

Governance and Accountability Appendix

The PCC uses a broad range of information and performance measures to assess progress towards meeting his objectives and, by taking account of emerging threats and opportunities, will consider how best to reduce crime and disorder in the Cleveland area. This 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.

The PCC and Chief Constable have developed a Memorandum of Understanding setting out how specific areas of business are conducted between the PCC and the Chief Constable and a single Corporate Governance Framework covering both legal entities to take account of changes brought about by the Stage 2 Transfer.

The 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.

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. The powers of the Panel are shown in the table overleaf.

Powers of the Police and Crime Panel

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

The Scheme of Delegation is incorporated into the Corporate Governance Framework and 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 Corporate Governance Framework are available on the PCC web page at www.cleveland.pcc.police.uk.

Decisions are published on the PCC website together with background information and rationale.

Strategic Policing Requirement

Each year the Home Secretary sets out their Strategic Policing Requirement (SPR) for the police. This is part of the legislative framework and is a statutory document prepared by the Home Office setting out the national threats that the police service must address when preparing local objectives. The PCC monitors and scrutinises the ability of Cleveland Police to support the objectives of the SPR in addressing current national threats as part of its performance framework.

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.

PCC OBJECTIVE	HOW THIS WILL BE MEASURED	WHAT THE PCC WILL DO
Retain and develop Neighbourhood Policing. Outcome: Reduced Neighbourhood Crime	Analyse and scrutinise: <ul style="list-style-type: none"> ● Publicly Reported Crime Data. ● Antisocial Behaviour levels. ● Public Confidence ratings. ● National and Most Similar Force Positions for Crime Categories. ● Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> ● Weekly accountability meetings with Chief Constable. ● Monthly attendance at the Strategic Performance Group. ● Quarterly Performance Scrutiny Meetings with the Force. ● Publication of Force Monthly Performance Exception Reports on the PCC website. ● Attend at least one local area

PCC OBJECTIVE	HOW THIS WILL BE MEASURED	WHAT THE PCC WILL DO
		<p>meeting in each of the 82 wards.</p> <ul style="list-style-type: none"> • Commission services to assist in retaining and developing Neighbourhood Policing.
<p>Ensure a better deal for victims and witnesses. engagement with victims.</p> <p>Outcome: Improved Victim Satisfaction</p>	<ul style="list-style-type: none"> • Analyse victim crime and satisfaction data supplied by our Force and partner agencies. • Develop and deliver key actions identified through engagement with victims through the Victims Strategic Planning Group. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Establish Cleveland-wide groups to embed best practice in the support victims of crime. • Generate support to influence the future developments and activities with our Force and partner agencies. • Commission services to assist in ensuring a better deal for victims and witnesses.
<p>Divert people from offending, with a focus on rehabilitation and the prevention of reoffending.</p> <p>Outcome: Fewer People Reoffending</p>	<ul style="list-style-type: none"> • Analyse all available offending data to develop diversionary initiatives within Cleveland. • Measure the level of success of restorative justice interventions. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Establish a Young People's Strategic Planning Group to plan and commission services that prevents and diverts young people from becoming involved in crime. • Develop a restorative justice approach with the Force and partner agencies. • Commission services to assist in diverting people from offending, with a focus on rehabilitation and the preventing of reoffending.
<p>Develop better coordination, communication and partnership between agencies to make the best use of resources.</p> <p>Outcome: Successful Services Commissioned</p>	<ul style="list-style-type: none"> • Measure the level and effectiveness of partnership working through agreed deliverables. • Monitor partner performance data to inform the PCCs objectives. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Ensure resources are given priority at the front-line. • Improve partnership working with relevant agencies (e.g. criminal justice, advisory groups, and voluntary and community sector) and in the use of police volunteers. • Commission services to develop better coordination, communication and partnership between agencies to make the best use of resources.
<p>Working for better industrial and community relations.</p> <p>Outcome: Organisational Stability</p>	<ul style="list-style-type: none"> • Monitor all aspects of police human resources data (e.g. sickness, equality and diversity). • Monitor all finance data in respect of the police service with particular reference to capital investments, revenue expenditure and treasury 	<ul style="list-style-type: none"> • Establish stability in the Chief Constable's team. • Develop new ways of working and prepare a balanced budget. • Emphasise the importance of integrity and openness. • Fight for the interests of Cleveland Police locally,

PCC OBJECTIVE	HOW THIS WILL BE MEASURED	WHAT THE PCC WILL DO
	management. <ul style="list-style-type: none"> • Performance measures associated with any commissioned services. 	regionally and nationally. <ul style="list-style-type: none"> • Commission services to improve industrial and community relations.

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 PCC 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

- Considering 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.
- 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.
- Overseeing police complaints.

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)

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing activity in the public interest.

In preparing their reports, they ask the questions which citizens would ask, and publish the answers in accessible form, using their expertise to interpret the evidence. They provide authoritative information to allow the public to compare the performance of their force against others, and their evidence is used to drive improvements in the service to the public.

As the body responsible for inspecting and reporting on the efficiency and effectiveness of policing in England and Wales, the HMIC has had to respond and

keep pace with these changes. As a result, 2014/15 will see some major changes both to the scope and pattern of HMIC inspections, and to how they communicate the results of this work to the public.

They will be introducing a new, annual programme of all-force inspections; the intention is that this programme will first report in its entirety in autumn 2015; however, fieldwork will begin in late summer 2014, and they will provide an interim assessment in November. These regular force inspections will proactively assess how well each police force: cuts crime; provides a service that is fair; and provides value for money.

HMIC will develop and implement this programme alongside conducting their national thematic inspections (which in the last year have reported on and encouraged improvement in such vital areas as the use of stop and search powers, police integrity and how forces are meeting the demands of austerity), joint inspections, commissions from the Home Secretary and local policing bodies, and inspections of other national law enforcement agencies. This represents a huge amount of change and work in 2014/15, which will be a year of transition for HMIC.

The HMIC have already committed to carrying out the following thematic inspections in late 2013/14 to 2014/15:

- Making Best Use of Police Time
- Valuing the Police Programme – Phase 4
- Undercover Policing (Home Secretary commission)
- Domestic Abuse (Home Secretary commission)
- Crime Data Integrity
- Child Protection .

In addition they will carry out the following inspections commencing in 2014/15:

- Valuing the Police Programme – Phase 5
- Strategic Policing Requirement
- Police Integrity and Leadership
- Follow up to *Mistakes Were Made* report
- Revisit of Stop and Search
- Protecting Vulnerable People programme: Missing Children
- Police Management of Information
- Police National Database (PND) audit
- Use of the Police National Computer (PNC) by Non-Police Organisations.

Further thematic inspections have been proposed but not yet agreed (Modern Slavery, So-called Honour Based Violence and Cyber Crime).

The HMIC will continue to produce comparative data for every force which will be published on their website; www.hmic.gov.uk this will include information on performance, good practice and where they consider there are areas for improvement.

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

The outcomes form part of the Chief Constables and the PCCs business planning processes and the PCC publishes his response to inspections on his website.

The joint Audit Committee considers 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. In addition, the PCC may ask HMIC to undertake thematic inspections of specific issues of concern.

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. This function is carried out by the Audit Committee.

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