



Staffordshire Commissioner and Chief Constable

JOINT CORPORATE GOVERNANCE FRAMEWORK

Document Control:

Version History			
Version No	Approval Date	Approving Board	Change(s) Summary
V0.6	04/05/2022	Strategic Governance Board	SC Delegations to DSC, New CC Approval & Update to Financial Regulations.
V0.7	01/12/2022	Strategic Governance Board	SC Delegations to SCO Chief Executive.
V0.8	28/03/2023	Strategic Governance Board	Amounts in FR changed on thresholds for lower level spend.
V0.9	30/11/2023	Strategic Governance Board	Complete refresh of FR & CSO Section 4C.
V1.0	22/01/2024	Strategic Governance Board	Update for PPN information, In Section 4c only.
V1.1		Strategic Governance Board	Annual Review and Review and Update of Section 4C: Section F Contract Standing Orders – Procurement Regulations

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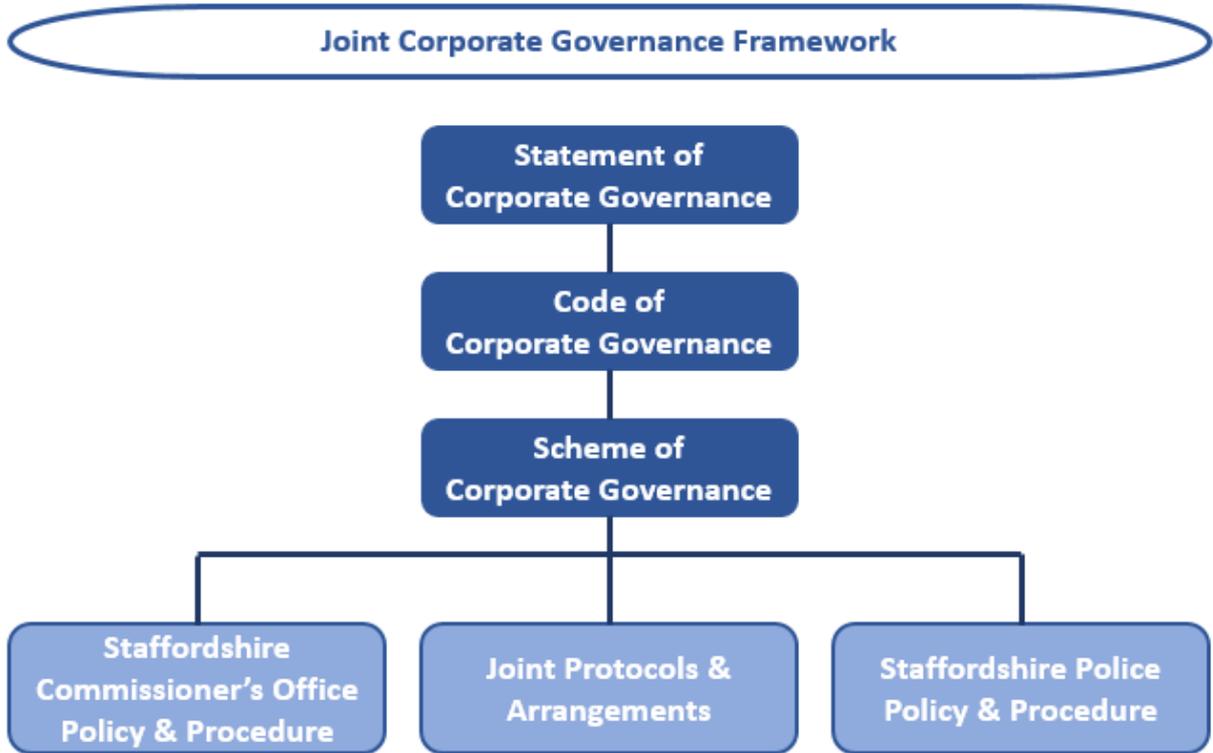
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Section 1. Overview

The corporate governance framework sets out the principles, structures and processes by which both organisations will be governed, both jointly and separately, and will consist of:

1. **Statement of Corporate Governance:** including statutory framework and local policy.
2. **Code of Corporate Governance:** identifying how good governance core principles will be implemented.
3. **Scheme of Corporate Governance:** defining the following parameters within which the organisations will conduct their business:
 - **Decision Making Statement:** the statutory framework, principles and process for those decisions that have been delegated.
 - **Scheme of Consent and Delegations:** the key roles the Staffordshire Commissioner “consents” to the Chief Constable undertaking in their own name as a separate legal entity, and the assignment of authority and responsibility the Staffordshire Commissioner or Chief Constable “delegates” to another person whilst maintaining accountability.
 - **Financial Regulations:** overall regulatory framework of the Staffordshire Commissioner and Chief Constable’s approach to financial management.
 - **Contract Standing Orders:** procurement framework for the Staffordshire Commissioner and the Chief Constable.
 - **Review of governance arrangements:** internal and external assurances.
4. **Policy, Procedures & Protocols:** separate policies, procedures and protocols will be in place for each corporation sole, and jointly where appropriate, to provide a clearly defined structure to operate within.

Figure 1:



Section 2. JOINT STATEMENT OF CORPORATE GOVERNANCE

Context

The Staffordshire Commissioner is two separate corporation soles: both the Police and Crime Commissioner for Staffordshire and the Staffordshire Commissioner Fire and Rescue Authority (the Fire and Rescue Services). A third corporation sole is the Chief Constable of Staffordshire Police, this role is reflected in this Joint Governance Framework. A separate Governance Framework exists for the role of Staffordshire Commissioner Fire and Rescue Authority.

Staff of the Staffordshire Commissioner are currently employed by the legal entity of the Office of the Police and Crime Commissioner (OPCC), but as the new role of the Staffordshire Commissioner Fire and Rescue Authority develops, it is expected that office based roles will develop to work across policing and fire and rescue therefore, for the purposes of governance, it should be assumed that the Staffordshire Commissioner is supported by one office (the Staffordshire Commissioners Office (SCO) and two services (Staffordshire Police and Staffordshire and Stoke-on-Trent Fire and Rescue Service).

Introduction

The Staffordshire Commissioner as a corporate sole has a statutory duty and electoral mandate to hold the police to account on behalf of the public. The Staffordshire Commissioner

is the recipient of all funding, including the government grant and precept and other sources of income related to policing and crime reduction. All funding for a Force must come via the Staffordshire Commissioner. How this money is allocated is a matter for the Staffordshire Commissioner in consultation with the Chief Constable, or in accordance with any grant terms. The Chief Constable will provide professional advice and recommendations.

1.1 The Chief Constable

The Chief Constable as a corporation sole is responsible for maintaining the King's peace and for the direction and control of the Force's police officers and police staff. The Chief Constable is accountable to the law for the exercise of police powers, and to the Staffordshire Commissioner for the delivery of efficient and effective policing, and management of resources and expenditure by the Police Force.

1.2 Joint Vision

The Staffordshire Commissioner has set out a strategy to bring public agencies, the voluntary sector, businesses and the community together to reduce crime and anti-social behaviour and improve community safety. This is supported by the Chief Constable's Policing Plan.

1.3 Statutory Framework

The principle statutory framework within which the organisations will operate are:

- Police Reform and Social Responsibility Act 2011 (PRSRA11, the Act)
- Policing Protocol Order 2023 (the Protocol)
- Financial Management Code of Practice(2013)
- Strategic Policing Requirement (updated 2023)
- The Elected Local Policing Bodies (Specified Information) Order 2011 (Amendment) Order 2021
- Freedom of Information Act 2000

This framework creates a public sector relationship, based upon a Commissioner / Provider arrangement but with unique elements such as the single elected Commissioner and the operational independence of the police service. Corporate governance arrangements are built upon existing good governance principles and experience.

1.4 Local Policy

The principle local policies for the organisations are:

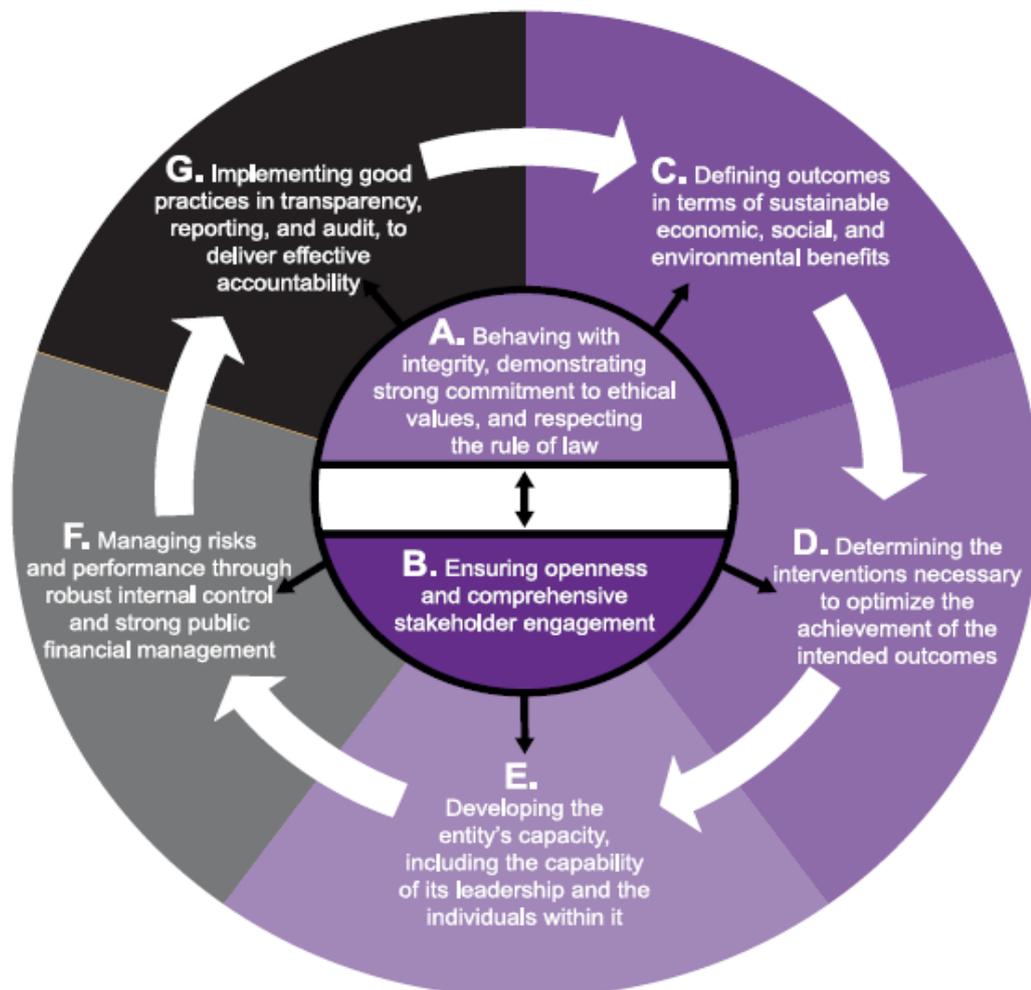
- Code of Ethics and professional standards
- Whistle blowing
- Complaints
- Risk management
- Employment terms and conditions
- Performance Management and Accountability Framework

Section 3. Code of Corporate Governance

1. Introduction

The 2016 International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014) ('the International Framework') sets out seven principles of good governance and interprets them for local government. The seven principles are:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes in terms of sustainable economic, social and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it
- F. Managing risks and performance through robust internal control and strong public financial management
- G. Implementing good practices in transparency, reporting and audit to deliver effective accountability.



The first two principles underpin the whole Framework and are implicit in the remaining five principles. The Framework also emphasises that local government organisations must try to achieve their objectives while acting in the public interest at all times.

How each principle is implemented is described below:

2.1 A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

- 2.1.1 There is an expectation that the relationship between all parties will be based on the principles of goodwill, professionalism, openness and trust. The Policing Protocol 2023 requires all parties to abide by the Seven Principles of Public Life (the Nolan Principles) and these are central to the behaviour of everyone in the organisation.
- 2.1.2 The Police and Crime Plan outlines the Staffordshire Commissioner's police and crime priorities and strategic direction for the policing of Staffordshire and the Policing Plan sets out how the Chief Constable will deliver the Plan. These plans have been developed in consultation with the local community and other key stakeholders
- 2.1.3 Strong leadership from the Staffordshire Commissioner and Chief Constable sets the tone for each entity by creating a climate of openness, transparency, support and respect. Core values are embedded in the way the force and Staffordshire Commissioner's Office operate. Staff are aware of the standards expected of them and the importance of the national Code of Practice for Ethical Policing (introduced nationally across the service in July 2014). External providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation. The code of ethics is built on the Nolan principles of public life.
- 2.1.4 The Staffordshire Commissioner and Chief Constable ensure that the good governance principles are embedded in the way the organisations operate by adhering to the Financial Management Code of Practice (Home Office 2013).
- 2.1.5 Operating principles and values are demonstrated, communicated and embedded through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively, for example:
- Whistle blowing procedures
 - Anti-corruption procedures
 - Handling of complaints arrangements
- 2.1.6 Processes are in place to ensure that any breaches of legal and regulatory provisions and corruption and misuse of power are dealt with effectively

2.2 B: Ensuring openness and comprehensive stakeholder engagement

- 2.2.1 The Staffordshire Commissioner is accountable to local people and draws on this mandate to set and shape the strategic focus for the force area in consultation with the Chief Constable, taking into account the strategic policing requirement.
- 2.2.2 The Police and Crime Plan clearly sets out the strategic direction and priorities and how they will be delivered.
- 2.2.3 The Staffordshire Commissioner's and the Chief Constable's communication and engagement strategies set out how local people will be involved to ensure they are part of decision making, accountability and future direction. This includes yearly planning arrangements and issues of interest to local people as they emerge.
- 2.2.4 The Staffordshire Commissioner and Chief Constable have arrangements for effective engagement with community groups, individuals, victims and other key stakeholders. Arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Staffordshire Commissioner including the innovative use of the website and social media. Force engagement with the public takes place on many levels from daily street contacts and phone calls through to attendance at public meetings the use of formal surveys and social media.
- 2.2.5 The Staffordshire Commissioner maintains a strong working relationship with the Police, Fire and Crime Panel, constituent local authorities and other relevant partners.
- 2.2.6 The Decision Making Protocol sets out the principles behind how decisions will be taken by the Staffordshire Commissioner and Chief Constable to ensure that decision making is informed and transparent, and subject to scrutiny and risk management arrangements.
- 2.2.7 The publication scheme establishes the means by which information relating to decisions will be made available to local people, with those of greater public interest receiving the highest level of prominence, except where operational and legal constraints exist

2.3 C: Defining outcomes in terms of sustainable economic, social and environmental benefits

- 2.3.1 Under the Police Reform and Social Responsibility Act 2011, the Staffordshire Commissioner has issued a Police and Crime Plan which defines the police and crime priorities and the strategic direction for policing. Each corporation sole has regard to the plan, and the Staffordshire Commissioner has regard to the priorities of the responsible authorities during its development.

- 2.3.2 The Policing Plan sets out how the Chief Constable will deliver the Plan. These plans have been developed in consultation with the local community and other key stakeholders.
- 2.3.3 Collaboration and partnership arrangements set out those areas of business to be jointly undertaken with other forces or local partner organisations in order to reduce costs, increase capacity, and/or increase resilience to protect local people.
- 2.3.4 The Medium Term Financial Strategy (MTFS) is jointly developed and reviewed by the Staffordshire Commissioner and the Chief Constable to support delivery of the common goals and objectives. The joint finance regulations ensure proper financial management.
- 2.3.5 The Staffordshire Commissioner has a commissioning strategy outlining the approach taken to commissioning, alongside commissioning intentions and has a clear framework to guide the spend of money allocated to the Community Safety Partnerships.
- 2.3.6 A complaints policy has been jointly agreed to provide clarity over the arrangements to respond to the breadth of concerns raised by local people, whether they be allegations of organisational or individual failures/concerns. This is intended to complement other statutory arrangements.

2.4 D: Determining the interventions necessary to optimise the achievement of the intended outcomes

- 2.4.1 The Staffordshire Commissioner and the Chief Constable maintain a MTFS which forms the basis of annual budgets and provides a framework for evaluating future proposals.
- 2.4.2 Analysis and evaluation of plans is undertaken in relation to service outcomes and benefits realisation.
- 2.4.3 Processes are in place to monitor efficiency and Value for Money, including benchmarking of performance and costs.
- 2.4.4 The Staffordshire Commissioner and the force maintain effective workforce development and asset management plans for example:
 - ICT strategy
 - Workforce Plan
 - Estates strategy

2.5 E: Developing the entity's capacity, including the capability of its leadership and the individuals within it.

- 2.5.1 Workforce planning arrangements ensure that staff have the appropriate skills, knowledge, resources and support to fulfil their roles to enhance the strategic allocation of resources.
- 2.5.2 The organisations' training and development plan sets the climate for continued development of individuals. The respective performance development review processes will ensure that the strategies are turned into reality for officers and staff.

2.6 F: Managing risks and performance through robust internal control and strong public financial management.

- 2.6.1 The Staffordshire Commissioner's and Chief Constables Decision Making frameworks set out the principles behind how decisions will be taken to ensure an informed and transparent approach.
- 2.6.2 A forward plan of decisions brings together the business planning cycles for the Police and Crime Plan, the Staffordshire Commissioner's Office and Chief Constable's planning process which ensures proper governance by bringing together the right information at the right time.
- 2.6.3 The national decision making model is applied towards both operational (including spontaneous incidents or planned operations) and non-operational situations, by officers and staff within the force.
- 2.6.4 The scheme of governance highlights the parameters for decision making for the organisations, including the delegations, consents, financial limits for specific matters and standing orders for contracts.
- 2.6.5 The Staffordshire Commissioner and the Chief Constable both have risk management strategies and policy which sets out clearly how risk is managed throughout the various elements of corporate governance of the organisations solely and jointly.
- 2.6.6 Both the Staffordshire Commissioner and the Chief Constable have communication and engagement strategies which ensure that local people are involved in decision making.
- 2.6.7 A performance strategy and framework is in place with effective scrutiny and oversight arrangements.

2.7 G: Implementing good practices in transparency, reporting and audit to deliver effective accountability.

- 2.7.1 The Staffordshire Commissioner's and Chief Constable's function are set out in the Police Reform and Social Responsibility Act 2011. The functions are

undertaken in line with the Policing Protocol Order 2023 in order to achieve the priorities of the Police and Crime Plan.

- 2.7.2 The legislation also enables the Staffordshire Commissioner to appoint a deputy, whose role is prescribed by the Staffordshire Commissioner and set out in the Scheme of Delegation and Consent.
- 2.7.3 As required by the 2011 Act the Staffordshire Commissioner has appointed a Chief Executive (who will act as head of paid service and undertake the responsibilities of monitoring officer) and a Chief Finance Officer (CFO).
- 2.7.4 Under the 2011 Act the Chief Constable is required, and has, appointed a Chief Finance Officer (CFO).
- 2.7.5 The responsibilities of the CFO's for both the Staffordshire Commissioner and the Chief Constable are clearly set out in line with the Financial Management Code of Practice (Home Office, 2013).
- 2.7.6 A programme of internal audit is commissioned and undertaken which reflects published guidance on standards.
- 2.7.7 The Scheme of Corporate Governance highlights the parameters for key roles in the corporation's sole, including consents from the Staffordshire Commissioner and Chief Constable, financial regulations and standing orders.
- 2.7.8 Officers, police support staff and staff of the Staffordshire Commissioner's Office operate within:
- Staffordshire Commissioner's Office or Force policies and procedures
 - The Corporate Governance Framework
 - Disciplinary regulations
 - Codes of conduct
 - Code of Ethics (College of Policing, 2014)
- 2.7.9 A joint assurance protocol ensures effective monitoring of the organisations to ensure they are achieving their priorities.
- 2.7.10 A joint independent audit committee operates within the CIPFA guidance and in accordance with the Financial Management Code of Practice.