

APPENDIX - Governance and Accountability

This appendix outlines

- Governance and accountability
- Performance framework
- Audit and Inspection
- Risk management
- Complaints and professional standards

Governance and accountability

The governance framework allows the PCC to take sound decisions and to achieve overall objectives in an open and accountable way.

In a policing context, good governance is about how those responsible for the service ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It is about good decision-making. It comprises the systems, processes, cultures and values by which the PCC and Chief Constable directs and controls the organisation.

Three important changes to the policing landscape resulted from the 2011 Police and Social Responsibility Act:

- Abolition of the Police Authority and the transfer of most of its functions to the elected Police and Crime Commissioner (PCC).
- Establishment of both the PCC and the Chief Constable as Corporations sole.
- Creation of an additional body – the Police and Crime Panel (PCP) – whose core role is to hold the PCC to account.

The PCC is committed to providing the highest standards of service with integrity. The governance framework allows us to exercise integrity, openness and accountability for decisions.

Police and Crime Panel

The role of the Police and Crime Panel is to hold the PCC to account, and assist, the PCC in the way they exercise their role. They scrutinise the actions and decisions of the PCC and make sure information is available for the public.

The Cleveland panel is made up of 12 local councillors from each of the area’s four local authorities and two independent (non councillor) co-opted members appointed by the Panel.

Panel Member	Borough Council	Party
Cllr Steve Nelson	Stockton-on-Tees	Labour
Cllr Norma Stephenson	Stockton-on-Tees	Labour
Cllr Ken Dixon	Stockton-on-Tees	Ingleby Barwick Ind Soc

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Cllr Terry Laing	Stockton-on-Tees	Conservative
Cllr Peter Cox	Middlesbrough	Independent
Cllr Charlie Rooney	Middlesbrough	Labour
Cllr Bernie Taylor	Middlesbrough	Labour
Cllr George Dunning	Redcar & Cleveland	Labour
Cllr Ray Goddard	Redcar & Cleveland	Labour
Cllr Chris Abbott	Redcar & Cleveland	Liberal Democrat
Mr Stuart Drummond	Hartlepool*	Independent
Cllr Carl Richardson	Hartlepool*	Labour
Geoff Baines		Independent
Gwynth Duncan		Independent

*Note. Hartlepool nominees subject to ratification by Full Council

The powers of the Police and Crime Panel are

- Require the PCC (or member of their staff) to attend panel meetings to answer questions.
- Request the Chief Constable attends a panel meeting to answer questions, where it has already required the commissioner to appear before the panel.
- Appoint an acting commissioner from amongst the PCCs staff if the commissioner elect has resigned, been disqualified, incapacitated or suspended.
- Veto the PCCs proposed precept.
- Veto the PCCs proposed appointment of a Chief Constable.
- Review the PCCs draft police and crime plan.
- Review the PCCs annual report.
- Hold confirmation hearings for the PCCs proposed chief executive, treasurer and deputy PCC appointments.
- Deal with complaints about the PCC, including passing on any allegations about criminal offences to the Independent Police Complaints Commission.

Decision Making Framework

The Police and Crime Commissioner is the legal contracting body who owns all the police assets and liabilities, with the responsibility for the financial administration of the Office of the PCC and the Force, including all borrowing limits.

The PCC will receive all funding, including the government grant and precept, and other sources of income, related to policing and crime reduction and will make all

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decisions in relation to the allocation of funds/grants, unless formally delegated within the Scheme of Delegation.

The Scheme of Delegation is intended to ensure the efficient discharge of the PCCs duties by setting out clearly who is empowered to make what decisions. The aim of the scheme is to demonstrate that decisions are soundly based on relevant information and that the decision making process is open and transparent. Details of the Scheme of Delegation are available on the PCC web page at www.cleveland.pcc.police.uk.

All significant decisions will be recorded together with background information and rational. These decisions will generally be published on the PCC website and can be called to account by the Police and Crime Panel if necessary. The schedule/timetable outlining when key decisions will be made (eg. precept proposal) will also be available on the website in advance of the decision being made.

Performance Framework

The PCC is responsible for the performance of the totality of policing in the Cleveland Police area and therefore will scrutinise crime in every category to ensure quality of service and performance is maintained and where necessary improved. The performance framework focuses on the PCC objectives along with a range of other indicators that will be regularly monitored during the life of this plan.

Performance is monitored by holding the Chief Constable to account through the scrutiny of the crime and disorder levels and operational policing priorities.

Measures for performance against the PCC objectives for the period of this plan are CURRENTLY BEING DEVELOPED

Audit and Inspection

Audit Committee

The Audit Committee supports and advises the PCC and the Chief Constable. It comprises five members of the public who are independent of the Office of the Police and Crime Commissioner and Cleveland Police. The Audit Panel is responsible for enhancing public trust and confidence in the governance of the Office of the PCC and Cleveland Police. It also assists the PCC in discharging statutory responsibilities in holding the police force to account. This is achieved by

- Consider internal and external audit reports.
- Advising the PCC and Chief Constable of Cleveland Police according to good governance principles.
- Providing independent assurance on the adequacy and effectiveness of the PCC and Cleveland Police internal control environment and risk management framework.

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- Overseeing the effectiveness of the framework in place for ensuring compliance with statutory requirements (and in particular those in respect of health and safety and equalities and diversity).
- Independently scrutinising financial and non-financial performance to the extent that it affect the OPCC and Cleveland Police exposure to risks and weakens the internal control environment.
- Overseeing the financial reporting process.

In setting up the Audit Committee, the PCC and the Chief Constable had regard to the CIPFA Guidance for Local Authorities on Audit Committees (2005). That guidance has been incorporated into the terms of reference for the Audit Committee which can be viewed on the PCCs web page at www.cleveland.pcc.police.uk.

Her Majesty's Inspectorate of Constabulary (HMIC)

Every year the police service is subject to scrutiny by HMIC with the aim of ensuring forces are effective and provide value for money. From 2012-13, the HMIC will continue to inspect forces 'in the public interest' and this work will be aligned to the introduction of Police and Crime Commissioners (PCCs), a Police Professional Body and the development of the National Crime Agency.

Inspection and reporting will become more risk based and in all but exceptional cases inspections will be commissioned by the Home Secretary or the incoming PCCs.

The HMIC will continue to produce comparative data for every force which will be published on its website; this will include information on performance, good practice and where it considers there are areas for improvement. The HMIC will continue to report on the efficiency and effectiveness of all forces and in addition carry out some specific inspections via projects. These projects include (in terms of police inspections):

Value for Money

- Comprehensive Spending Review (CSR) Policing
- Comparative data

Crime and Quality

- ASB 2012
- Risk monitoring
- Stop and Search
- Automatic Number Plate Recognition (ANPR) review
- Finding time for crime

Strategic Policing Requirement

- Olympics
- "Blue Light Services" (police, fire, ambulance)
- Strategic Policing Requirement
- Organised Crime

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Integrity

- Police integrity report (follow up)
- Data integrity: crime and incident data recording (follow up)

Safeguarding the Vulnerable (Joint Inspection Programme)

Governance and leadership

- Senior appointments / honours / misconduct cases
- Transition to police and crime commissioners
- Special grants
- Police professional body

Not all inspections will involve visits to all forces, some will be risk based and others will be based on the data already produced by each force. Results of inspection will be regularly reported on the HMICs website.

The PCC and Chief Constables joint Audit Committee will consider the outcomes of HMIC inspections, external review agencies and any internal inspection reports that provide assurance on the internal control environment and/or may highlight governance issues. The outcomes form part of the Chief Constables and the PCCs business planning processes.

Risk management

Effective risk management is an essential part of planning and governance. It minimises exposure to the potential loss of service, reputation, life and limb and physical assets and is a key building block in ensuring the sustainable delivery of services.

The PCC and the Force have complementary risk registers which are monitored and reviewed on a quarterly basis by the Audit Committee that will assess any new or emerging risks as well as the progress of action plans.

Complaints and Professional Standards

Public confidence in the police depends on police officers and police staff demonstrating the highest level of personal and professional standards of behaviour. Cleveland Police expects the highest standards of conduct and performance from all police officers and police staff.

The PCC has responsibility for complaints against the Chief Constable and is required to monitor all complaints made against officers and staff.

Everyone has responsibility to report any wrongdoing, to ensure our high standards are not compromised. Details of how to make a complaint can be found on the Force and PCC websites.