



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner



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CORPORATE GOVERNANCE AND ACCOUNTABILITY STRATEGY

DRAFT 1

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1. VISION

Through high quality and meaningful data analysis and insights we will provide a robust and transparent accountability strategy responsible for the oversight of Leicestershire Police and The Office of the Police and Crime Commissioner for Leicester, Leicestershire and Rutland.

2. INTRODUCTION

Police and Crime Commissioners (PCCs) key role is to be the voice of the people and independently hold the police to account.

The PCC has a number of statutory responsibilities as set out in the Police Reform and Social Responsibility Act 2011, these are listed below:

- a. *Secure an efficient and effective police for their area*
- b. *Appoint a Chief Constable, hold them to account for the running of the force, and if necessary dismiss them*
- c. *Set the police and crime objectives for their area through a Police and Crime Plan*
- d. *Set the force budget and determine the precept*
- e. *Contribute to the national and international policing capabilities set out by the Home Secretary; and*
- f. *Bring together community safety and criminal justice partners, to make sure local priorities are joined up.*

The responsibility for holding the Chief Constable and the Force to account is defined in law. There are a number of ways for the Police and Crime Commissioner to undertake this role and this strategy will clearly define how he will achieve this.

In order for the Office of Police and Crime Commissioner to fulfil this responsibility the PCC will also have to satisfy himself that his own team are delivering their own functions in an efficient and effective way. Therefore, the PCC will provide the same level of scrutiny for his own team as he will for the Force and will be addressed in a separate strategy.

The force governance and scrutiny will be clearly defined, open and transparent and benchmarked against the Police and Crime Plan, national targets and agreed local measures.



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The governance, scrutiny and monitoring of force and partnership performance will be through a variety of means including a newly formed Corporate Governance Board, the Joint Audit and Risk Assurance Board and the Ethics, Integrity and Complaints Committee.

The PCC will also receive reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service which will provide an impartial and objective view on how the force performs against a national framework, the value for money the force offers and how it complies with College of Policing national policy.

The PCC will also draw on information, feedback and insights provided by his engagement events, external meetings, surveys and also correspondence to his office to hold the Force to account regarding community concerns.

In fulfilling these responsibilities, the Police and Crime Commissioner will abide by the 7 principles of public life known as the Nolan Principles and Code of Ethics and will expect all colleagues to conduct themselves to the same level and standards.

Strategic Objectives:

- To promote the role of the Police and Crime Commissioner by supporting the delivery of his strategic plans
- To ensure tangible outcomes and delivery of the Police and Crime Plan
- To hold the Chief Constable to account for the delivery of an efficient and effective police service
- To ensure the force finances are managed in line with the current strategic objectives whilst providing value for money
- To support the Chief Constable and the force with decisions required by the PCC commensurate with his role
- To enhance the transparency and accountability of the force and to facilitate meaningful information sharing with the public and Police and Crime Panel to enable them to fulfil their statutory duties



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Police and Crime Panel

The Police and Crime Panel has a statutory duty to review the Police and Crime Plan of the PCC, scrutinise the methods in which the PCC hold the force to account and ensure the interests of the public are satisfied. To enable this process to be efficient and effective the information and reports generated by the Governance and Accountability Strategy will be shared with the Police and Crime Panel in a timely and appropriate way.

A summary of the Corporate Governance Board meeting and any supporting evidence will be shared with the Police and Crime Panel to enable them to fulfill their oversight functions of the Police and Crime Commissioner.

3. DELIVERING THE STRATEGIC OBJECTIVES

This strategy will enable the PCC to maintain oversight and the delivery of high quality performance of the Leicestershire Police. It will enable the PCC to hold the Chief Constable to account for the delivery of the Police and Crime Plan as well as provide robust support and scrutiny to partners and the wider Criminal Justice strategic objectives together with performance allied to service delivery.

This strategy is aligned with the other OPCC business areas to ensure duplication is minimised, responsibilities are clearly defined and the teams are working to a common goal.

In order for the governance and accountability framework to be clear, coherent and beneficial to the Leicestershire Police and the Police and Crime Commissioner the approach, diagnostics, measures, targets and methods for analysis has been agreed by the Force and the PCC.

The key products, information and materials will be produced with the principle of one version of the truth so that there is no ambiguity between the Police, PCC and the Police and Crime Panel. This will also ensure systems are efficient, streamlined and limits duplication of effort.

Corporate Governance Board

In order for the Police and Crime Commissioner to exercise his responsibilities for oversight governance and accountability the Force and OPCC will attend a bi-monthly meeting chaired by the PCC.

This meeting will be named the Corporate Governance Board (CGB) and will be held on a bi-monthly basis.



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The expected attendees to this meeting are as follows:

Police and Crime Commissioner (chair)
Deputy Police and Crime Commissioner (when in post)
Chief Constable
Deputy Chief Constable
Assistant Chief Constables
Human Resources Director (Office of the Chief Constable)
Chief Finance Officer (Office of the Chief Constable)
Chief Finance Officer (Office of the Police and Crime Commissioner)
Chief Executive Officer (Office of the Police and Crime Commissioner)
Head of Performance (Office of the Police and Crime Commissioner)
Director of Communications and Engagement (Office of the Chief Constable)
Head of Communications (Office of the Police and Crime Commissioner)

The following areas will be subject to detailed scrutiny and governance:

- Finance (including risk management and value for money profiles)
- Transformation and Change including Information Technology, Information Management and force projects
- Operational Performance
- People (including recruitment, diversity, training, complaints, wellbeing, deployment etc.)
- Corporate Risk Management
- HMICFRS Inspections including management of and responding to inspection
- Police and Crime Delivery Plan
- Collaboration

To enable strategic oversight of all organisational performance a mutually agreed performance framework has been developed. The specific performance management information requirements will evolve and change as the performance and areas of scrutiny of the force improves.

It is important to create a coherent methodology between both organisations so that measures, targets, outcomes and deliverables are agreed and understood.

The Office of the Police and Crime Commissioner will work with the force to ensure the underpinning information and data is accurate, timely and relevant.

This approach will provide time saving efficiencies for both the force and the OPCC.

The measures and information presented under each identified area of business will be agreed with the force and standard baselines will be implemented to



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measure performance. The measures are assessed on a scale in line with those used by the HMICFRS and have been mutually agreed by the Force and OPCC.

A suite of actions will result from each meeting which will be recorded and revisited at subsequent meetings to ensure all areas of business are scrutinised and outcomes achieved and monitored.

In order to maximise the effectiveness of the governance process and to ensure there are no surprises a pre-meeting between representatives from the OPCC and the Force will take place prior to the Corporate Governance Board. This will enable specific areas of scrutiny to be prepared for and underpinning reports can be requested and produced.

The Corporate Governance Board will be in two parts. One will be an open session which will include all areas of corporate governance which can rightly and transparently be placed into the public domain.

The second element of the meeting will be closed so that operationally or organisationally sensitive performance management issues can be discussed. This is to ensure operational security when required and to create a culture of candor.

A summary of the Corporate Governance Board will be placed on the PCC website to create transparency to build and maintain trust and confidence in the PCC and Force.

The Force and OPCC performance and business meetings outside of this governance structure may be attended by Officers and staff from the OPCC and Force but will only support the governance arrangements and not replace them.

The Corporate Governance Board agenda will reflect the objectives as already described. The agenda items are described in more detail below.



Finance



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As outlined in the Police Reform and Social Responsibility Act 2011, the PCC is responsible for setting the force budget and determining the precept and also ensure an efficient and effective police force for their area. The following areas will be covered, but not limited to;

- Mid-term financial planning
- Value for money
- Resourcing
- Capital budget
- Capital programme including ICT/IS/estates
- Business cases and business benefit realization
- Short medium/longer term financial risks or requirements
- Oversight of the financial management of the CC
- Monitor the outcomes of financial decisions
- Budget setting

These suites of measures will support the PCC to ascertain and scrutinise the development, implementation and delivery of organisational strategy. There will be an examination of the forces ability to sustainably deliver the financial plan whilst maintaining value for money.



Operational Performance

The PCC has a responsibility to ensure the CC is considering the communities priorities, making the best use of his resources and also committed to delivering the priorities set out in the Commissioners Police and Crime Plan.

In conjunction with the force the OPCC will identify exceptions and issues where further analysis and assurance is required. This will be requested to the Force to detail any changes in operational performance and include any interventions to improve performance. This information will include benchmarking data against other forces and will form the basis of the Commissioner and his team holding the Police to account to improve and understand operational performance.

The Home Secretary has set out a number of measures to focus effort to national priorities and provide national accountability, these will be reported on quarterly to the Home Office and compared and benchmarked against other forces. Whilst there will be no numerical targets set against these measures it will be important to ensure they are included in our performance report and regular scrutiny of the performance of the force. The PCC will be responsible for explaining how the Force is performing against these national measures and therefore they will need to be regularly reviewed locally.

The measures to be reported on are shown below:

- Reduce murder and other homicides
- Reduce serious violence



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- Disrupt drugs supply and county lines
- Reduce Neighborhood crime
- Tackle cyber crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse



Transformation and Change

It is generally recognised that many programmes of work, transformation or change projects simply fail or never see the light of day or ineffectively delivered over too long a time because the clarity of scope, time-scale cost and benefits are not defined adequately during the development of the approach.

Policing continues to be in an era of change and transformation and millions of pounds are invested in developing the service to remain fit for purpose.

The PCC will be holding the force to account for the delivery of transformation and change from the initial concept, development of the business case through to the delivery of the outcomes. There will obviously be an expectation that the changes will be evidence based and the deliverables will be tangible and measurable.

The force will be expected to present business cases, summaries and highlight reports for scrutiny. There will be no expectation for the PCC to approve the projects unless there is a clear public interest to do so or the cost of the project passes the agreed financial thresholds for approval.



People

Closely monitoring progress and performance relating to key areas relating to the organisational management of people services including recruitment, diversity, training, complaints, wellbeing, deployments etc.

Grievances, complaints and internal investigation times will also be monitored in this section.

The performance framework for the monitoring of organisational performance will capture volumes and trends in complaint numbers and investigation time, and those needing IPCC referrals for example, however it is also important for the themes and issues being raised by the public to be monitored by the Commissioner.

Further to this The Independent Ethics, Integrity and Complaints committee exists to provide the Commissioner and members of the public assurance that



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the complaints against the police are being dealt with efficiently and follow due process. This ensures transparent, ethical policing.



Corporate Risk Management

There is an expectation that the force has an effective way to managing all operational and organisational risk whether that be at the corporate level or at the operational level.

The PCC will monitor the risks being managed by the force to ensure progress is being made towards mitigating, managing, removing or avoiding escalation to the identified areas.

The PCC will be scrutinising how the force identifies risk, the assessment process for risk management, the measures and activities in place to manage risk and the review processes to ensure continuous oversight.



HMICFRS

HMICFRS provide the Commissioner with an independent inspection, assessment and reports of the efficiency and effectiveness of the Force. The reports provided enable benchmarking against other forces and provide clear actions and areas for improvement.

The database of recommendations and actions will be reviewed on a monthly basis and assurances provided to the Commissioner to ensure the force are taking appropriate improvements in relation to the HMICFRS recommendations.

Further to the HMICFRS PEEL, CDI and Thematic inspections, Police forces are also required to produce a Force Management Statement for the HMICFRS. This document sets out the upcoming demand for the force and sets out how the force is expecting to deal with/adapt to the demand. Further to this this the FMS sets out how much money the force has and how they plan to improve efficiency. This is another tool in which the PCC can hold the police to account for their performance.

The PCC will work with the force in the first instance to develop an approach to this area of the business.



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Collaboration

The Force has a statutory requirement to collaborate where the interests of the public are better served by improved efficiency or effectiveness according to the Policing and Crime Act 2017. As such there are a number of collaborations in Leicestershire and the East Midlands region; EMSOU (East Midlands Special Operations Unit), EMCHRS (East Midlands Collaborative HR Learning and Development Services), EMLS (East Midland Legal Services), EMCJS (East Midlands Criminal Justice Service). The cost to the force for these collaborations is approximately £9.5 mil of the police budget, the Chief Constable, and the PCC need assurance that these collaborations offer benefits and efficiencies to the public. The key projects and outcomes of these collaborations can be reported through the organisational performance framework.

There are a number of other mechanisms and boards to assess the value for money and business benefits for the collaborative work undertaken by the force therefore there will be a light touch approach to monitoring this area of work. However, this board will be key in ensuring that collaborative arrangements support the objectives set out in the Police and Crime Plan, the Strategic Policing Requirement and provide value for money.



Delivery of the Police and Crime Plan

The Chief Constable has a responsibility to deliver those aims and objectives set out in the Police and Crime Plan. This work links in with that of the delivery of the plan through the OPCC.

Key measures and outcomes will be agreed throughout the consultation process and these will be reported on a regular basis to ensure delivery against the aims set out in the plan. This will identify areas at risk of non-delivery and where further intervention may be required.

The police will be required to provide extra quantitative and qualitative information on activity relating to certain aims when the OPCC conduct a deep dive of a certain objective.

Clear outcomes are to be included in a Police and Crime Plan performance framework which will be developed alongside the Police and Crime Plan, as part of this exercise there will be agreement on what 'good' performance looks like and clear details on how we will measure the success of any objectives. The performance framework created will identify the key objectives from the Police and Crime Plan and transform these into a format to enable activity and outcomes to be tracked and updated on a regular basis. This will ensure the Commissioner is assured of the work being undertaken against his strategic



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objectives and will enable the office to be held accountable to the public and panel against the work delivered against these objectives.

The force will report separately on the activity being delivered against the Police and Crime plan on a regular basis using the agreed outcome measures to assess success of this activity. Further more detailed information can be requested as part of a deep dive exercise.

4. FURTHER CONSIDERATIONS

Maintaining Best Practice

The Performance team will represent the OPCC and Commissioner at the regional PCC performance meeting. This meeting is currently chaired by the Head of Performance in the Leicestershire OPCC, however formal terms of reference and memberships need to be drawn up. This meeting will help to establish how other PCC offices in the region are scrutinising performance and holding the forces to accountable.

The performance team will request membership and actively contribute to the Strategy and Performance Network, which is currently represented by approximately half of OPCCs. This meeting is a national network for OPCCs to share best practice regarding holding the police to account and also the delivery of Police and Crime Plans.

The Performance team will seek out other OPCC that are exceptionally good at holding the police to account arrangements and arrange visits to these areas to ensure we are capturing and learning about how best to hold the force to account and the governance process.