectives and can therefore only provide reasonable and not absolute assurance to identify and prioritise the risks to the achievement of the Force's aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

The systems, processes, cultures and values comprising Nottinghamshire Police's governance framework, the key elements of which are described in the following sections of this document, are subject to regular review.

The governance framework has been in place at Nottinghamshire Police from the year ending 31st March 2013 and will be up to the date of approval of the annual report and statement of accounts.

2.0 Annual Governance Statement

2.1 Creating and implementing a vision for the local area

Strategic planning

In November 2012 all police forces in England and Wales, except London, elected their first Police and Crime Commissioner. One of the Commissioner's key responsibilities was to issue a Police and Crime Plan to cover their period in office (2013-18), in which they make clear their priorities and the objectives they are setting for the Force. In addition, following a comprehensive strategic assessment carried out with the support of local community safety and criminal justice partners; the Commissioner has set a number of strategic themes.

In April 2013 a Strategic Plan for 2013-18 was produced and implemented which makes clear how the strategies and plans of the Force will address the Commissioner's priorities and support the achievement of the objectives in the Police and Crime Plan. It has been developed by the Chief Officer Team based on an understanding of what the Force does well, the areas where it can improve and how well equipped the Force is to meet future challenges.

The Plan is built on strong foundations established over many years of working together with other police forces and law enforcement agencies, and in partnership with criminal justice agencies, local authorities and other organisations in the public, private and voluntary sectors. It takes into account the views of local people and partner agencies as well as analysis of available evidence, and utilising the vast amount of experience and expertise within the organisation so that the Force is confident it is addressing the right issues in the right way.

To meet the challenges that lie ahead the Force has planned carefully how to use its resources, whilst retaining the flexibility to respond to new and emerging threats to the people and communities it serves.

The strategic plan articulates Nottinghamshire Police's vision to be the best performing police force in England and Wales. Clear, measurable aims have been set in terms of reduction of crime and antisocial behaviour, resource management and victim satisfaction, so the Force will know when this has been achieved.

Delivery and monitoring

A monthly Performance and Insight Pack is produced which reports against the strategic priority themes set out in the Police and Crime Plan, this includes performance against target as well as analysis of trends overtime. Additional insight is also given for those measures which are deemed to be experiencing performance that is of concern to the Force.

The Performance and Insight Pack is received by senior managers throughout the Force and is reported to the Joint Local Policing and Operational Support Board and the Corporate Services Board on a monthly basis. It is also presented to the Office Police and Crime Commissioner (OPCC) Strategic Resources and Performance Meeting to inform the OPCC of the key performance headlines for the Force. The minutes of this meeting, along with the Pack, are made available on the OPCC website so they are accessible to members of the public.

2.2 Working together to achieve a common purpose with clearly defined functions and roles

Scheme of delegation

The Force is subject to the OPCC's Scheme of Delegation, which details the functions delegated to the Chief Executive, the Chief Finance Officer (CFO) of the PCC the Assistant Chief Officer (ACO) Resources of the Force and the Head of Legal Services. The Force will develop its own Scheme of Delegation during 2014/15 to break down the accountabilities further for the organisation.

The Scheme enables the OPCC and the Force to function in an efficient and effective manner. It sets out the extent to which the PCC has delegated decisions to the Chief Constable, Chief Executive and CFO that are the statutory responsibility of the PCC.

The ACO has a statutory responsibility to carry out the functions of the CFO as set out in the Police Reform and Social Responsibility Act 2011, Section 114 of the Local Government Act 2011 1988 and the CIPFA Statement on the Role of the Chief Finance Officer. In carrying out the role of the CFO, the ACO ensures that the financial affairs of the Force are properly administered having regard to probity, legality and appropriate standards. The requirements for the role of the Chief Constable's CFO, along with Section 151 Officer responsibilities, are formally documented in the ACO's job description.

The role of the Head of Internal Audit

In compliance with CIPFA guidance, the OPCC and the Force have appointed a Head of Internal Audit. This role is contracted out to KPMG, they are responsible of the organisation's internal audit service, on behalf of the CFO, including drawing up the internal audit strategy and annual plan and giving the annual audit opinion.

Policing Protocol

The Force is compliant with the Policing Protocol, which was issued in accordance with the Police Reform and Social Responsibility Act 2011 and sets out how the functions of the PCC, Chief Constable and Police and Crime Panel will be exercised in relation to each other.

The Protocol intends to encourage an effective working relationship and mutual understanding of, and respect for, each party's statutory functions will serve to enhance policing for local communities.

Financial regulations

The Force is governed by the OPCC's Financial Regulations, which detail the working financial relationship between the Commissioner and the Chief Constable and their respective Chief Financial Officers. They are part of the overall regulatory and governance framework that includes the policing protocol, codes of conduct, scheme of consent and scheme of delegation.

The Chief Constable has day to day responsibility for financial management of the Force within the framework of the agreed budget allocation and levels of authorisation issued by the Commissioner. However, these duties are delegated to the ACO Resources as the Chief Constable's Chief Financial Officer.

The ACO Resources is responsible for ensuring that the financial affairs of the Force are properly administered and that the financial regulations are observed and kept up to date. The ACO is also responsible for providing assurance to the Chief Constable, the Commissioner and the external auditor of any unlawful or potentially unlawful

expenditure by the Chief Constable or officers of the Chief Constable. They will also advise the Chief Constable on VFM in relation to all aspects of the Force's expenditure and the soundness of the budget.

The Commissioner, Chief Constable and all employees have a duty to abide by the highest standards of honesty, integrity and transparency in dealing with financial issues. This is facilitated by ensuring everyone is clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.

All Divisional and Departmental Heads have formally acknowledged their responsibilities in accordance with the Force and the OPCC's Financial Regulations. There are no significant issues to be reported and no instances of non-compliance to be reported.

An annual audit against the key financial controls is conducted by the Force's internal auditors; the latest audit rated the Force's arrangements as 'substantial'.

Contract standing orders

The East Midlands Strategic Commercial Unit (EMSCU) drafted Contract Procedure Rules and Standing Orders (the Orders) in 2013/14. The document updates the standing orders and also reflects how EMSCU manage strategic procurements across all three partner forces, Nottinghamshire, Derbyshire and Northamptonshire. It is intended as a guide for suppliers and staff to help those engaged in buying and providing goods and services.

The Orders set out the Business Code of Conduct for the NOPCC and the Force to advise on the minimum standards expected of all staff to ensure fairness and consistency of approach in line with sound commercial practice.

The document includes procurement policy and procedures, the aim of which are to ensure that the supply of goods, services and works are procured in accordance with relevant legislation and in the most cost effective manner. They also aim to ensure that procurement activity is undertaken in a fair, transparent and consistent manner, ensuring the highest standards of probity and accountability. Procedures define the minimum processes expected of staff engaged in the procurement of goods, services and works on behalf of the NOPCC and NP.

Agreement from all three forces is still being finalised, once formally approved these will be published on the OPCC website.

Partnership working

The Force is committed to working in partnership to deliver its priorities. By working with other organisations and agencies the Force can provide the very best service to its communities. It is essential that working in partnership with others is underpinned by a common vision that is understood and agreed by all parties.

The City of Nottingham's 'Plan 2020' sets out a clear ten year strategy with a shared vision, strategic priorities and cross-cutting aims, which all partners, including the Force will contribute to. The delivery of the strategy is governed by the One Nottingham Board which brings together the leaders of key public sector organisations and stakeholders across Nottingham City with the overriding purpose of promoting and ensuring the delivery of the 2020 Vision and Sustainable Community Strategy. The One Nottingham Executive Group is responsible for driving and managing the delivery of the strategy, and the medium term action plan around delivery of the wider strategy.

Each strategic priority is owned by a theme partnership, which is accountable to the One Nottingham Executive Group. Strategic Priority Five 'Safer Nottingham' is led by the Crime and Drugs Partnership, of which the Nottinghamshire Police City Division is a key member.

One Nottingham produces an annual report in June, which reports on progress toward headline indicators set under each priority.

In the County, strategic partnerships are underpinned by a common vision and objectives, which are documented in the terms of reference for the Safer Nottinghamshire Board (SNB).

The SNB is responsible for setting strategic direction for community safety and substance misuse, ensuring the effective delivery of the Nottinghamshire Community Safety Strategy, supporting the statutory local Community Safety Partnerships (CSPs) to deliver their community safety strategies and ensuring effective performance management arrangements are in place.

The four statutory CSPs are responsible for the delivery of local community safety strategies and action plans. The SNB Delivery Groups support the SNB and CSPs to implement the community safety strategies.

The SNB's Performance Group is tasked to provide a summary of performance to the Board at each meeting together with exception reports around areas of poor performance or areas of concern in order that the Board is then able to take key decisions.

The Force's internal auditors, Baker Tilly, undertook an audit of Partnership Governance Arrangements in July 2012. The review highlighted some weaknesses in the controls and arrangements associated with the identification and monitoring of partnership activity.

It was identified that a corporate Partnership Working Policy should be developed and implemented in order to outline the key controls and arrangements to be followed establishing a partnership agreement at the beginning of a partnership and for monitoring partnership activity throughout the life of the partnership. This should include the requirement for consistent risk and financial management, documenting the vision and purpose of the partnership, roles and responsibilities of partnership members and dispute resolution.

The final audit report also recommended that a central partnership register should be established to ensure that the PCC and the Chief Officer Team are aware of exactly what partnerships are operating to enable them to proactively challenge the partnerships progress against its objectives and ensure the continued benefit of the Force's involvement. This register has now been produced and will be reported on in line with the Force Partnership Working Policy, once it is established.

Finally, it was recommended that the Force establish a consistent statement of funding sources and proper financial administration around partnership working, this has now been implemented.

These recommendations have been captured and are being monitored through the Force Action Plan. Progress is reported to the Joint Local Policing and Operational Support Board, which is chaired jointly by the ACC, Local Policing, and the ACC, Crime Justice and Protective Services, on a monthly basis.

Collaboration

Collaborative opportunities are increasingly being explored and arrangements put in place within the region in order to maintain and improve service delivery whilst delivering significant cost savings.

The East Midlands Collaboration Programme (EMPCP) manages projects on behalf of East Midland's forces. It has four portfolio areas, Specialist Crime, Operational Support, Specialist Operations and Resources, each headed by one of the region's Chief Constables and delivered by the EMPCP team.

The Commissioner's for each Force area are responsible for monitoring from a governance perspective the effectiveness and efficiency of the collaboration and considering ways in which the functions could be exercised to improve their effectiveness and efficiency. The Chief Constable's for each force are responsible for the determination of the strategic operational direction and for monitoring the effectiveness and efficiency of the collaboration from a direction and control perspective.

Each collaboration requires an agreement pursuant to Section 22a of the Police Act 1996 as amended by the Police Reform and Social Responsibility Act 2011. The agreement sets out the relationship between the parties entering into the agreement, the governance and accountability arrangements, roles and responsibilities, dispute resolution and financial contribution.

Assurance regarding collaborative arrangements has recently been sought from both the Force's internal auditors and Her Majesty's Inspectorate of Constabulary (HMIC). The results of these reviews are monitored through the appropriate Boards.

URN	Identified improvement actions:
2.2.1	Establish where Information Sharing Agreements need to be reviewed in respect of partnership working, update as appropriate and communicate to relevant stakeholders.
2.2.2	Once agreed publish the updated Contract Procedure Rules and Standing Orders on the OPCC website.
2.2.3	Develop and publish an Internal Scheme of Delegation to set out levels of authorisation for senior managers in the Force.
2.2.4	Develop and implement a Partnership Working Policy.

2.3 Demonstrating the values of good governance through upholding high standards of conduct and behaviour

Our Values

The PROUD values were introduced to the Force in 2012. The values, to be professional, have respect of all, working as one team, having utmost honesty and integrity and by doing it differently; define what unites all officers and staff in delivering policing services within Nottinghamshire.

The Force values have been communicated widely to all staff through the Policing Plan, the Force intranet and via interactive briefings, which all officers and staff have taken part in. The values have also been integrated into the new PDR process. Officers and staff are asked to provide evidence on how they have actively demonstrated support for the Force's Values. Evidence of commitment must also be demonstrated during the recruitment and promotion process.

Standards of conduct

Standards of conduct and personal behaviour expected of all police officers and police staff have been communicated formally through the Police Conduct Regulations 2012, and the Police Staff Misconduct Policy and Procedure. The latter was issued in 2012 to provide a clear and transparent framework to communicate to police staff employees what is expected of them and the likely consequence of failure in meeting those standards.

A National Code of Ethics for Policing in England and Wales was circulated for consultation in 2013/14. It sets out nine policing principles and ten standards of professional behaviour and emphasising what good policing should look like and how ethical officers and staff should behave. To support this, the Force published a code of conduct which aimed to give greater clarity around the expected standards of behaviour of Officers and Staff in maintaining professional boundaries with victims, witnesses and offenders. This was published on both the Force intranet and the Force website.

Professional Standards have an effective standards monitoring process in place. Standards are governed by the Professional Standards and Integrity Board, which is chaired by the Deputy Chief Constable and takes place on a bi-monthly basis. The remit of the meeting is to oversee integrity and monitor standards of conduct and behaviour within the Force, ensuring that they are in line with Force values and have a positive impact of reputation and public confidence. It forms an integral part of the Force's internal governance arrangements by bringing together members of the Professional Standards and HR senior management teams to review matters of performance relating to conduct.

A report on IPCC investigations is presented at the Joint Audit and Scrutiny Panel on a bi-annual basis. The purpose of the report is to inform the PCC in respect of how many cases the Force has referred to the Independent Police Complaints Commission (IPCC) during a specified period. Also, it details any outcomes and recommendations the IPCC has referred back to the Force during this period, and other learning identified. The Panel is made up of five independent members, members of the public are also able to attend and minutes of the meeting are made available via the OPCC website.

The Force has a Professional Standards Reporting Procedure in place. The purpose of the procedure is to set out the ways in which individuals within Nottinghamshire Police can report breaches of professional standards in a supportive and confidential environment. Incidents can be reported via a confidential telephone line, through Integrity Messenger, which is a confidential IT reporting facility, or direct to line management.

Managing complaints

There are effective, transparent and accessible mechanisms for managing complaints in Force, which are managed in accordance with statutory guidance provided by the IPCC which was revised as a result of the Police Reform and Social Responsibility Act 2011.

All complainants receive regular updates and reports in respect of investigations taking place, in line with statutory guidance. Furthermore, once complaints have been investigated complainants are surveyed to ensure they are satisfied with the service they have received and the resolution reached.

Any complaints which may indicate a failure in service delivery are fed into the Service Improvement Plan, which is governed by the Professional Standards and Integrity Board. The process is subject to continual review and improvement.

Lessons learned as a result of complaints which are investigated by the Independent Police Complaints Commission (IPCC) and Nottinghamshire Police are outlined and accompanied with resulting guidance on the Professional Standards intranet page.

To provide internal assurance, a Performance and Insight Report, monitoring the complaints process, is produced on a monthly basis. This report provides statistical data and analysis on public complaints and allegations recorded by Division or Department.

A Complaints Assurance Report is also produced by the OPCC to provide the PCC with assurance that complaints are being managed in accordance with IPCC statutory guidance. Recommendations are reported to the Strategic Resources and Performance Meeting, which is chaired by the PCC, on a bi-annual basis. The minutes of this meeting are made available to the public on the OPCC website.

The Force also receives nationally comparative statistical data from the IPCC in respect of public complaints, on a quarterly basis.

Conflicts of interest

The Force has a Business Interests and Additional Employment for Police Officers and Police Staff Procedure which was revised in 2012 due to the publication of revised guidance from the Association of Chief Police Officers (ACPO) following the HMIC Integrity Review 'Without fear or favour'. The guidance outlines the recommended approach to the management of business interests and additional occupation for those working in the Police Service of England and Wales. It is intended to provide consistency of application and enable appropriate decisions to be taken to ensure the reputation of the Police Service and the health, safety and wellbeing of members of staff.

A Register of Interests is published on the Force website; any changes are reported on a monthly basis to the Professional Standards and Integrity Board.

The Notifiable Associations for Police Personnel Procedure was also reviewed in 2012 following the HMIC Integrity Review. It provides guidance to all personnel as to what could be interpreted as a 'notifiable association'. Furthermore, it identifies the procedures that should be followed should police personnel consider themselves the subject of, or suspect another member of staff to have, a notifiable association. This is available on the Force intranet and website.

An 'Integrity Healthcheck' is being introduced for all Officers and Staff in 2014/15 as part of the annual PDR process. Individuals will be reminded of their obligations in respect of Force policy regarding notifiable associations, gifts and hospitality, business interests and debt management,

Gifts and hospitality

The Gifts, Gratuities and Hospitality Procedure provides both officers and staff with an ethical framework in which to determine the boundaries of acceptability around gifts, gratuities and hospitality. This was last reviewed in October 2012 following the issuing of ACPO guidance.

A register of gifts, gratuities and hospitality is maintained by the Professional Standards Department, it is published annually on the Force website.

Information assurance

Information assurance (IA) is governed through the Force Information Assurance Board, chaired by the DCC as the Senior Information Risk Officer (SIRO). The role of the Board is to manage the effectiveness of Information Assurance arrangements to ensure that information held, processed and accessed by members of the Force and our stakeholders is kept secure in order to ensure confidentiality, integrity and availability of information.

An annual information assurance assessment takes place against the Information Assurance Maturity Model (IAMM). An IA Task and Finish Group has been set up to look at the requirements of the IAMM in order to carry out a gap analysis of how the Force currently operates in relation to the requirements of the model. This group is responsible for implementing and developing areas of information assurance, reporting to the Force Information Assurance Board (FIAB) quarterly.

An Information Risk Management Group was recently commissioned by the SIRO for the management of strategic information risks on behalf of the Force Information Assurance Board (FIAB). The role of the group will be to provide assurance to the FIAB as to how effectively information risks are being managed at project, division / department and Force level and to manage the implementation of the Information Risk Management Strategy.

All users of Force systems are aware of their roles and responsibilities with regard to ensuring they handle and process police information in compliance with the Force's Information Assurance Framework, and have a duty to report instances of non-compliance to their line managers. The majority of staff have completed an e-learning course on Information Assurance. This is a mandatory exercise which all Officers and Staff will be required to complete during 2014/15.

Each information asset or system in Force has an Information Asset Owner whose role it is to understand what information is held, what is added and what is removed, how information is moved, who has access and why. Training was conducted by the Information Management Officer in 2013/14 for Information Asset Owners and their delegates to ensure they fully understood their role and responsibilities.

Nottinghamshire Police as a public authority have a legal responsibility to respond to Freedom of Information Act (FOIA) and Data Protection Subject Access Requests (DP SARs) within legislative deadlines, which are monitored and governed by the Information Commissioner's Office. These requests are processed and completed by the Information Management Team within Business and Finance. An annual report is presented to the OPCC's Audit and Scrutiny Panel to provide the Panel with data on legislative compliance with the FOIA and DP SARs. This data is also presented at the FIAB quarterly.

Information sharing

The Force has a number of Information Sharing Agreements (ISAs) in place with partners and other agencies to define the arrangements for processing data between the two bodies in order to offer clarity on when and how information can be shared legally and professionally, in order to achieve intended outcomes. All ISAs are formally approved by the SIRO.

In order to ensure all ISAs are fit for purpose they will be reviewed during 2014/15. A mechanism will also be put in place to ensure they are reviewed on an annual basis going forward.

Information security

The Force's Information Security Policy is owned by Professional Standards, it was last updated in October 2013. The aims of the policy are to ensure that information held, processed and accessed is kept secure in order to ensure confidentiality, integrity and availability at all times.

The policy extends and applies to all Nottinghamshire Police owned information systems and assets, which hold both manual and electronic information, irrespective of their physical location. The policy also applies to all police officers, police staff and partners, agents and other approved persons working for or with the Police.

The Force recognises the need to ensure security for its areas of responsibility and is committed to managing information and information assets appropriately. This is achieved by maintaining appropriate security standards, specifically in relation to the HMG Security Policy Framework.

The Force maintains compliance with ACPO Information Systems Security Policy and the HMG Information Assurance Maturity Model (IAMM). A gap analysis has been conducted against the IAMM and an Information Assurance Improvement Plan developed.

The Information Assurance Improvement Plan incorporates all improvement opportunities for Information Assurance, including those identified by the Information Commissioner, from a gap analysis against the ISO 27001 and the IAMM framework.

The results of the improvement plan are monitored by the ACO Resources and reported on a quarterly basis to the Force Information Assurance Board, which is chaired by the DCC who is the Force SIRO. The Board has direct responsibility for maintaining Information Security Policy and Procedures, for their implementation and providing advice.

The Force will engage with the National Accreditors and maintain a current certificate of accreditation to relevant National Systems at all times.

Information assurance audit

The Information Commissioner's Office (ICO) conducted an audit of the Force's data protection compliance arrangements in October 2013. The purpose of the audit was to provide the Information Commissioner and the Force with independent assurance of the extent to which the Force is complying with the Data Protection Act. It focussed specifically on the security of personal data, data sharing and requests for personal data.

The overall conclusion was that there was a limited level of assurance that processes and procedures are in place and delivering data protection compliance. In order to enhance existing processes to facilitate compliance a number of recommendations were made which have formed part of the Force's Information Assurance Improvement Plan.

URN	Identified improvement actions:
2.3.1	Ensure all Officers and Staff complete the Information Assurance NCALT exercise.
2.3.2	Introduce a process for updating the Information Asset Register periodically.
2.3.3	Put mechanisms in place to ensure ISAs are reviewed on an annual basis.

2.4 Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

Governance structure

The Force Executive Board is the Force's primary decision making forum, its purpose is to direct, set and oversee the strategic development of the Force. It sets the Force strategy, agrees and sets the Force priorities and monitors performance and risk against the Force Strategic Plan. The Force Executive Board is attended by all the Chief Officers and is the forum in which all key decisions are made, such as expenditure, subject to the PCC's Scheme of Delegation.

Both the Assistant Chief Constable's and the ACO Resources chair meetings to manage activity, performance and risk within their respective portfolio. The progress of projects under each portfolio are monitored and any arising risks are managed accordingly. The Boards also review and approve business cases, project scopes, initiation documents, and actions arising from audit and inspection. The Boards are also the primary forum for managing the performance of the portfolio.

The Transformation Board was introduced to the governance structure in 2013/14, the purpose of which is to govern transformational activity to ensure the Force will meet its future performance and financial challenges.

The meeting structure, terms of reference and work plans are reviewed regularly to ensure effective governance and monitoring, real accountability to stakeholders and value for money.

Decision making

The Business and Finance department are responsible for implementing mechanisms to ensure all appropriate considerations are made when making a key decision, for example when writing business cases, scopes, project initiation documents, policies, procedures and strategy. Guidance is provided by Business Partners, the Programme Management Office and the Planning and Policy Team.

Decision making is recorded as part of minutes, action plans and decision logs; however there is no consistent process for recording decisions at corporate meetings. This has been identified as an area for improvement over for 2014/15 along with the requirement to publish decisions on the intranet to ensure transparency and accountability.

Additionally it is a requirement of the ICO Publication Scheme that the Force publish how key decisions are made on the external website. This should take the form of minutes of key Force meetings, such as the Force Executive Board. This is not currently done and has also been identified as an area for improvement for 2014/15.

Joint Audit and Scrutiny Panel

In accordance with the Financial Management Code of Practice for the police service, issued by the Home Office, the PCC and the Chief Constable established a Joint Audit and Scrutiny Panel (the Panel) in 2013. The role of the Panel is to advise the PCC and Chief Constable on the adequacy of the corporate governance and risk management arrangements in place and the associated control environment, advising according to good governance principles and proper practices.

The Panel also assist the Commissioner and the Chief Constable in fulfilling their responsibility for ensuring Value for Money and they oversee an annual programme of scrutiny of key areas of policing activity on behalf of the Commissioner.

The Panel meets four times a year and consists of five independent members. The terms of reference for the Panel, meeting agendas, minutes and associated reports are published on the OPCC's website in the interests of transparency and accountability.

Risk management

The Force and the Office of the PCC have agreed a joint Corporate Risk Management Policy and Procedure which specify roles, responsibilities and processes to be followed. Assurance that the Policy and Procedure are being implemented and are effective has been provided to the Corporate Governance Board, Force Executive Board and Joint Audit and Scrutiny Panel through 6-monthly strategic risk reports prepared by the risk practitioner within the Business and Finance department. Both documents have also been communicated to all divisional commanders and heads of department and are available on the Force intranet.

During the second half of 2013/14 the Policy has been reviewed against the Office of Government Commerce (OGC) Management of Risk (M_o_R) standard and is currently being updated, which will bring about changes to improve the consistency with which risk management is applied and its effectiveness as an aid to decision making.

Risk identification and review were used during 2013/14 to inform assurance mapping, which is a valuable tool for determining gaps in assurance to inform a risk based internal audit and scrutiny schedule. They provide a 'dashboard view' for the Chief Officer Team and Joint Audit and Scrutiny Plan to enable them to assess at a glance where levels of assurance in key areas of the business are adequate or where further assurance may be required.

Business Continuity

Business Continuity Planning within Nottinghamshire Police is carried out in line with the Association of Chief Police Officers (ACPO) five year Business Continuity Strategy, the Business Continuity Institute Good Practice Guidelines (to industry standard) and the International Standard for BCM. The strategic lead for BCM is the Deputy Chief Constable.

The Force BC Lead Officer is responsible for directing and advising on BCM policy, strategy and process throughout the organisation. This includes ensuring effective business impact assessment, risk assessment, plan formulation, test, exercise and internal review.

The Head of each Division and Department is the BC Plan Owner and has an appointed Single Point of Contact (SPOC) for BCM, responsible for the production of BC plans, communication at all levels from management teams to officers and staff and ensuring all plans are subject to test exercise and review.

Divisions and Departments carry out Business Impact Assessments (BIA) on all functions and activities within their area of operation and from this, identify the critical activities that must be maintained, as far as is possible, during any disruption to normal business. Once identified, critical activities are subject to risk assessment, and recovery strategies identified and put in place to maintained and/or recover those activities during disruption. When completed, the above information is used to inform and direct production of the Business Continuity Plan (BCP).

All BC plans are subject to annual review, and will be exercised in line with the Force BC test and exercise programme. Following de-brief of any test or exercise, a report is completed and, if required, BC plans are reviewed and updated.

BC is governed in Force through a quarterly Business Continuity Forum, which is chaired by the BC Lead Officer, and is attended by the SPOCs for each division and department. The Force Executive Board and Joint Audit and Scrutiny Panel of the OPCC receive an Annual Business Continuity Assurance Report to ensure that BC is adequately managed.

Internal audit

The Commissioner and Force employ Baker Tilly, an independent provider of chartered accountancy and business services, as its internal auditors. The primary role of internal audit is to give assurance to the Commissioner and Chief Constable, on the effectiveness of the controls in place to manage risks.

The Force's risk based internal audit plan is agreed and presented to the Panel before the start of the new financial year. The plan is informed by an assurance mapping process which highlights key policy areas lacking assurance.

Progress against the audit plan is formally reported on by Baker Tilly on an annual basis. In addition, a representative from the internal auditors meets with the ACO Resources on a quarterly basis to discuss internal audit progress and highlight any risks or opportunities for improvement.

External audit

The Force's external auditors, KPMG LLP, audit the Commissioner's and Chief Constable's financial statements, Annual Governance Statement and performance management arrangements, as well as undertaking a number of thematic based reviews.

The External Audit Annual Letter is presented at the Joint Audit and Scrutiny Panel as the final part of compliance with the Accounts and Audit Regulations for closure of the accounts.

The report summarises the key findings from the annual audit of the OPCC and the Chief Constable, its intention is also to communicate any issues to key external stakeholders, including members of the public. This includes a comment on the OPCC and Force's value for money (VFM) profile. There were no matters to report in the 2012/13 Annual Audit Letter, in respect of VFM.

External inspection

HMIC inspects and reports on the efficiency and effectiveness of police forces and specified national police agencies. Its overall objective is to provide, in the public interest, independent, professional assessments of police efficiency and effectiveness for the public, their elected representatives and the police.

In addition, the criminal justice inspectorates of Constabulary, Crown Prosecution Service (CPS), Prisons, and Probation, also carry out regular evaluations in partnership, as part of the Criminal Justice Joint Inspections (CJJI) programme and alongside other national inspectorates such as Ofsted.

Legislative monitoring and compliance

Legislative change in relation to crime and justice policy is monitored continually by the Force and reported on monthly. The Horizon Summary report is made available on the Force intranet and is sent directly to divisional and departmental heads for

their information and action where necessary. Changes in legislation and statutory guidance are also communicated directly to senior management from professional bodies such as ACPO, CIPFA and the IPCC.

Where there is a risk that we may be in breach of our legislative obligations this will be recorded on the Force risk register and managed according to the Corporate Risk Management Policy and Procedure.

In the future, Force intend to develop the Horizon Summary report further to link in with the business planning process to ensure risks and opportunities are properly explored and taken forward.

URN	Identified improvement actions:
2.4.1	Review the way in which actions and decisions are recorded and ensure they are published in line with the ICO Model Publication Scheme.
2.4.2	Embed the revised Corporate Risk Management Policy and Procedure.
2.4.3	Develop the Horizon Scanning Report further to link in with the business planning process.

2.5 Developing the capacity and capability of the Force to be effective

Learning and development

Learning and development is delivered collaboratively by EMCHRIS. Each of the four forces within the collaboration hold quarterly Training Priority Panels which set the learning and development priorities for each Force, this is chaired by the DCC in Nottinghamshire. Training priorities are based on consideration of risk and forthcoming legislative changes; they are informed by both emerging national issues, such as ASB and Cyber Crime, and local priorities.

The learning and development priorities are presented in a report to the OPCC's Strategic Resources and Performance Meeting to provide an overview and accompanying Training Plan for the year.

Individual training needs are assessed as part of the PDR process. HR People Meetings are also held on divisions to assess the training needs of operational staff and HR Partners attend Senior Management Team departmental meetings to ensure training is kept up to date for staff across the rest of the Force.

All Officers and Staff are required to complete mandatory e-learning packages from the National Centre for Applied Learning Techniques (NCALT) on topics such as Health and Safety, Information Assurance and CETIS, which provides them with an understanding of a range of legislation relating to the access and use of information and data held by the Force.

The Force's formal induction process is currently being reviewed and updated to ensure officers and staff are fully supported and given all the information required to carry out their roles effectively. This will include a pre employment information pack around the Force, a structured induction process and mentoring guidelines. Line managers will also have the opportunity to input information tailored to the individual's role and their specific department or function. To support this, a three session mandatory training package will be run by Learning and Development covering areas such as the PROUD values, the PDR process and equality and diversity.

A Talent Management and Succession Planning Strategy is currently being developed by the Force, along with a draft Talent Management Framework, however there is still some work required to develop the processes, practices, learning interventions and communications plan to support this.

URN	Identified improvement actions:
2.5.1	Develop and implement a Talent Management and Succession Planning Strategy.
2.5.2	Review, update and embed the formal induction process.

2.6 Engaging with local people and other stakeholders to ensure robust public accountability

Community engagement and consultation

During 2013/14 the Force developed and published a Public Engagement Strategy to ensure that engagement with the public contributes positively to the Force and Commissioner's priorities, and enhances the public's perception of Nottinghamshire Police. Effective engagement is directly linked to the Force's objectives as set out in the Police and Crime Plan 2013-18.

At a universal level engagement takes place through social media platforms, including Facebook, Twitter and YouTube, the Force website, which provides local updates for each Neighbourhood Policing Team (NPT) area along with priorities, contact details and details of engagement events. The Neighbourhood Priority Survey was introduced as part of a commitment to creating safer neighbourhoods; it allows individuals in the community to influence how their area is policed by completing a short survey which is available on the Force website.

The Force has developed a robust structure of strategic and local Independent Advisory Groups (IAGs) which represent different community groups across the whole of the city and county. They provide an invaluable service to Nottinghamshire Police in three core areas; critical incidents, building trust and confidence and advising on strategies, policies and procedures.

The Neighbourhood Alert electronic communication system is designed to help members of the public communicate with their local Neighbourhood Policing Team and their local Neighbourhood Watch coordinator. The system can be used to report information about suspicious behaviour and antisocial behaviour and to allow users to be sent information about crime trends in their area and community safety and crime reduction advice. The aim is to provide up-to-date information direct to registered members to support two-way communication between members of the public, Nottinghamshire Police and Neighbourhood Watch, in order to reduce crime.

Victims of crime are, at initial contact, provided with information about what service they can expect. Track My Crime was also launched in 2013/14, which is an online service for victims of crime allowing them to track the investigation of a crime at a time that is convenient to them. Victim satisfaction is reported as part of the Performance and Insight Pack to the OPCC's Strategic Resources and Performance Meeting on a bi-monthly basis, the minutes of this meeting, along with the report are published on the Commissioner's website.

Workforce engagement and consultation

The Staff Perception Survey gives employees of Nottinghamshire Police an opportunity to help shape the future of the Force on matters such as values and behaviours, leadership, motivation and morale.

The Force has a statutory obligation to formally consult with employees regarding terms and conditions, workforce change and health and safety. Where a statutory obligation is not present the Force has a duty to consult and when doing so it should be in the proper manner. The arrangements for consultation with staff are being reviewed and will be addressed as part of the Policy Development Framework.

There is a Trade Union Recognition Agreement in place to ensure the Force formally recognises trade unions, which represent members' interests. The Force will consult with them when proposing changes in pay and conditions which are not nationally determined and matters such as disciplinary procedures. Relevant issues, which impact on the Police Staff Associations, on which there is to be consultation will be brought to the Joint Negotiating and Staff Consultative Committee for Police and Support Staff Associations, chaired by the Chief Constable. A Memorandum of Understanding for Diversity and Support Associations is currently being updated.

3.0 Review of effectiveness

Nottinghamshire Police has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Chief Officer Team, the Heads of Divisions and Departments and other senior managers within the Force who have responsibility for the development and maintenance of the governance environment. It is also informed by the reports of our internal and external auditors and other review agencies and inspectorates.

The review is made robust by obtaining assurance through the process of interviews with the Heads of Divisions and Departments and their senior management teams. Each Chief Officer and Divisional and Departmental Head has provided a comprehensive, signed Statement of Assurance which comments on their compliance with the Force's governance framework during 2013/14. Potential areas for improvement where there are weaknesses in either controls or assurances have also been identified for 2014/15.

We have been advised on the implications of the result of the review of effectiveness of the governance framework by the Joint Audit and Scrutiny Panel, and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The areas to be specifically addressed with new actions are planned and outlined below.

The results of this review will be delivered through the Force business planning process and governed by the ACC and ACO Boards. Reporting will also take place annually to the Joint Audit and Scrutiny Panel alongside the external auditor's report, which will set out their opinions in relation to accounts, governance and performance.

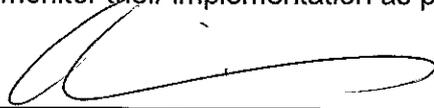
4.0 Significant governance issues

The review process to support the production of the Annual Governance Statement in 2014/15 identified the following significant governance issues. These have been agreed with the respective Divisional and Departmental Heads to address weaknesses identified in the Force's systems of internal control. These issues are significant in that they cover a large proportion of the organisation's activities and/ or are key risk controls and therefore require a corporate solution.

URN	Action
2.2.1	Establish where Information Sharing Agreements need to be reviewed in respect of partnership working, update as appropriate and communicate to relevant stakeholders.
2.2.2	Once agreed publish the updated Contract Procedure Rules and Standing Orders on the OPCC website.
2.2.3	Develop and publish an Internal Scheme of Delegation to set out levels of authorisation for senior managers in the Force.
2.2.4	Develop and implement a Partnership Working Policy.
2.3.1	Ensure all Officers and Staff complete the Information Assurance NCALT exercise.
2.3.2	Introduce a process for updating the Information Asset Register periodically.
2.3.3	Put mechanisms in place to ensure ISAs are reviewed on an annual basis.
2.4.1	Review the way in which actions and decisions are recorded and ensure they are published in line with the ICO Model Publication Scheme.
2.4.2	Embed the revised Corporate Risk Management Policy and Procedure.
2.4.3	Develop the Horizon Scanning Report further to link in with the business planning process.
2.5.1	Develop and implement a Talent Management and Succession Planning Strategy.
2.5.2	Review, update and embed the formal induction process.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. 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 as part of our next annual review.

Signed



Chris Eyre,
Chief Constable

Signed



Margaret Monckton,
ACO Resources (CFO)



Nottinghamshire

POLICE & CRIME COMMISSIONER

DRAFT

ANNUAL GOVERNANCE STATEMENT

2013-14

1. SCOPE OF RESPONSIBILITIES

- 1.1 The Nottinghamshire Police and Crime Commissioner (Commissioner) is responsible for ensuring that business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.
- 1.2 The Commissioner also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.3 In discharging this overall responsibility the Commissioner is responsible for putting in place suitable arrangements for the governance of the organisations affairs, which facilitate the effective exercise of its functions and include arrangements for the management of risk.
- 1.4 The Commissioner has approved and adopted jointly with the Chief Constable a Joint Corporate Code of Governance, which is consistent with the principles of the CIPFA/SOLACE Framework: *Delivering Good Governance in Local Government*. A copy of our code is available on our website at www.nottinghamshire.pcc.police.uk or from:

The Nottinghamshire Office of the Police and Crime Commissioner
Arnot Hill House
Arnot Hill Park
Arnold
Nottinghamshire
NG5 6LU

This statement explains how we have followed the code and also meets the requirements of the Accounts and Audit (England) Regulations 2011.

- 1.5 Throughout this statement there are references made to other documents being available on the Commissioners website (or the website). This reference relates to the Police and Crime Commissioners website at the address given above.

2. THE AIM OF THE GOVERNANCE FRAMEWORK

- 2.1 The governance framework is basically the systems and processes, and the culture and values, we are controlled by and which we answer to, get involved with and lead the community. The framework allows us to monitor how we are achieving our long-term aims, and to consider whether our aims have helped us deliver appropriate services that are value for money.
- 2.2 The system of internal control is an important part of the framework and is designed to manage risk to a reasonable level. It cannot remove all risk of failing to achieve our policies and aims, so it can only offer reasonable protection. The system of internal control is based on an ongoing process designed to:
- Identify and prioritise risks that could prevent us from achieving our policies and aims;
 - Assess how likely it is that the identified risks will happen, and what will be the result if they did; and
 - Manage the risks efficiently, effectively and economically.

We have had a governance framework in place for the year ended the 31st March 2014 and up to the date of approval of the annual statement of accounts.

3. THE GOVERNANCE FRAMEWORK

Our governance framework is made up of many systems, policies, procedures and operations we have in place to do the following:

3.1 *Introduction*

The Police Reform and Social Responsibility Act 2011 (the Act) introduced one of the biggest changes in governance arrangements for policing. The Act created two legal entities, the Police and Crime Commissioner and the Chief Constable.

The Chief Constable retained the responsibility for operational policing whereas; the Commissioner has the responsibility for the totality of policing in the area. The Commissioners responsibilities were also extended to include crime prevention and the protection of vulnerable people and victims.

Initially, all assets, liabilities and staff were transferred to the Commissioner. This continued to be the case until 31 March 2014 when the staff under the Chief Constables direction and control transferred to the Chief Constable from the Police and Crime Commissioner. This significant change was planned and prepared for in 2013-14 and will be reflected in the next Statement of Accounts and Annual Governance Statement for 2014-15.

3.2 ***Publish our aims for local people and others who use our services***

The Commissioner has refreshed the Police and Crime Plan taking account of the feedback he has received during the year and the achievements that have been made. The plan sets out our priorities for the remaining four years, focusing on achieving seven priorities which aim to make communities safer and place victims at the centre of what we do. The plan reflects the time period covered by the Medium Term Financial Plan (MTFP).

The Police and Crime Plan is based upon the following seven priorities:

1. Protect, support and respond to victims, witnesses and vulnerable people
2. Improve the efficiency, accessibility and effectiveness of the criminal justice process
3. Focus on ***priority crime types*** and those local areas that are most affected by crime and antisocial behaviour
4. Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour
5. Reduce the threat from organised crime
6. Prevention, early intervention and reduction in reoffending
7. Spending your money wisely

These priorities build upon the Commissioners vision of giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire.

The plan was built and refreshed after listening to members of the public and with our partners. It includes a review of each organisations strategic assessment, incorporating regional and national requirements in relation to policing and crime. The performance measures and targets within the plan have all been agreed with partners and the force.

For the plan next year we are already working with partners to further develop a Police and Crime Needs Assessment which will refresh the Joint Partnership Strategic Assessment, aiming to maximise analytical capacity, minimise duplication and share learning, good practice and innovation across the City and County. This will provide a comprehensive threat, risk and harm assessment which will identify local consultation and engagement and improve the identification of need across the Commissioners priorities.

3.3 ***Review our aims and the effect they have on our governance arrangements***

We have worked hard to communicate (and receive feedback on) our aims for the community. We have done this a number of ways, including:

- The Commissioner listened to the public during his attendance at partner meetings and his walkabouts within the City and County. For example, he promised 150 extra police officers and 100 extra PCSO's. Recruitment plans have been put in place to deliver this and the resources prioritised within the budget. During the year a significant step towards achieving this target has already been made.
- The Commissioner has also instigated a number of review/scrutiny pieces of work to build upon the Police and Crime Plan priorities such as a review of BME Recruitment and Retention, Base Budget Review, Domestic Violence, Restorative Justice, a Victim Consortium to inform the commissioning strategy and Alcohol.
- The Base Budget Review made recommendations to achieve further savings which have been implemented.
- A BME Steering Group has been established to oversee the implementation of the Project Group's report recommendations and an internal Working Group established chaired by the Commissioner and Deputy Chief Constable.
- Domestic violence has undergone a thorough review across the County to identify the best service delivery for victims. There is a longer piece of academic work commissioned by the Deputy Commissioner which aims to identify triggers for repeat victims and opportunities for associated support and prevention with an emphasis on methods used for identifying what has happened in relationships and how future relationships can be built without domestic violence. An Alcohol Strategy has been developed with partners and is being delivered.

However, this is not all - since coming into post the Commissioner has listened to partners, the public and the force on what are emerging issues and started working with people on areas such as CCTV in taxis in the City Centre, Alcohol, Mental Health issues particularly in custody and community safety issues relating to the Forest Recreation Ground. Also there is a new and emerging community's project, which will include an academic scoping of the impact of economic migrants on public services and crime. There will be

the identification of further research working within the 'Better Policing Collaborative', which the Commissioner is a member, and which has received College of Policing innovation funding for academics to work with operational areas to develop innovation and improve effectiveness of service delivery.

- The Commissioner and Deputy Commissioner have continued to attend meetings with community groups across the City and County and many public events during their first 18 months of office. This work is informing them of the priorities they are implementing in the refreshed police and crime plan update.
- Focus groups were held with ASB victims and members of the public in relation to the refreshed Police and Crime Plan priorities and the precept.
- An on-line survey was used for consulting on the precept and a telephone survey was undertaken in relation to the plan and the precept.
- Public meetings have been held with a variety of groups, to discuss a variety of issues and at a variety of venues: for example with the Asian Youth Group, the City Council Youth Cabinet, Broxtowe Youth Council, Women's groups and at African Caribbean National Artistic Centre and Public Stakeholder Forums in the City and the County.
- The Commissioner and Deputy Commissioner have held discussion groups and web chats with young people and undertaken patch walks across the City and County.
- The Commissioner and the Office of the Police and Crime Commissioner (OPCC) staff have attended events across the City and County. These events were used to canvass opinion in relation to the Alcohol Strategy and general issues relating to policing.

We use feedback that we receive from all sources to help inform decisions. Feedback that the Commissioner received during the public events, meetings and walkabouts resulted in us reviewing our outcomes, which reflect our communities' top priorities of improving antisocial behaviour, supporting our vulnerable people and victims of crime and increasing community safety.

3.4 ***Measure the quality of our services and make sure we provide them in line with our aims and that they provide value for money***

The Commissioner is provided with weekly briefings on performance and formally holds the Chief Constable to account for performance in the Strategic Resources and Performance meetings that are held in public venues around the County and City.

The Commissioner is also briefed on a monthly basis on expenditure against the budget. The Chief Finance Officer to the Commissioner also advises on any changes and emerging issues that could impact on the Medium Term Financial Plan.

In addition to the Strategic Resources and Performance meetings the Joint Audit and Scrutiny Committee receives updates on performance and financial monitoring and the Police and Crime Panel receive update reports from the Commissioner. Public Stakeholder meetings have also been held in the City and the County.

The Commissioner has instigated several pieces of review/scrutiny work, drawing on professionals in the field and community representation. Such areas of work under review include:

- BME representation within the force and the use of stop and search in BME communities. The group formed out of this review continue to meet and drive forward change.
- Base Budget Review – an in-depth analysis of the current budget to identify where savings can be made and how to align the budget with police and crime priorities. This will also ensure ongoing value for money.
- Alcohol Strategy – the aim to devise a Countywide (including the City) Joint Alcohol Strategy with a supporting action plan with strategic partners leading the actions to delivery. The Commissioner has worked closely with Nottinghamshire County Council Public Health to jointly commission substance misuse services, together with delivering the Alcohol Strategy and Action Plan, which addresses night time economy issues. Funding has been provided to the Safer Nottinghamshire Board and to the Nottingham Crime and Drugs Partnership to ensure drug misusing offenders and have access to treatment and recovery services.

- Restorative Justice – A review into its use and any improvements that can be made. Independent Consultants have been appointed to develop a strategy; to ensure that victims receive a good service.
- Transforming Rehabilitation – A review with interested stakeholders within Nottinghamshire and the region following the announcement of reform of probation by the Government. Commissioning and OPCC staff have been working closely with MOJ officials to maximise the change for the benefit of the people of Nottinghamshire and to ensure partnership arrangements are maintained. The OPCC are part of East Midlands Regional Advisory Group and have provided grants to third sector organisations to enable them to form consortium of 2nd or 3rd tier providers. Briefing has been provided for potential interested providers.
- Mental Health – A review on an area of work that has increasing demands being made on policing resources as all agencies are affected by reducing resources. This work involves decision on overarching mental health and criminal justice strategy; which work with partners to improve access and processes for effective dealing with patients under section 136 of the Mental Health Act 2007. Community Psychiatric nurses with the Police are currently providing a ‘Street Triage’ service through joint partnership in the City and the County. A conference on Mental health is being planned for later this year.

The reports from these pieces of work will continue to be presented to the Audit and Scrutiny Panel and the recommendations will continue to be monitored by the Panel. Progress on these reviews is also reported to the Police and Crime Panel.

3.5 ***Ensuring a High Quality Service***

The Police and Crime Plan is based upon the Commissioners values which are:

- V**ictims - by listening and taking action to protect and safeguard vulnerable people.
- O**penness- by putting victims and public at the heart of open and transparent decision-making.
- I**nclusiveness- by working effectively with communities and business to tackle crime and anti social behaviour.

Communities - by ensuring fairness, respect and accountability to victims and communities.

Empowering - by engaging with victims and communities to help shape policing services and building partnerships.

The Plan itself incorporates global, national, regional and local requirements into the seven priorities and details how these will be met, measured and monitored. Specific targets for the Force and partners are included in this and the overall measure of success will be the improvement in victim satisfaction and public confidence.

Each year the Commissioner will produce an Annual Report detailing how well performance against the plan is progressing. A copy of the Annual Report is available on the Commissioners website.

In addition to this is the role of the Police and Crime Panel. The Commissioner is held to account by this panel, which also has power to veto the precept and the appointment of a new Chief Constable. This panel is administered by the County Council and its terms of Reference can be found on Nottinghamshire County Councils website.

3.6 ***Ensuring Value for Money***

In times of austerity there is a great deal of focus on the “money” and how it is being spent. The Commissioner wanted to do more than this and has implemented a base budget review in 2013 on the principles of priority based budgeting. This means that no budget is protected; each element of expenditure must demonstrate that it is being used in the achievement of the police and crime plan and in doing this is the work being done at the most economic level.

This review identified where and how further savings could be achieved. The recommendations from the final report are being implemented and making savings in existing budgets.

The Commissioner is also commissioned specific pieces of work with partners and the third sector. Each commissioning agreement requires performance details and achievement goals. Similarly, the grant monies that are being allocated to community groups and the third sector also have a requirement to achieve performance aims linked to the Police and Crime Plan.

The Commissioner is also the Regional Chair from 1st April 2014 on the PCC Board, which; ensures regional activities continue to drive out further savings and improved working over the medium term financial period.

The joint audit and scrutiny panel receive audit reports, update reports and the strategic risk register. These reports enable the panel to challenge the OPCC and the Force on ensuring value for money across all activities. The terms of reference for the Joint Audit and Scrutiny Panel, together with all reports and minutes are available on the website.

3.7 ***Working Together***

As has been reported in previous sections the Commissioner is listening to victims, communities and partners and this is at the heart of how he does business. He is involving people from across these areas to develop and work with him in bringing about improvements.

Each partnership, commissioning agreement, grant agreement and review has terms of reference linked to the clear achievement of the police and crime plan priorities. These agreements clearly define the responsibility of each participant.

Regionally the five PCC's and forces collaborate to ensure resilience and deliver value for money. This is done under Section 22 agreements. During 2013-14 the following arrangements for collaboration have been agreed and were in place: EMSOU, EMSOU-CT, EMSOU-FFI, EMSOU-MC, EMTSU, EMSCU, Learning and Development, Occupational Health, Payroll, Protected Person Services, RIPA and Risk Register.

The "Act" required PCC's to put a Scheme of Delegation in place to ensure the business continued to run smoothly. There was one significant change relating to this in that delegations could no longer be made to the Chief Constable (or any constable) and therefore have been made to specific members of staff employed by the Commissioner, but some of whom are under the direction and control of the Chief Constable. The Scheme of Delegation is approved and operating effectively. The Scheme of Delegation is available on the Commissioners website.

The OPCC and Force also have a Working Relationship Agreement, bringing clarity to the services required by the OPCC from functions under the Chief Constable's direction and control. The Draft Working Relationship Agreement is available on the Commissioners website.

2014-15 will see further significant change as stage 2 of the Act is put in place. This has been planned for and the required changes to Governance arrangements have been put in place to ensure a smooth transition.

3.8 ***Ensuring High Standards of Conduct and Behaviour***

There are a number of ways that this is achieved:

- The Commissioner, Deputy Commissioner, Chief Executive and Chief Finance Officer have published declarations of interest on the OPCC website.
- Details of salaries and expenses claimed are also published on the website.
- A gifts and hospitality register is in place for all staff and members of the OPCC to record details of all offers made and this is reviewed annually.
- Members of the Joint Audit and Scrutiny Panel and staff attending the Strategic Resources and Performance meeting are required to make declarations of interest where appropriate and that these are formally minuted.
- Professional bodies codes of conduct, that staff have to comply with (e.g. Chartered Institute of Public Finance and Accountancy) are part of what we do.
- A Complaints Procedure is in place for complaints against the Commissioner, Deputy Commissioner, staff and members in the OPCC and the Chief Constable.
- An Anti-Fraud and Anti-Corruption Policy is in place and reported on together with fraud returns annually to the Audit Commission.
- Financial Regulations are in place together with standing orders for Land and Property and Contracts.
- The Commissioner and Deputy Commissioners Code of Ethics.

All of the above together with other policies and the culture of working in the OPCC ensure the high standards of conduct and behaviour are achieved.

3.9 ***Decision Making Transparency***

All decisions not specifically delegated are made by the Commissioner. There are two ways in which decisions can be made, either:

1. In a public meeting of Strategic Resources and Performance, where minutes are taken recording decisions made. These minutes are published on the website.
2. In day-to-day management activity by the Commissioner. This is done by a report with any required supporting information and Executive Decision Record being completed and submitted to the Commissioner. Once approved the decision record is published on the website.

The Commissioner refers to the professional officers within the OPCC to inform the decisions being made.

The role of the Joint Audit and Scrutiny Panel also ensures transparency in the decisions made. It receives reports and can make recommendations to the Commissioner on issues relating to audit and inspection, risk management, recommendations from other sources such as scrutiny working groups and governance.

The strategic risks of the OPCC are incorporated in the joint strategic risk register that is reported regularly to the Joint Audit and Scrutiny Panel. All significant public interest decisions are published on the Commissioners website.

3.10 ***Developing Capacity and Capability***

Staff within the OPCC were directly transferred from the former Police Authority, bringing those skills with them. During 2013-14 a further review of the existing staffing structure has been undertaken and a new structure reflecting the needs of an efficient and effective OPCC has been implemented.

During 2013-14 and together with other local authorities and the fire service a CIPFA Graduate Trainee scheme has been put in place. The success of this scheme is being held as best practice for other areas to follow.

The Commissioner is now considering Apprenticeships for a post already identified within the new OPCC structure.

Members of the Joint Audit and Scrutiny Panel have undertaken inductions within the OPCC and Force during the year. Internal audit and external audit have also provided training on their roles and the roles of the members in providing an effective Audit Panel. CIPFA provided their training course to members in the region in September 2013.

3.11 ***Engagement***

Throughout the previous sections you will have seen that engagement with people in our communities, in business, in third sector organisations, in partners and in our own staff and police officers is very important to us.

We are constantly striving to ensure inclusion of all stakeholders especially in driving improvement in community safety that is important to you.

We encourage you to complete our surveys and questionnaires which we have available at public events and on line.

The Commissioner has met his commitment to establishing two Public Stakeholder Forums to allow stakeholders to have a direct influence and voice over policing priorities and how resources are allocated.

How the Commissioner proposes to engage with the public and victims of crime is set out in the published Community Engagement and Consultation Strategy. This document can be found on the Commissioners website.

3.12 Other Achievements during the Year:

- **Online Chats:** The Commissioner has supported further consultation with Young People with on line Chats and joined the Chief Constable for online chats with police officers and police staff.
- **Consultation on the policing estate:** The Force is continuing its work to examine areas of business where services can become more efficient and savings made as a means of navigating the current financial challenges.
- **Rural Crime Focus:** The Commissioner hosted a Strategic Resources and Performance Meeting which highlighted issues of rural and wildlife crime, marking his commitment to tackling the issues.
- **Purchase of EMSOU HQ:** The operational headquarters of the East Midlands Special Operations Unit has been bought by the region's five police forces. The purchase had been agreed by the Regional Police and Crime Commissioners and Chief Constables, with the East Midlands forces sharing the long-term financial savings.
- **Home Office rethink of PCSO powers:** The Commissioner initiated the Home Office to rethink PCSO powers, and it has been announced that there will be consideration of expanding PCSO legal powers.
- **Victims Code:** The publication of the new Code of Practice for Victims of Crime (the Victims' Code) in October 2013 has been welcomed, with a Victims Strategy being prepared for 2014 for Nottinghamshire and Integrated Victims Services from October 2014 as the Commissioner is an early adopter.
- **The living wage accreditation:** Nottinghamshire Police is to be the first police force in England and Wales to sign up to a national campaign calling for all workers to be paid an hourly rate that matches the cost of living. The new Living Wage is £7.65 per hour, which is significantly higher than the Minimum Wage, which is £6.31.

4. REVIEW OF EFFECTIVENESS

- 4.1 The OPCC has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including:
- The system of internal audit.
 - The system of internal control.

The review by the OPCC has two elements to it. Firstly, it has to be satisfied that the process put in place by the Chief Constable for the force's assurance review is adequate and reliable. This was done through a joint consultation early in the review process.

Secondly, is the process upon which the OPCC can rely. This consists of obtaining individual assurances from the Chief Constable, the ACO Resources, the Chief Executive and the Chief Finance Officer, together with the annual assurance provided by the internal auditors and regional Deputy Chief Constable. These assurances form the basis of assessing whether governance is operating effectively and that controls which are in place are being adhered to.

- 4.2 The comments made on the assurance forms are incorporated where applicable in the accounts and action plans. For example contingent liabilities and accruals have been made where appropriate.
- 4.3 In addition to this a review based upon the use of resources self assessment principles and the schedule provided in the CIPFA/SOLACE framework has been developed and completed. This provides links to documentary evidence to support this statement and has been provided to the external auditor for their review.
- 4.3 The Chief Finance Officer has had responsibility for reviewing and updating the Scheme of Delegation and Financial Regulations during the year to ensure they were fit for purpose and met the new requirements of the Act. The reviewed delegation and regulations have been approved by the Commissioner. These have been reviewed further by the Chief Finance Officer with the Chief Executive, ACO Resources and the Deputy Chief Constable, in preparation for the Stage 2 Staff Transfer.
- 4.4 The internal auditors produce reports for the Joint Audit and Scrutiny Panel throughout the year and use this work to inform their annual assurance opinion in their annual report. For 2013-14 they have rated the assurance level as adequate. The internal audit annual report will be available on the website under the Audit and Scrutiny Panel meeting papers for June 2014.

- 4.5 The work of the HMIC is also reported to the Joint Audit and Scrutiny Panel and the Force produce regular reports to the panel on the implementation of all audit and inspection recommendations. The Audit and Scrutiny Panel papers on the website include as a standing item a report on all audit and inspection report recommendations, which includes a tracker for their implementation.
- 4.6 Internal Audit verifies the implementation of all audit and inspection recommendations in their follow-up audits during the year. The results of the follow-up audit are reported in the Internal Audit Progress Reports to the Audit and Scrutiny panel.
- 4.7 Other assurance mechanisms include the Regional meeting of Commissioners and Chief Constables and the Police and Crime Panel.
- 4.8 There are areas to further monitor which include the development and delivery of the Forces efficiency savings, which form part of the HMIC inspection regime, under Valuing the Police.
- 4.9 There will be further challenges and opportunities for partnership and community working for the Commissioner with the introduction of the Anti-Social Behaviour, Crime and Policing Act 2014, particularly around the need to consult on Community Triggers and Community Remedies.
- 4.10 Effectiveness of victims services will transfer to the Commissioner from October 2014, as an early adopter the Commissioner has in place an Integrated Victims Services Programme Board to manage the interoperability and delivery of services to victims.
- 4.11 The effectiveness of the Strategic Policing Requirement will be monitored by the use of a Strategic Toolkit produced by the College of Policing, and will form part of the assurance processes of the Joint Audit and Scrutiny Panel.

5. SIGNIFICANT GOVERNANCE ISSUES

FINANCIAL CLIMATE

- 5.1 This continues to dominate the public sector risk registers. The current Comprehensive Spending Review (CSR) required up to 20% cuts in grant funding to 2014-15. Further cuts in the next CSR were announced on 26th June 2013.
- 5.2 To date the Force has delivered savings on average of £10m per annum. The Medium Term Plan sees this continuing up to 2020 at least. Savings of £12.7m have to be achieved in 2014-15.
- 5.3 The Medium Term Financial Plan is approved by the Commissioner in February and is available on the website. It is updated during the year as significant changes emerge. These updates are also available on the website.
- 5.4 There are further risks that could impact on the above estimates for example the impact of the Single Rate Pension from April 2016 this is likely to result in an additional cost of £3.5m in the budget.
- 5.5 We are also limited in any other mitigation that we could take. Council Tax referendum limits are being set low and the freeze grant ceases in 2015-16.
- 5.6 We are further impacted by the localisation of council tax – the billing authorities in response to the Governments limited delegation, have made decisions that have significantly reduced the tax base estimates and therefore the amount to be raised through the precept. Similarly any further change to Partners funding is likely to have an impact on the Police and Crime budget or service delivery.
- 5.7 Whilst funding continues to reduce it is imperative that good governance structures and processes continue to operate in the OPCC and Force.

PERFORMANCE

- 5.8 In 2012-13, crime reduced 12% against an 8% target and antisocial behaviour (ASB) fell by 34.6%. However, during 2013-14, crime increased by 0.7% and ASB fell by 6.5% against an 8% target. Over the two year period (2011-12 to 2013-14) crime has reduced 11.4% and ASB 38.8% toward a 50% reduction target.

- 5.9 During 2013-14, crime increased by 0.7% and ASB fell by 6.5% against an 8% target. Over the two year period (2011-12 to 2013-14) crime has reduced 11.4% and ASB 38.8% toward a 50% reduction target.
- 5.10 Details on performance and the improvements made are reported to the Strategic Resources and Performance meeting as a standing item on the agenda. Performance details are also provided in the Commissioners update report which is reported to the Police and Crime Panel and the Audit and Scrutiny Panel. These are also available on the website and Nottinghamshire County Councils website. The Commissioner has weekly bi-lateral meetings with the Chief Constable to review performance.
- 5.11 The support of the Commissioner in increasing the numbers of offices and PCSO's and working closely with partner organisations does mitigate this currently. However, as funding is restricted further it is probable that recruitment will be affected and risk mitigation reduced.

HUMAN RESOURCES

- 5.12 The Target Operating Model is developing a picture of what the Force will look like in 2020 as funding reduces year on year. One major change will be to the way of working and therefore the workforce mix and numbers of officers and staff will change.
- 5.13 BME recruitment and retention to reflect the communities of Nottinghamshire will continue to be a cause for concern and the force positive action campaigns' will continue to be reviewed.
- 5.14 A contingent liability has been identified within the statement of accounts relating to the application of regulations A19 during 2011-12. The ruling is currently being appealed.

STAGE 2 TRANSITION

- 5.15 This will bring further changes to governance arrangements and will require changes to the existing Scheme of Delegation, financial regulations and all jointly owned policies. Work on this commenced in 2013-14 and is currently being finalised.

- 5.16 A board of senior management had been in place to develop the transfer order for the Home Secretary and ensure a smooth transition. The Transfer Order has now been finalised and signed off by the Home Secretary.

INFORMATION GOVERNANCE

- 5.17 The arrangements for information governance need to provide the assurance needed by the Commissioner. This particularly relates to the unauthorised use of force data and the need for information sharing protocols to be standardised for partner organisations.
- 5.18 The Information Sharing Protocol between the Force and the Commissioner is being developed.



Nottinghamshire

POLICE & CRIME COMMISSIONER

ANNUAL ASSURANCE STATEMENT

2013-14

SIGNED:

**Mr Paddy Tipping
Police and Crime Commissioner
23 September 2014**

**Mr Kevin Dennis
Chief Executive - OPCC
23 September 2014**

**Mrs Charlotte Radford
Chief Finance Officer – OPCC
23 September 2014**