

Section 2

Chief Constable of Staffordshire Police

**2013/14 Annual Governance
Statement**

CHIEF CONSTABLE

ANNUAL GOVERNANCE STATEMENT – 2013/14

SCOPE OF RESPONSIBILITY

The Chief Constable, (CC) is responsible for ensuring that the business of Staffordshire Police Force 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 Chief Constable also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the Force's functions are exercised.

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

The Chief Constable has approved and adopted a revised governance framework including financial regulations and delegations to manage the organisation and provide transparent decision making from November 2012 when the Chief Constable and the Office of the Police and Crime Commissioner, (OPCC) became separate corporate soles.

Revised governance documents have since been adopted from 1 April 2014 to reflect the revised arrangements following Stage 2 transfers.

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 Chief Constable to monitor the achievements of his 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 policies, aims and objectives and 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 and potential impact of those risks being realised and to manage them efficiently, effectively and economically.

The governance framework has been in place in the Force for the year ended 31 March 2014 and up to the date of approval of the annual report and statement of accounts.

THE GOVERNANCE FRAMEWORK

The CIPFA/SOLACE Framework "Delivering Good Governance in Local Government" (updated December 2012) gives the following key elements of the systems and processes that comprise an organisations governance. These and the Chief Constable's systems and processes to deliver them are listed below:

Identifying and communicating the Chief Constable's vision and its purpose and intended outcomes for citizens and service users

The Chief Constable's plan for the year's 2013-18 set out the vision, mission and key objectives for Staffordshire Police for the next five years. It also details how the Force will deliver the Police and Crime Commissioner's broader "Safer, Fairer and United Communities" strategy.

The Vision

We'll work even more closely with partners to deliver excellent policing services for the county's residents, businesses and visitors. At all times, we'll strive to keep them safe, prevent, them from becoming victims and reduce their fear of crime and anti-social behaviour.

Our Mission

Keeping our communities safe and reassured.

Reviewing the vision and its implications for the governance arrangements and translating the vision into objectives for the organisation and its partnerships

The Chief Constable consulted widely on his plan. The Chief Constable spoke to all across the organisation about this plan. Every part of the organisation developed a detailed plan of their contribution to meet the objectives of:

- deal with what matters to communities
- provide outstanding service
- prevent crime and disorder.

A member of the Executive Team met with, discussed and agreed each of these plans with every part of the organisation understanding the plan.

Measuring the quality of service for users, for ensuring they are delivered in accordance with the Chief Constable's objectives and for ensuring that they represent the best use of resources and value for money

Surveys are undertaken by the Force and daily feedback is given to operational staff from Force surveys to drive improvements in service delivery. The Force was one of the highest in the country for satisfaction.

Defining and documenting roles and responsibilities with clear delegation arrangements and protocols for effective communication in respect of the organisation and partnership arrangements

In preparation for the introduction of the Police and Crime Commissioner governance documents were prepared and on his appointment signed by the Chief Constable and the Police and Crime Commissioner. The Governance Framework includes an agreed Scheme of Consent that details those matters specifically reserved for the decision by the PCC and joint working with the Force, partners and local communities to deliver against the priorities identified. Revised governance arrangements have been developed to reflect the revised arrangements from 1 April 2014 following Stage 2.

The role of everyone in the Chief Constable's organisation is clearly defined in their role profile.

Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members of staff

This is achieved by the Chief Constable and decision making exemplifying the Force values of "Honesty, Impartiality, Fairness and Respect in all we do." This is reinforced by Chief Constable Briefings on values, ethics and behaviours and his strong ethical message as national lead on ethics for the service. All officers and staff are issued with the relevant Code of Conduct and Standards of Behaviour against these codes are monitored by the Performance Assessment Unit.

The transparency of behaviours continues to be improved. The Governance Framework between the Chief Constable and the Police and Crime Commissioner details a 'Policy Statement on Decision Making' to ensure that decision making is informed and transparent and subject to effective scrutiny and risk management arrangements. Arrangements for the scrutiny of Force performance at public quarterly meetings has been introduced and is subject to continuing review. Clearly defined processes for the dealing of complaints both by the Office of the PCC and the Force are in place.

Reviewing the effectiveness of the organisation's decision-making framework, including delegation arrangements, decision-making in partnerships and robust data quality

There is a clear decision making framework within the Chief Constable's organisation with all key decisions being taken at the Chief Officer Management Meeting (COMM). This is supported by the Strategic Coordination Board and a series of performance and strategy meetings. There is a clear scheme of delegations which are built into systems authorisations. There is a collaboration board structure for the significant partnerships. Assurance about data quality is received through various inspections and audits.

Reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability

There are many ways in which the Force manages risk. These include:

- The Strategic Risk Management Group is chaired by the Deputy Chief Constable and individual risk registers are developed for each area of the Force. This has moved in 2014 to be a joint meeting and register with the PCC.

- Regular internal audit reports are produced which identify the risks in those areas examined.
- The Section 151 Officer has responsibility for the propriety and legality of financial transactions and recognising risk when setting the budget.
- Financial regulations and contract standing orders are in place and are supported by appropriately qualified finance and procurement staff.
- There are professionally qualified staff in all areas of the organisation.
- HR procedures supporting terms and conditions of employment for staff are supported by qualified HR staff.
- There are reporting mechanisms and trained staff reviewing and taking action to address Health and Safety risks.
- Risks from complaints and internal conduct issues are investigated by the Performance Assessment Unit or the Anti-Corruption Unit and appropriate action taken.

These risks are reported to the Police and Crime Commissioner and the Audit Committee.

Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained

The counter-fraud arrangements are independently reviewed by audit. The Force employs an Anti-Corruption Unit.

Ensuring effective management of change and transformation

The change programme is commissioned and managed through the Strategic Coordination Board (which is now a joint board for the Chief Constable and the PCC). In 2013/14 this was supported and managed by the Benefits Realisation Team. From 1 April 2014, following the Stage 2 transfer, this support is provided from Staffordshire County Council's change team. Both teams are trained in change management and have agreed processes including a wide consultation in the management of change. Implementation plans are clear and post implementation reviews and teaming are undertaken.

Ensuring the organisation's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer and the CIPFA Statement on the Role of the Head of Internal Audit

The organisation's financial governance and management arrangements are all based on the CIPFA Financial Management Code of Practice for the Police Service of England and Wales as presented to Parliament pursuant to Section 39A(5) of the Police Act 1996 and Section 17(6) of the Police Reform and Social Responsibility Act 2011. This identifies the roles and responsibilities of the Chief Constable and the Chief Constable's Chief Finance Officer separately from those of the Police and Crime Commissioner and the Police and Crime Commissioner's Chief Finance Officer. The role of internal audit and Head of Internal Audit is undertaken to the Force under contract.

Ensuring effective arrangements are in place for the discharge of the Head of Paid Service function

The Head of Paid Service function is undertaken by the Chief Constable.

Undertaking the core functions of an audit committee

There is a joint Ethics, Transparency and Audit Committee (ETA) for the Chief Constable and the Police and Crime Commissioner. Terms of reference were approved ensuring that all of the core functions of an audit committee were covered and members undertook training in the requirements of the role.

The committee undertakes all of the requirements of an audit committee, as identified in CIPFA's Audit Committee – Practical Guidance for Local Authorities. Training and support is provided to members.

Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful

There is an annual programme of inspections by Her Majesty's Inspectorate of Constabulary, (HMIC), internal audit and external audit that give assurance or raise issues to ensure that laws, regulations, policy and expenditure are complied with lawfully.

Whistleblowing and for receiving and investigating complaints from the public

The Force has a whistleblowing policy which is supported by a whistle blowing system (Bad Apple). Reports on the Bad Apple statistics presented to the ETA committee.

Clearly defined processes are in place for dealing with complaints. Complaints and investigations are undertaken by the Performance Assessment Unit and the Anti-Corruption Unit. The Force has an effective, ongoing dialogue with the Independent Police Complaints Commission (IPCC) who also has a confidential hotline.

Identifying the development needs of Senior Officers in relation to their strategic roles, supported by appropriate training

The Force has moved from a system where every person had a personal development review to a scheme identifying targeted continuous professional development issues or action plans. An organisational development manager has been appointed who will progress this further.

Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

The Police and Crime Commissioner has a programme of consultation with the public, partners and other stakeholders. He will ensure that effective engagement takes place with community groups, individuals, victims of crime, etc., recognising that different sections of the community will have different priorities. Where decisions are to be taken that affect particular groups of the community, care will be taken to recognise

competing demands from different sections of the community and measures put in hand to recognise those differences.

Enhancing the accountability for service delivery and effectiveness of other public service providers

The Police and Crime Commissioner will set clear lines of accountability. Scrutiny will always be taken in public unless there are good reasons for confidentiality. The Chief Constable and the Police and Crime Commissioner aim to make Staffordshire the most transparent Force.

Incorporating good governance arrangements in respect of partnerships and other joint working as identified by the Audit Commission's report on the governance of partnerships and reflecting these in the organisation's overall governance arrangements

As per the Audit Commission report recommendations Staffordshire Police understands the significant partnerships that the organisation is involved in and how much resources are invested. Clear governance arrangements and documentation exist for all significant partnerships. Audit is undertaken by the auditors of the lead organisation in all significant partnerships.

REVIEW OF EFFECTIVENESS

The Chief Constable has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework including the system of internal control. The review of effectiveness is informed by the work of the Executive Managers within the Force who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's Annual Report, and also by comments made by the external auditors and other review agencies and inspectorates.

A significant review of governance was undertaken in 2013/14 and changes made to reflect Stage 2 from 1 April 2014.


SIGNIFICANT GOVERNANCE ISSUES

No significant governance issues are currently known. Issues may emerge as part of the review.

Significant governance issues will be monitored and steps taken to address them. Any lessons learnt and subsequent improvements will be built into the planned review of the Governance Framework.

Signed: 

Jane Sawyers
Chief Constable

Signed: 

Suzanne Birchall
Head of Business Services (CFO for the CC)