



## **ANNUAL GOVERNANCE STATEMENT FOR THE CHIEF CONSTABLE OF SUFFOLK CONSTABULARY**

### **1. INTRODUCTION**

This Annual Governance Statement reflects the position as at 31 July 2019 including the financial year 2018-19, and plans for the financial year 2019-20.

### **2. SCOPE OF RESPONSIBILITIES**

The Chief Constable of Suffolk is responsible for ensuring that his 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.

In discharging this overall responsibility, the Chief Constable is also responsible for putting in place proper arrangements for the governance of his affairs and facilitating the exercise of his functions, which includes ensuring there is a sound system of governance (incorporating the system of internal control), which is maintained throughout the year and that arrangements are in place for the management of risk.

The Chief Constable's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Finance Officer of the Police and Crime Commissioner and the Chief Finance Officer of the Chief Constable. The role of the Chief Finance Officer of the Chief Constable is outlined in the CIPFA statement above and also defined by statute in the Police Reform and Social Responsibility Act (2011) and is described in more detail in the Financial Regulations contained within the Police and Crime Commissioner's Scheme of Governance and Consent.

The Police and Crime Commissioner (PCC) has approved and adopted a Code of Corporate Governance, which is consistent with Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales published in 2016 by CIPFA. The PCC's Code of Corporate Governance was reviewed during 2016 to accommodate the seven governance principles contained within the Guidance Notes so that with effect from 1 January 2017 a revised code replaced the previous 2013 edition (see Decision No 49-2016 on the [PCC's website](#)).

A copy of the code can be found on the website [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk) (search for Code of Governance) or obtained from Suffolk Constabulary, Police Headquarters, Martlesham Heath, Ipswich, IP5 3QS.

This statement explains how the Chief Constable has complied with the Code and also meets the requirements set out in the Accounts and Audit Regulations 2015 in relation to the review of the effectiveness of internal controls and the publication of an Annual Governance Statement.

### **3. THE PURPOSE OF THE GOVERNANCE FRAMEWORK**

The governance framework comprises the systems, processes, culture and values by which the Chief Constable is directed and controlled, and the activities through which he accounts

to and engages with the community. It enables the Chief Constable to monitor the achievement of his strategic objectives and to consider whether those objectives have led to the delivery of appropriate cost-effective services, including achieving value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore 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 the Chief Constable's policies, aims and objectives; to evaluate the likelihood of those risks being realised and the impact should they be realised; and to manage them effectively, efficiently and economically.

The governance framework has been in place for the Chief Constable of Suffolk for the year ended 31 March 2019 and up to the date of approval of the accounts.

#### **4. THE GOVERNANCE FRAMEWORK**

The Chief Constable is responsible for maintaining the Queen's Peace and has direction and control over the Constabulary officers and staff and for putting in place proper arrangements for the governance of the Constabulary. The Chief Constable has day-to-day responsibility for the financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC.

For the period 1 May 2015 until 7 April 2019 the PCC and Chief Constable shared a Chief Finance Officer. This was an arrangement made following consultation with the Audit Committee. From 8 April 2019 the PCC and Chief Constable have reverted to a position where they each have a Chief Finance Officer.

The following narrative describes the key elements of the systems and processes that comprise the governance arrangements that have been put in place for the Constabulary.

##### **4.1 Planning**

The PCC published his second Police and Crime Plan that covered the period 2017-2021 and applied from 1 January 2017 (see Decision No 2-2017 on the [PCC's website](#)). Its production complied with the processes required to be adopted by legislation and as pertained with its predecessor. The Police and Crime Plan is currently undergoing a review and is planned to be presented for consideration to the Police and Crime Panel as statutorily required in July 2019.

The Plan articulates the PCC's police and crime objectives. To enable the PCC's vision for policing to become a reality, the objectives have been translated into an Action Plan which will drive day-to-day activities. Progress against the Action Plan is assessed under the Performance Management Framework. The Action Plan and Performance Management Framework are described in Decision No 2-2017. A detailed Delivery Plan outlining specific actions, timescales and milestones has also been produced and which drives delivery by the Chief Constable and the Office of the PCC.

There is a co-ordinated process for strategic and medium-term financial planning that covers the period 2019-20 to 2022-23. This considers risk, local and national priorities and meeting efficiency savings, value for money principles and financial resilience criteria in order to produce a medium term view and an annual balanced budget. The work involves liaising closely with operational staff and budget managers followed by a detailed process of scrutiny and challenge by Chief Officers in order to ensure that the plan reflects the strategic aims of the Constabulary and the PCC.

The medium-term planning process for the 2019-20 to 2022-23 was enhanced through a Service and Financial Planning process that, for the second year, was underpinned by Outcome Based Budgeting (OBB) principles as a strategic organisational budget planning and organisational change approach. OBB links the key activities of the Constabulary with spending and establishment data, performance data, risks and priorities and outcome and demand data. This allows strategic, evidence-based decisions to be taken on where to invest money in priority areas of increasing demand, and where the Constabulary can increase efficiencies.

The financial strategy reflects the corporate and operational objectives of the Constabulary and the PCC. Delivery of a balanced budget against the four year period of the Medium-Term Financial Plan (MTFP) 2019-20 to 2022-23 requires recurrent savings of £4.5m to be delivered over the planning period, of which savings plans of £3.1m have been identified, leaving savings to be identified of £1.4m. This four year target can be met through initiatives such as OBB, evidence-based policing projects, and further regional collaboration. Progress will be monitored by the Chief Constable and Chief Officer Team on a monthly basis and discussed with the PCC at monthly MTFP update meetings.

Suffolk and Norfolk Constabularies gather data and intelligence from a range of sources to produce an annual Strategic Assessment. The Strategic Assessment considers all relevant internal and external factors that might impact upon policing, crime and disorder at, county and local level, highlighting emerging issues, risks and threats. The 2018 Strategic Assessment included an organisational threat assessment. Using OBB principles this section looks at how the Constabularies could review internal processes and structures, such as overtime and sickness management, to make financial savings and improve efficiencies.

All operational issues are risk assessed using the nationally recognised Management of Risk in Law Enforcement (MoRiLE) framework. The Strategic Assessment is then used to inform the development and review of the Police and Crime Plan and the local policing plans and performance frameworks. This process also leads to the setting of the Operational Control Strategy. Within this strategy there are identified strategic leads for each theme area. Partners are consulted in the development of the Strategic Assessment and the final document is also shared with them to help aid their decision making and planning.

The Constabulary also undertakes strategic analysis in the form of strategic profiles. Where relevant these are produced jointly for Suffolk and Norfolk highlighting any cross-force and single force issues. The profiles cover a range of strategic crime and thematic topics, including organisational issues such as sickness and absence management, overtime and equality, diversity and inclusion. They provide a comprehensive account of the topic, taking into consideration any existing research or 'what works' evidence, to support strategic and tactical action plans and decision making. Partnership data is utilised wherever possible and consultation is also undertaken with stakeholders outside of policing as a key part of the process to ensure they are widely informed. These strategic profiles input to the overall Strategic Assessment.

## **4.2 Performance Management**

There is a clearly defined corporate performance management framework. Objectives and key performance indicators are established and monitored both at a corporate and local level. Regular reports are made to senior managers, the Chief Officer Team and to the PCC on performance against objectives. This includes detailed analysis and scrutiny of performance and compares performance against the most similar family of forces. A review of performance reporting is currently underway to ensure it continues to meet all parties' needs and requirements and optimises insight and decision making.

The PCC produces and publishes an Annual Report that details performance for the previous year against the objectives set in the Annual Policing Plan. Financial performance against the revenue budget, capital programme and levels of reserves is reported monthly to the Chief Constable and the PCC. The PCC, under the governance framework, has responsibilities to review key functions of the Constabulary and assess that the required level of performance is being achieved.

Strategic Business Operational Services (SBOS), (previously Joint Performance and Analysis Department (JPAD)) undertake analysis, research, consultation and improvement and evaluation activity across the Constabulary. The collaboration of these distinct areas of business within one department allows for more informed analysis to take place which could relate to any part of the organisation, whether operational or organisational. This collaboration also results in the greater use of a variety of techniques to aid tactical and strategic decision making and to formulate problem solving approaches. The department seeks to use an evidenced based approach to its work ensuring that the best available evidence regarding 'what works' is considered as part of the Constabulary's problem solving activity and evaluations are conducted to ensure lessons are learnt and successes identified.

The department produces analytical work to support a number of forums and groups, including the Tasking and Co-ordination Group meetings and Performance and Accountability meetings, delivering strategic and tactical products which facilitate forward resource planning and the identification and management of threat, risk and harm, thereby minimising costs to the organisation. SBOS also produces analysis in collaboration with external organisations and partners (including Ambulance, Fire Service, County Council District Councils, Youth Offending Team, Trading Standards) in order to better understand performance in the context of shared demand and so identify how best to manage and resource. The department and wider Constabulary are also primary members and contributors to the Suffolk Office of Data and Analytics – a collective partnership that aims to increase understanding and develop robust narratives which lead to change, through data analysis and insight generation. The department supports the Constabulary in meeting its statutory and legislative requirements regarding information and data provision including the Annual Data Returns as set out by the Home Office and provision of data for a large proportion of Freedom of Information requests.

The Crime Registry and Audit functions for Suffolk and Norfolk, which are part of SBOS, carry out independent and rigorous audits of crime and incident recording. They provide an objective assessment of how the Constabularies are complying with the National Crime and Incident recording standards. The audit reports produced are reviewed by Chief Officers and if areas for improvement are identified, action is allocated and taken accordingly. As necessary, any areas of risk in relation to Crime Data Integrity are also raised at the Force Crime Data Integrity meetings and, where relevant, at Force performance meetings. They are also detailed on the risk register.

As noted in the 2017-18 Annual Governance Statement, Norfolk and Suffolk Constabularies have implemented a single IT system which joins up four key areas of the business; Intelligence, Investigation, Case and Custody as part of a nine force consortium. The Norfolk/ Suffolk Athena development plan is nearing completion with the final stage underway and focussed on the review and restructure of the organisation to make the most efficient use of the application and then moving to implementation. This will conclude the transition of Norfolk and Suffolk to a business as usual model. Bespoke action plans continue to ensure the quality of crime recording is improved; this has included the retraining of all supervisors and Athena champions in understanding crime data integrity. Three dedicated data quality staff form part of the Athena business as usual structure to manage the data quality issues currently within the Athena system, supported by quality assurance

measures within the business as usual Athena processes. Data quality remains a key focus for the organisations with activity coordinated at Athena and Crime Data Integrity meetings.

### **4.3 Developing leadership and skills**

Suffolk and Norfolk Constabularies run leadership development programmes. The core leadership programme, for all newly promoted supervisors and managers both officers and staff, comprises personal and management skills workshops, 360 degree feedback, one-to-one coaching and mentoring. Personal and management development workshops under 'The Best I Can Be' banner are available for all to attend to enhance skills. One-to-one coaching and mentoring with a qualified internal or external coach, including level seven qualified executive coaches, is offered via a partnership with other local organisations. Formal annual continuing professional development (CPD) for coaches is offered via the partnership. We offer Masters degree level police leadership programmes in evidence-based policing, community-based practice with the University of Suffolk and University of Cambridge and are starting to offer apprenticeships to upskill our workforce, based on future skills' needs.

The College of Policing's Senior Leadership Programme is mandatory for all newly promoted Chief Inspectors and equivalent police staff and we promote the College's Aspire Programme for all underrepresented groups. Attendees on this programme also receive an executive coach to support personal development.

The Professional Development Review (PDR) process continues to be improved and embedded, with quality assurance and talent and succession planning activity taking place. Personal responsibility for learning, CPD, learning in the workplace and from others is emphasised via PDR and everyone should have active development plans within their PDR.

The leadership strategy promotes the idea that leadership is not necessarily about rank. It goes further to describe the development of the whole workforce which is engaged not only in day-to-day activity but also in strategic projects and change programmes.

### **4.4 Satisfaction**

The Constabulary measures the satisfaction of service users through the use of victim surveys with victims of hate crime, online crime, rural crime, business crime and domestic abuse. Performance is monitored through Force performance meeting and a Public Confidence Board which meets bi-monthly to set the strategic direction and oversee the work focussed on increasing the confidence and satisfaction of the public in policing services in Suffolk. The Constabulary also reports to the Office of the PCC on levels of satisfaction as one of the agreed Police and Crime Objectives and also reviews public confidence through monitoring of results through the Crime Survey of England and Wales.

### **4.5 Internal Control and Compliance**

The roles and responsibilities of senior officers within the Constabulary are established by the Scheme of Governance and Consent, Financial Regulations, common law, legislative requirements and role profiles.

The Chief Constable has weekly meetings with the PCC and bi-monthly public meetings through the Accountability and Performance Panel. Each Chief Officer controls a portfolio covering a designated range of activities.

### **Codes of Conduct**

The Police Code of Ethics, produced by the College of Policing, describes the principles that every member of the policing profession in England and Wales is expected to uphold and the standards of behaviour they are expected to meet. This Code applies to all those who work for the Constabulary, be they police officers, police staff, contractors or volunteers.

Officers and staff have been made aware of the Code of Ethics and its implications. Policies, procedures and training products are reviewed in line with the Code and it is central to decision making using the National Decision Making Model. Where there are breaches of the Code of Ethics or the Standards of Professional Behaviour there is a positive duty to report these matters. The Joint Professional Standards Department receives such reports and these are investigated appropriately and in accordance with Police Regulations.

An Ethics Committee has been established to enable officers and staff to raise ethical issues affecting the Constabulary to enable further improvement in the transparency, professionalism and ethical approach of officers, staff, policies and procedures to such issues.

A Joint Integrity Board has also been established with the aim of securing the internal confidence of staff and officers in the fair application of policy and process in matters of integrity and ethics and to ensure that the organisations manage risk and learn from cases to improve the service provided.

## **Fraud**

The Constabulary intranet site is proactively used on a regular basis to remind all officers and staff of their various responsibilities relating to fraud, ethical behaviour and other related matters.

The approved Anti-Fraud and Corruption Policy (Constabulary Policy No 110) was published on the Suffolk Constabulary website in April 2016. It is also available via the PCC website. This Policy sets out the processes for identifying and responding to fraud. Fraud is deterred through the exercise of policies and procedures. Regular internal audits, vetting of staff and a whistleblowing policy all contribute to deterring fraud.

The Financial Regulations set out the requirement for internal financial controls, including the approach to preventing fraud and compliance, together with the arrangements for dealing with suspected fraud, theft, irregularity and improper use or misappropriation of property or resources.

A case of suspected theft and fraud was identified during the reporting period. The financial loss is estimated to be in the low thousands, and is not significant in terms of the financial statements. A criminal investigation is underway and the relevant department is working with Internal Audit to review the effectiveness of its controls and, where relevant, to implement improvements.

## **Governance Scheme**

The PCC has adopted a Scheme of Governance and Consent, including Financial Regulations, Contract Standing Orders and various codes of practice as part of his governance arrangements. The Constabulary has to adhere to these documents that form a core part of the governance framework. These are reviewed periodically in accordance with requirements.

## **Risk Management**

Both the PCC and the Chief Constable maintain strategic risk registers which are regularly reviewed. Risk management policies and procedures are in place to ensure that the risks facing the PCC and Chief Constable in achieving objectives are identified, evaluated and reported.

The Joint Suffolk and Norfolk Constabularies' Risk Management Policy includes details of the risk management framework within the governance structure of Suffolk Constabulary. It sets out risk management requirements and practices that should be undertaken; by whom and when, and outlines the consequences of non-adherence. The policy supports a robust risk management approach for ensuring that strategic objectives are achieved and shows how risk is dealt with, by mitigation and/ or escalation to the appropriate level.

All legal requirements for insurance are met and insurance policies are reviewed as part of agreed regional consortium arrangements.

## **4.6 Accountability to the Community**

### **Communication and engagement**

Members of the public have a range of options for getting in touch and can contact the Constabulary via 101, 999, through its website and social media channels, or by visiting one of the three police station front counters.

The Constabulary offers regular, direct updates via its social and digital channels including Twitter, Facebook, Instagram and the force website. In addition, members of the public can sign up to the free Police Connect service to receive details of local crimes, initiatives and engagement opportunities via e-mail, voicemail or text. Regular web chats are held with members of the public, allowing communities direct access to chief officers and the PCC, and to ask questions on key areas of interest. Facebook is also used to post discussion questions in support of communications campaigns and advertising through Facebook has allowed the Constabulary to target key areas of the community according to defined demographics.

These platforms play an increasingly important part of engaging with communities. The Constabulary's total combined social media audience (including Facebook, Twitter Instagram) is more than 210,000. The Constabulary continues to provide a full service to the local media, engaging with local newspapers, radio and television to publicise crime appeals, event information, safety messages and policing initiatives.

These communication methods are further supported by face to face engagement at the three front counters at police stations in Ipswich, Lowestoft and Bury St Edmunds and by engagement through regular visibility patrols carried out by our Safer Neighbourhood Teams. The newly appointed Community Engagement Officers who cover the nine localities across the county use our digital platforms and work with relevant partner agencies to highlight and promote policing work and conduct and co-ordinate community engagement activities. Alongside this, key stakeholders are consulted with in person by police officer attendance at key meetings when significant change programmes are in development or when major incidents have occurred.

The Constabulary consults with a wide range of local communities, businesses and partner agencies to ensure good information is available for decision making in respect of policing priorities and the Strategic Assessment. The Independent Advisory Group and Business Forum are examples of consultative groups in place to allow us to gauge thoughts and opinions on operational and strategic areas.

The Constabulary is committed to ensuring that its services are accessible to all, and that all communities representing the diverse nature of Suffolk are given opportunities to have their voices heard. The Improvement and Evaluation Team undertake this work on behalf of the Constabulary.

## **Partnerships**

Suffolk Constabulary collaborates extensively with Norfolk Constabulary as it has done since 2008. This formal collaboration is across a range of services including operational policing and back office functions. The PCC is required to give approval to collaborative opportunities before they can commence. There are governance arrangements that cover operational managers and Chief Officers. The main drivers have been to maintain the effectiveness of operational and organisational support and to drive out efficiency savings through economies of scale in order to protect front line resources wherever possible.

There are also services that are subject to ongoing regional collaboration. A Seven Force strategic collaboration programme has been established with a mission to develop options for wider collaboration in order to make efficiencies and drive out savings. The programme is governed jointly by the seven PCCs and seven Chief Constables.

The Constabulary also has a good track record on sharing properties with other local government partners. These include shared ownership and accommodation with the County Council at Landmark House in Ipswich; with the Fire Service in Fire Stations at Ixworth, Elmswell, Framlingham, Debenham, Woodbridge, Felixstowe, Newmarket, Saxmundham, Clare, Leiston and Beccles and with the NHS in Eye.

Further collaborative work is currently being undertaken for the Police and Fire Services to share further premises in Central Ipswich and Stowmarket built upon the eleven premises that are currently already operational and used jointly. Another fire station site at East Ipswich has also undergone a feasibility study which is next door to a proposed ambulance station and workshop facility. The Ambulance Service is also involved in some further work that is being undertaken at Ipswich, Bury St Edmunds and Stowmarket. Work is also underway to construct a £40M public sector hub at Mildenhall due for completion in autumn 2020 to include education, leisure and health services and District and County Councils as well as some accommodation to relocate the police station at Mildenhall. Other engagement is currently underway at Sudbury with a health centre scheme to include public sector partners and police. Work is ongoing on a major initiative in Bury St Edmunds to bring public sector organisations together on the Western Way site alongside the current West Suffolk Council offices, West Suffolk College and Leisure Centre. These initiatives are all part of the One Public Estate collaboration in the Ipswich Central and West Suffolk areas that the PCC remains committed to support and participate in.

The PCC and Constabulary work closely with partners in order to deliver county-wide objectives around community safety issues. Each of these partnerships is subject to its own governance arrangements.

## **5. REVIEW OF EFFECTIVENESS**

The Chief Constable has responsibility for conducting an annual review of the effectiveness of the governance framework, including the system of internal control. These reviews have been informed by the work of the Constabulary, Internal Audit and also officers of the PCC who have the responsibility for the development and maintenance of the governance environment. In addition, comments made by the external auditors and other review agencies and inspectorates have informed this review.

The roles and processes that have been applied in maintaining and reviewing the effectiveness of internal control include the following:

### **Corporate Governance Assurance Group**

This group reviews the corporate governance framework and systems of internal control and to prepare the Annual Governance Statement for consideration. The group comprises the Chief Constable, the Chief Constable's Chief Finance Officer and the Head of Joint Finance. These officers are involved in the oversight of the governance framework and its processes and therefore the review of its effectiveness. During 2018-19 the Group assessed assurance against each of the major activities undertaken within the Constabulary and compliance with the Code of Corporate Governance. As part of this the Group has taken account of the information described in more detail in this section.

### **Internal Audit**

Internal audit provided an independent opinion on the adequacy and effectiveness of the system of financial control, including the key controls operating within and around the core financial systems. Deficiencies in internal controls are reported to management whose responsibility is to consider them and act appropriately. The result of the internal audit review of the effectiveness of the system of internal control has been reported to the Audit Committee of the PCC and Chief Constable. The internal audit programme is prepared and agreed with the PCC and Constabulary following a risk based assessment.

Based on the findings of the internal audit work carried out throughout 2018-19, and the outcomes of external assurance provider reports, it is the opinion of internal audit that the PCC's/ Constabulary's control environment provides assurance that the significant risks being faced have been addressed:

*"TIAA is satisfied that, for the areas reviewed during the year, the Police and Crime Commissioners for Norfolk and Suffolk and Chief Constables of Norfolk and Suffolk Constabularies have reasonable and effective risk management, control and governance processes in place. Also, there was evidence to support the achievement of value for money with regard to economy, efficiency or effectiveness of the systems reviewed. This opinion is based solely on the matters that came to the attention of TIAA during the course of the internal audit reviews carried out during the year and is not an opinion on all elements of the risk management, control and governance processes or the ongoing financial viability which must be obtained by the Police and Crime Commissioners for Norfolk and Suffolk and Chief Constables of Norfolk and Suffolk Constabularies from its various sources of assurance."*

In their Annual Assurance report 2018-19 the internal auditors advised that they had carried out 23 reviews designed to ascertain the extent to which the internal controls were adequate to ensure that activities and procedures are operating to achieve objectives. For each assurance review an assessment of the combined effectiveness of the controls in mitigating the key control risks was provided. Of the assessment, whilst the majority were graded "substantial" or "reasonable", 2 were graded as limited, as follows:

*i Internal Audit – Duty Management System (DMS)*

This review appraised the effectiveness of controls for the management of DMS. Nine important and two routine action points were identified.

*ii Internal Audit – Allowances*

This review focused on the validity of allowances claimed, including on-call, overnight, mutual aid and meal allowances, as well as compliance with policy and clarification of claiming allowances. One urgent and two important action points were identified.

During 2018/19 the internal auditors reported to Audit Committee that a number of recommendations from internal audits remained outstanding. As a consequence, Chief Officers from the Constabulary will monitor the action taken to address the recommendations upon a regular basis and the internal auditors will continue to report upon progress with regard to completion of the recommendations to the Audit Committee.

### **HMICFRS – Effectiveness, Efficiency and Legitimacy Inspections**

The Constabulary is subject to review by Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) through the new Integrated PEEL Assessments and a number of inspections were carried out over the period. Reports relating to Suffolk can be found on HMICFRS website:

<https://www.justiceinspectorates.gov.uk/hmicfrs/?force=suffolk&type=publications>

Specifically, in the period covered by this Annual Governance Statement HMICFRS reported on a number of inspections concerning effectiveness, efficiency and legitimacy as well as smaller thematic inspections, such as the Norfolk and Suffolk joint inspection of police custody. The inspection reports can all be viewed on the PCC's website.

Suffolk Constabulary was assessed as good in respect of the efficiency with which it keeps people safe and reduces crime. HMICFRS did not identify any causes for concern and made no specific recommendations.

Suffolk Constabulary was assessed as good in respect of the legitimacy with which it keeps people safe and reduces crime. HMICFRS did not identify any causes for concern and made no specific recommendations.

Suffolk Constabulary was assessed as good in respect of the effectiveness at keeping people safe and reducing crime. HMICFRS did not make any specific recommendations.

A number of areas for improvement were identified across the three inspections into efficiency, legitimacy and effectiveness. The PCC will monitor progress against these areas through the Accountability and Performance Panel.

Officers remain vigilant about the need to continue to apply effective controls and Audit Committee members will continue to monitor performance on this.

### **Police and Crime Panel**

The Panel provides a check and balance in relation to performance of the PCC. The Panel scrutinises the PCC's exercise of his statutory functions.

The Constabulary's role is to support the PCC in these meetings where requested, and to support the delivery of the Police and Crime Plan.

### **Audit Committee**

The Audit Committee for the PCC and Chief Constable discharges the functions of an Audit Committee as suggested by the Practical Guidance for Local Authorities and Police Audit

Committees (2013) published by the Chartered Institute for Public Finance and Accountancy (CIPFA).

The Audit Committee performs the functions as set out in the CIPFA Guidance:

“To provide independent assurance on the adequacy of the risk management framework and the associated control environment, independent scrutiny of the organisation’s financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process.”

In order to undertake this role, the Committee takes assurance from inspections carried out on the activities of the PCC and Chief Constable. Inspection reports originate, as appropriate, from a number of sources and include internal audit, external audit and HMICFRS.

The Audit Committee agrees an Annual Report upon its activities each year and these are published on the PCC website.

For further information upon the Audit Committee, reference should be made to the Decision-making and Accountability Framework within the Scheme of Governance and Consent (see Decision Nos 7-2015 and 49-2016, 19-2018 and 11-2019 on the [PCC's website](#)).

### **Collaborative Governance**

Proposals for collaboration go through a detailed process designed to ensure that all options are considered and that all parties can sign up to formal agreements in the knowledge that future policy, performance and resource levels are recognised at the start. Dedicated resources are in place to support those units subject to Suffolk/ Norfolk collaboration, including the formulation of detailed business cases. The business cases are subject to review by senior officers and the Joint Chief Officer Teams of the two constabularies. Proposals are then required to be approved by the PCCs. Any approved collaborations are underpinned by formal agreements covering the legal aspects of collaboration. A similar process applies to regional proposals.

A Programme Management Office has been established to oversee all collaborative activities on a day to day basis, monitor progress against the agreed programme and report upwards into a Joint Norfolk and Suffolk Organisational Board and onwards to the Joint Chief Officer Team and the Commissioners.

For 2018-19 Suffolk and Norfolk Commissioners had a set of joint Financial Regulations and Contract Standing Orders incorporated through their Schemes of Governance and Consent.

### **Data Security**

On data security there have been 3 breaches during 2018-19 which have been referred to the Information Commissioners’ Office. Apart from a review of policy in one instance, no further action has been required by the Information Commissioners’ Office.

### **Financial Planning**

The MTFP 2019-20 to 2022-23 was developed following the announcement by The Minister of State for Fire and Policing on 19 December 2017 of the provisional police grant funding settlement for 2018-19.

The Home Office had been engaging with the police sector on changes to the police funding formula in recent years. However, due to changing government priorities, plans for amending the formula, which were expected to take effect for 2018-19, have been postponed until the next Spending Review.

As a result, there were no changes to grant damping in 2018-19, and all PCCs' core Home Office grant funding has increased by 2.1% above the 2017-18 level.

The increase in core grant, along with the specific pension grant from the Home Office of £1.2m, does not fully fund the increase in employer contributions to the police officer pension schemes imposed by the Treasury and therefore this increase in funding is not available to spend on PCC or force priorities.

In terms of precept, the written ministerial statement issued by the Home Secretary, the Rt Hon Sajid Javid MP, outlined that, "we are also proposing to double the precept flexibility for locally accountable PCCs. Last year, we provided additional £12 precept flexibility. This year, we propose giving PCCs the freedom to ask for an additional £2 a month in 2019-20, to increase their Band D precept by £24 in 2019-20 without the need to call a local referendum."

The Home Secretary also stated that, "last year, we indicated we would provide a similar funding settlement in 2019-20, if the police made progress in delivering further commercial savings, used mobile digital working and increased financial reserves' transparency. The police have delivered on these conditions and are on track to deliver £120m in commercial and back office savings by 2020-21 and move towards a new commercial operating model."

The MTFP 2019-20 to 2022-23 was finalised and considered by the Police and Crime Panel at its meeting on 25 January 2019, and the PCC's proposed increase in council tax by nearly £24 per annum for a Band D property in 2019-20 was supported.

Based on the agreed financial planning assumptions, financial balance will be achieved through the delivery of planned savings of £3.1m over the period of the MTFP, together with further savings to be identified of £1.4m.

Robust governance arrangements are in place across the Constabularies, which provide both the framework within which to monitor delivery of the approved planned savings, and also to consider opportunities to progress the further savings requirements in 2020-21 and 2021-22.

Through the Accountability and Performance Panel meetings and monthly updates from the Constabulary, the PCC will hold the Constabulary to account to ensure that the overall savings plans are delivered on time and within budget.

The 2018-19 outturn shows plans to maintain reserves at £8.1m (£7.8m at 31 March 2019). The plans ensure maintaining an appropriate general reserve of £3.5m (approximately 3% of net revenue budget).

Chief Officers remain vigilant about the need to continue to apply effective controls and Audit Committee members will continue to monitor performance on this.

The Corporate Governance Assurance Group has concluded that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

## **6. SIGNIFICANT GOVERNANCE ISSUES**

There are no significant governance issues that have been identified for the purposes of this Annual Governance Statement.

Internal auditors have reported regularly during 2018-19 upon outstanding recommendations from their internal audits. The outstanding recommendations will be monitored and addressed on a regular basis by Chief Officers with the internal auditors. The internal auditors will continue to report progress upon compliance with the recommendations to Audit Committee.

## **7. CONCLUSION**

This statement gives an accurate summary of the governance arrangements in place and of their effectiveness. Further it is concluded from the above that proper arrangements for governance of the Chief Constable's affairs are in place and that their operation through the governance framework is fit-for-purpose.

**Stephen Jupp**

Chief Constable of Suffolk Constabulary

**Kenneth Kilpatrick**

Assistant Chief Officer of Suffolk Constabulary

Date

Date

Signed on behalf of senior staff and senior officers of Suffolk Constabulary.