



Warwickshire

POLICE AUTHORITY

The authority behind the force

GOVERNANCE FRAMEWORK

Roles, Accountabilities and Allowances

(Approved by the Police Authority on 29th July 2009)

Version 4.0

29th July 2009

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Governance Framework

1. GOVERNANCE STREAMS

	Notes
<p style="text-align: center;">POLICE AUTHORITY</p> <p style="text-align: center;">Authority Purpose</p> <p><i>Collectively ensuring that Warwickshire has an efficient and effective police force by:</i></p> <ul style="list-style-type: none"> • <i>Following consultation with the local community, setting the strategic direction for the Force and independently scrutinising the Force performance</i> • <i>Seeking to achieve value for money (Best Value) and continuous improvement in all services provided by the Force</i> • <i>Maintaining constructive partnerships with the local community, the Police Force, Local Authorities, HMIC, and the Audit Commission</i> • <i>Demonstrating that services are delivered fairly and without discrimination</i> • <i>Implementing the national Good Governance Standards</i> • <i>Overseeing and authorising the work of individual members</i> <p>Membership:</p> <p>17 Members: 9 County Councillors, 8 Independents of whom 1 must be a Magistrate</p> <p>Authority Governance Accountabilities:</p> <ul style="list-style-type: none"> • Publishing annually, a three year rolling policing plan for Warwickshire which sets local priorities within the national priorities set by the Home Secretary • Producing an Annual Governance Statement • Consulting local communities to include appropriate concerns within the policing plan • Holding the Chief Constable to account for the continuous improvement of performance and efficiency • Setting and auditing the annual budget to ensure the delivery of the policing plan and to secure value for money • Scrutinising the performance of the Service and responding appropriately to the outcomes of local county and district scrutiny processes • Appointing and retaining high quality staff at ACPO level • Supporting the ACPO team and sharing the leadership role 	<p>9 Meetings per year</p> <p>3 Seminars per year</p> <p>Training as required</p> <p>Urgent decisions between meetings to be taken by the Chief Executive after consultation with the Chair and Vice Chairs and other members with relevant knowledge. Where there is disagreement and the decision must be made before the next scheduled meeting an emergency meeting of the full Authority must be called. All urgent decisions must be reported in writing to the next scheduled meeting of the full Authority.</p>

<p>with them</p> <ul style="list-style-type: none"> • Leading our commitment to fair and non discriminatory practice in the management of staff and the delivery of service to the public • Overseeing the Force Performance on Human Rights <p>Authority Chair: <i>Elected by a majority of the members of the Authority. Attends the Force Executive Board.</i></p> <p>Chair Governance Accountabilities:</p> <ul style="list-style-type: none"> • Leading the Authority as an effective and coherent governing body • Ensuring members have a fair opportunity and the knowledge and expertise to participate in debate, decision making and governance • Representing the Authority to the media and external bodies to protect and enhance its reputation • Representing the Authority interests by influencing the policies of the Home Office, APA, County Council and other relevant external organisations • Representing the Authority’s interests on the Warwickshire Public Service Board • Ensuring the Public are consulted and responding to issues raised by them and local organisations so that their concerns are addressed • Ensuring the Authority and Force form strategic partnerships and collaborate with other Authorities, Forces and Agencies where the outcomes will increase the protection offered to the community • By leading the recruitment process and through performance review, develop and retain an excellent ACPO team • With the Chief Executive, the Treasurer and the Chief Constable, ensuring there are procedures in place and being used to deliver value for money in the policing of Warwickshire. • Ensuring the Authority fulfils the Governance Principle ‘Developing the capacity and capability of the governing body to be effective’. <p>Authority Vice Chair (A): <i>Elected by a majority of the members of the Authority. Attends the Force Executive Board and Force Management Board.</i></p> <p>Vice Chair (A) Governance Accountabilities:</p> <ul style="list-style-type: none"> • Deputising for the Chair as required to the outcomes defined in the Chair’s governance accountabilities • By leading the recruitment process, appointing an excellent Police Authority staff team • By leading the recruitment process, appointing an excellent group of Independent Members • Ensuring the completion of the Authority Governance Planning Cycle • Leading the Protective Services, Standards and Planning Governance Stream 	<p>Scope: Top level interaction:</p> <ul style="list-style-type: none"> ○ Nationally with ministers and First Division Civil Servants, ○ Locally with the leaders and chief executives of the County, Districts/Boroughs and other responsible partners, ○ APA Executive, ○ First line media responses, on behalf of the whole interests of the Authority. <p>Score: 10 </p> <p>Workload: 3.8 </p> <p>Note – vetted to SC Level</p> <p>Scope: Deputising for the Chair.</p> <p>Score: 9 </p> <p>Workload: 3.3 </p> <p>Workload includes Lead of Governance Stream</p> <p>Note – vetted to SC Level</p>
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<p>Authority Vice Chair (B): <i>Elected by a majority of the members of the Authority. Attends the Force Executive Board, Force Management Board and Business Improvement Board.</i></p> <p>Vice Chair (B) Governance Accountabilities:</p> <ul style="list-style-type: none"> • Deputising for the Chair as required to the outcomes defined in the Chair's governance accountabilities • Leading the Authority Sustainability Programme • Governing the corporate business change programme to achieve all the benefits identified through a challenging service improvement review programme • Leading the Local Policing Governance Stream <p style="text-align: center;">COMMITTEES, PANELS AND LEADS</p> <p>Appointment Process:</p> <ol style="list-style-type: none"> 1. There is a simple process for appointments to Committees, Panels, Group and Lead Member roles which embraces the principles established by the Nolan Committee. The following approach will be taken: <ul style="list-style-type: none"> • A list of vacancies will be published to all members with a set of governance accountabilities and workload attached for each role • Members will be given 2 weeks to complete a brief (500 words maximum) written application outlining what they would like to achieve • The Chair and Vice Chairs with advice from the Chief Executive will select the person most suitable for the role, • A criterion will be to ensure a fair spread of work between the members of the Authority • Subject to this it is expected that members may have more than one role • Where there is no response the Chair/Vice Chairs will then 'head hunt' a suitable person to ensure all the roles are allocated • The Appointments and Remuneration Committee will review the probity of the process • Vacancies occurring during the year and the establishment of new roles will follow the same approach 2. The Chair of a Committee or Panel has the following common accountability: <ul style="list-style-type: none"> • Ensuring members have a fair opportunity and the knowledge and expertise to participate in debate, decision making and governance 3. Committees have delegated authority to make decisions in the areas allocated to them. Panels and Lead members must refer decisions back to the Authority for agreement unless specifically authorised in defined circumstances. 	<p>Scope: Deputising for the Chair.</p> <p>Score: <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="text-align: center;">9</td></tr></table></p> <p>Workload: 3.2</p> <p>(Note –requires vetting to SC Level)</p>	9
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EMBEDDED GOVERNANCE

Force Meetings

To avoid the need for duplication of meetings and reports members undertake a governance role in the routine meetings arranged by the Force to oversee performance and continuous development. The meetings and numbers of Authority members attending each meeting are summarised in the diagram on page 25. This is an iterative process and the list will be updated on a regular basis. The Lead roles of members allocated to each meeting are noted in the text below.

The fundamental tenet of embedded governance is a clear understanding of role – members act in a ‘governance’ and not a ‘management’ role.

PERFORMANCE SCRUTINY & COORDINATION

Steering Group

Purpose: *To scrutinise the priority performance issues of the Force; to liaise with the Chief Constable and co-ordinate the work of the Authority across its Governance Streams.*

Steering Group Members: *Chair, Vice Chairs, Stream Leads, Chief Executive, Treasurer by prior arrangement, Chief Constable and Deputy Chief Constable.*

Governance Accountabilities:

- Regular scrutiny of the performance of the Force to ensure that it meets the expectations set by the full Authority
- Co-ordinating the Governance Streams to ensure a corporate approach is delivered.
- Regular and effective liaison with the Chief Constable

Resources Assurance Group

Purpose: *Ensuring that there is certainty in the outcomes of the Authority’s Medium Term Financial Plan and Efficiency Targets and advising the Authority on the nature and timing of changes which are required to sustain protection in Warwickshire.*

Chair: *Resources Stream Lead*

Resources Assurance Group Members: *Chair, Vice Chairs, Stream Leads, Chief Executive, Treasurer, Chief Constable, Deputy Chief Constable, Director of Resources, Assistant Director (Finance) and Deputy Director Performance & Standards. (Where necessary the appointment process will be used to ensure that at least 2 Councillor members are on the group. Nominated Deputies are permitted.)*

Included in Specialist Roles

<p>Governance Accountabilities:</p> <ul style="list-style-type: none"> • Reviewing performance against the Medium Term Financial Plan and impact on the Authority’s Budget, • Reviewing the delivery of management efficiency plans to assure the Authority about the outcomes of its efficiency and other financial targets, • Formulating advice to the full Authority on amending, resourcing and achieving its Efficiency Target, Medium Term Financial Plan and Annual Budget. <p style="text-align: center;">Business Improvement Board</p> <p>Purpose: <i>Representing the Authority's interests in governing the achievement of business improvement that gives good value for money, achieves sustainability and reporting to the Authority on progress and the management of risks</i></p> <p>Authority Members: Vice Chair (B) and the Resources Stream Lead</p> <p>Governance Accountabilities:</p> <ul style="list-style-type: none"> • Scrutinising the programme of business improvement, audit and inspection to ensure high standards of programme and project management are applied and that service improvement reviews meet the requirements of Best Value or subsequent relevant standards • Ensuring the priorities emerging from the Authority’s duty to secure value for money are included in the change programme allocated to the Business Improvement Board • Reporting to the Authority on the progress of projects being managed by the BIB and any significant risks relevant to the Governance role • Reporting to the Authority on the benefits realised by the change programme • Negotiating the Authority resources needed to support the change programme • Ensuring improvement initiatives are consistent with the rolling policing plan • Resolving potential conflicts between the Force priorities for change and those of the Authority and where this can not be achieved following discussion with the Deputy Chief Constable as Chair of BIB, referring the issue to the Authority for consideration 	<p style="text-align: center;">Included in specialist roles</p>	
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<p style="text-align: center;">INDEPENDENT COMMITTEES & PANELS</p> <p style="text-align: center;">PA Standards Committee</p> <p>Purpose: <i>Ensuring that members of the Police Authority comply with its Code of Conduct and that there are procedures in place and being used that demonstrate high standards of integrity, probity and ethical behaviour</i></p> <p>PA Standards Chair Appointment – <i>Not a current member of the Authority</i></p> <p>PA Standards Chair Governance Accountabilities:</p> <ul style="list-style-type: none"> • Liaising with the Chair, Chief Executive and Monitoring Officer to ensure the Authority implements all the legislative requirements of good governance. • Ensuring the Committee meets at least annually and when required by events. <p>Members: <i>2 appointed Authority members and 2 external independent members (one of whom is the Independent Professional Standards Committee Chair)</i></p> <p>Governance Accountabilities:</p> <ul style="list-style-type: none"> • Reviewing the Code of Conduct for Police Authority members adopted by the Police Authority in the context of Legislation. • Recommending revisions to the adopted Code wherever appropriate • Promoting and maintaining high standards of conduct by members of the Police • Advising and training members on matters relating to the Code of Conduct • Monitoring the operation of the Members' Code of Conduct • Assessing, reviewing and determining complaints made under the Members' Code of Conduct • Granting dispensations to members from requirements relating to interests set out in the Members' Code of Conduct • Receiving an annual report from the Governance Stream Leads on the roles undertaken by members of the Authority and their contribution towards the work of the Authority in striving for best value, and to making recommendations to the Authority where appropriate. • Receiving reports from the Chief Executive, where appropriate, on members' levels of attendance at Authority meetings in compliance with the rules of the Members' Allowances Scheme. • Maintaining an overview of internal and appropriate external audit matters and other arrangements for the maintenance of probity referred to it by the Audit Committee 	<p>External Independent Appointment</p> <p>Included in PS Chair Role and Member Core Activity</p>
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<p style="text-align: center;">Audit Committee</p> <p>Purpose: <i>Auditing all aspects of the Force use of resources and finance to deliver policing plan priorities and to consult with internal and external auditors and inspectors, recommending to the Authority any actions needed to ensure probity and value for money</i></p> <p>Audit Committee Chair: <i>Appointed Councillor member who has no PA responsibilities for Finance and Resources.</i></p> <p>Chair Governance Accountabilities:</p> <ul style="list-style-type: none"> • Preparing for and chairing a minimum of 6 audit committees annually, • Liaising with the PA Chief Executive, Chair, Treasurer, Monitoring Officer, Governance Stream leads and Senior Police Management, • Liaising with the External and Internal Auditors and HMIC over matters relevant to the Authority • Representing the Authority at the Regional Corporate/Business network <p>Audit Committee Members – <i>5 members who do not hold other responsibilities for finance and resources. External independent member of the Standards Committee who is not its Chair.</i></p> <p>Committee Governance Accountabilities:</p> <ul style="list-style-type: none"> • Reviewing the annual statement of accounts and the report of the external auditor to ensure the delivery of appropriate accounting policies and the raising of any concerns with the full Authority • Considering the Head of Internal Audit’s annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Authority’s governance arrangements • Considering summaries of internal audit reports • Considering reports dealing with the management and performance of internal audit • Considering reports from internal audit on agreed recommendations not implemented within a reasonable time scale • Considering the external auditor’s annual letter, relevant reports and the report to those charged with governance • Considering inspection reports from HMIC and other regulatory bodies • Commenting on the scope and depth of external audit work and to ensure it gives value for money • Liaising with the Audit Commission over the appointment of the Authority’s external auditor • Commissioning work from internal and external audit • Maintaining an overview of the Authority’s constitution in respect of contract procedure rules, financial regulations and codes of conduct and behaviour • Reviewing issues referred by the Chief Executive or an 	<p>Scope: Reviewing activity across the full range of finance, performance and risk management across the County. Holding Stream Leads to account.</p> <p>Score: 7 </p> <p>Workload: 1.8 </p> <p>A core activity for members</p>
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<p>officer or a member</p> <ul style="list-style-type: none"> Monitoring the effective operation of risk management and corporate governance in the Authority Monitoring Authority policy on 'Raising Concerns at Work' and the anti fraud and anti corruption strategy and the Authority's complaints process Considering the Authority's compliance with its own and other published standards and controls Monitoring decisions to vire funds to meet unexpected pressures during a financial year Liaising with the budget preparation lead members to ensure financial plans being proposed to the Authority meet the appropriate standards of prudence Receiving reports from the Chief Executive, Treasurer and Monitoring Officer relating to internal audit, probity, anti fraud and corruption and where necessary referring matters to the Standards Committee <p style="text-align: center;">Appointments and Remuneration Committee</p> <p>Purpose: <i>Within any appropriate national regulation and guidance, ensuring that high quality persons are appointed and appropriately remunerated:</i></p> <ul style="list-style-type: none"> For Police Officer and Civilian Staff at ACPO rank level For the post of Chief Executive of The Authority For posts in support of the Chief Executive and the Authority For Independent Members <p>Up to 9 members: Chair and Vice Chairs of the Authority, 3 Councillor members, the Stream Leads and the Lead Member for Diversity. Other members may be co-opted where necessary.</p> <p>Chair - Chair of the Authority:</p> <p>Committee Governance Accountabilities:</p> <ul style="list-style-type: none"> Appointing and agreeing the remuneration and conditions of service of ACPO rank Police Officers and contributing to the appointment process for ACPO rank civilian staff In liaison with HMIC, selecting candidates for interview and subsequently making an appointment following an appropriate selection procedure Determining issues relating to pensions, removal expenses and secondment of Police Officers and Staff not dealt with under the Chief Officer's delegated powers Determining the pay and conditions of service for the Chief Executive of the Authority and the staff appointed to support the Chief Executive and the Authority. Maintaining a pool of members to consider and determine appeals made to the Authority in accordance with Police Regulations and for potential appointment to Police Appeals Tribunals 	<p>Included in Specialist Lead Roles, Core Activity for other members</p>	
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<p>GOVERNANCE STREAM</p> <p>LOCAL POLICING</p> <p>Governance Stream Purpose</p> <p><i>Improving the scrutiny and governance of local policing, making it more relevant to communities by holding the Chief Constable to account for delivery of the three year rolling Policing Plan that:</i></p> <ul style="list-style-type: none"> • <i>Increases local influence on policing priorities and the Policing Plan</i> • <i>Enables the Authority to demonstrate value for money</i> • <i>Monitors and Increases public confidence in policing</i> • <i>Displays our commitment to diversity</i> • <i>Values the contribution being made to services by voluntary effort</i> <p>Lead Member: <i>Appointment</i></p> <p>Lead Member Governance Accountabilities</p> <ul style="list-style-type: none"> • Coordinating the advice to the Authority on the formulation of its policies, objectives and risks for local policing • Supporting the work of members with responsibilities in this governance stream to achieve its purpose and reporting progress to the Authority • In the context of the Warwickshire Community Safety Partnership and the Local Area Agreement ensuring the consultation and performance scrutiny arrangements to develop and determine the quality of local policing are in place and being used to improve performance • Organising the scrutiny of local policing performance by District/Borough Leads and with the nominated senior officer reporting outcomes to the Authority • Ensuring consistency with the governance of the other two streams and reducing duplication or gaps in governance action • Representing the Authority at the Regional Citizen Focus and Partnership network <p style="text-align: center;">Panels and Subject Leads</p> <p style="text-align: center;">Community Engagement and Consultation Panel</p> <p>Purpose: <i>Engaging and consulting with all key stakeholders in Warwickshire to establish the local policing priorities, supporting their delivery and ensuring the Police Authority and Force contribution to local scrutiny and partnership activity is effective</i></p> <p>Panel Chair and Local Scrutiny Lead Member: <i>Appointment who is the PA representative for the LAA Scrutiny arrangements (Councillor if the Governance Stream Lead is an independent member)</i></p>	<p>Scope: Countywide interacting with Leaders, senior members and chief executives of the County, Districts/Boroughs and other responsible partners. Region – Authority members and ACPO officers</p> <p>Score: <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="text-align: center;">7</td></tr></table></p> <p>Workload: <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="text-align: center;">0.0</td></tr></table></p> <p>Note: This workload is incorporated in the workload of the Vice Chair (B).</p> <p>Scope: Countywide as a full member of the County Scrutiny Panel and interacting</p>	7	0.0
7			
0.0			

<p>Panel Chair and Lead Member Governance Accountabilities:</p> <ul style="list-style-type: none"> • Chairing the Community Engagement Panel, • Ensuring the interests of the Authority are represented in the LAA Scrutiny arrangements and that all relevant outcomes of scrutiny are referred to the Authority for action. • Representing the Authority at the Regional Citizen Focus and Partnership network • Ensuring regular and effective liaison between the Authority and the County Council <p>District/Borough Partnership Leads: <i>Appointment of a member who is a Councillor or resident in the relevant district/borough. Attends Force District Performance Meetings and selected Locality Meetings.</i></p> <p>Members Governance Accountabilities:</p> <ul style="list-style-type: none"> • Leading for the Authority in the developing locality arrangements and the drive towards greater local accountability • Ensuring the contribution of the Authority to LAA, LSP and CDRP planning and scrutiny in each District/Borough is consistent with the policy of the Authority • Scrutinising on behalf of the PA the policing performance in the District/Borough • Liaising with the Commander responsible for policing the District/Borough over local planning and allocation of resource • Contributing to the arrangements in place to consult the community about NHP by attending relevant CDRP and locality meetings <p>Community Engagement Panel Members: <i>District/Borough Partnership Leads</i></p> <p>Panel Governance Accountabilities</p> <ul style="list-style-type: none"> • Determining with the help of the Chief Constable the local policing priorities for agreement by the Authority • Producing the community engagement and local consultation section of the Governance Plan for agreement by the Authority • Overseeing the implementation of the community engagement plans and accounting to the Authority for their delivery • Ensuring the contribution of the Authority to LAA, LSP and CDRP planning and scrutiny is consistent with the policy of the Authority 	<p>with Leaders, senior members and chief executives of the County, Districts/Boroughs and other responsible partners Region – Authority members and ACPO officers</p> <p>Score: 7 </p> <p>Workload: 1.2 </p> <p>Scope: District wide as a full member of a District/Borough Scrutiny Panel and interacting with Leaders, senior members and chief executives of the Districts/Boroughs and other responsible partners</p> <p>Score: 4 </p> <p>Workload: 1.5 </p>
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<p>Voluntary Services Lead</p> <p>Purpose: <i>Ensuring that members of the public who volunteer to help the Force and Authority deliver their statutory duties are appropriately organised, resourced and supported and that their effectiveness in carrying out their duties is recognised.</i></p> <p>Lead Member: <i>Appointment. Attends the Force Specials Action Plan meetings and Custody Visiting meetings as necessary</i></p> <p>Lead Member Governance Accountabilities:</p> <ul style="list-style-type: none"> • Ensuring in liaison with the Chief Constable that the Special Constabulary are effectively organised and supported to give job satisfaction and value for money • Ensuring in liaison with the Chief Constable that the arrangements to liaise with and support Neighbourhood Watch are effective • Ensuring the lay custody visitors are organised effectively and that the resources available are sufficient to carry out the duties • Ensuring the animal welfare lay visitors are organised effectively and that the resources available are sufficient to carry out the duties • Scrutinising the schemes and reporting to the Authority on their performance <p>LCJB Link Member: <i>Appointment</i></p> <p>Link Member Governance Accountabilities:</p> <ul style="list-style-type: none"> • Reporting to the Authority alongside the relevant ACPO Officer on the policies and performance of the LCJB • Ensuring there is congruence between the plans and priorities of the LCJB and the Police Authority 	<p>Scope: Within Warwickshire liaising with the relevant lead volunteers, lead police officers / staff and the CO of the Special Constabulary</p> <p>Score: <u> 2 </u></p> <p>Workload: <u> 1.2 </u></p> <p>Within Core Activity</p>
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<p>GOVERNANCE STREAM</p> <p>RESOURCES</p> <p>Governance Stream Purpose</p> <p><i>Governing the achievement of value for money and fair employment practices by:</i></p> <ul style="list-style-type: none"> • <i>Recommending the allocation of resource to underpin policing priorities and scrutinising the results</i> • <i>Monitoring the implementation of the budget set by the Authority</i> • <i>Promoting the fair delivery of services and employment practices and assessing the impact of policies in this respect,</i> • <i>Overseeing a workforce development programme that deploys, values and develops all staff to deliver the policing priorities at an appropriate cost</i> <p>Lead Member: <i>Appointment (Attends Force Management Board and the Business Improvement Board)</i></p> <p>Lead Member Governance Accountabilities:</p> <ul style="list-style-type: none"> • Reviewing financial progress at least quarterly and ensuring the Force takes action to address the potential for over or underspending • Coordinating the advice from this governance stream to the Authority on the formulation of its policies, objectives and risks for resourcing the Force and Authority, • Leading for the PA, with the Treasurer, Chief Executive and the Director of Finance on the production of annual and medium term revenue and capital financial plans for approval by the Authority • Liaising with Governance Stream Leads and Senior Officers to understand the budget pressures emerging from their work • Developing and supporting income generation by ensuring that all available funding opportunities are explored • Scrutinising the implementation of the Force Efficiency Plan through membership of the Business Improvement Board • Recommending to the Authority the prudential indicators for the following year • Liaising with the Audit Committee Chair to ensure financial planning meets the required standards of probity • Supporting the work of members with responsibilities in this governance stream to achieve its purpose and reporting progress to the Authority • Scrutinising and recommending to the Authority the Force ICT Plans • Organising the scrutiny of Force performance in this Governance Stream and with the nominated senior officer, reporting outcomes to the Authority • Ensuring consistency with the governance of the other two streams and reducing duplication or gaps in governance action • Representing the Authority at the Regional Corporate/Business network 	<p>Scope: Within Warwickshire:</p> <ul style="list-style-type: none"> ○ Interaction with the Chief Executive, Treasurer, Finance Director and senior management staff, ○ Scrutinising proposals for resource allocation and leading for the PA in determining a budget of c £90m. <p>Region – Authority members and ACPO officers</p> <p>Score: 7 </p> <p>Workload: 2.3 </p>
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<p>Deputy Lead for Resources</p> <p>Purpose: <i>Producing medium and long term financial plans that meet the Policing Plan priorities and scrutinising the implementation of the efficiency plan and initiatives to generate income</i></p> <p>Lead Member – Appointment (Councillor if the Governance stream Lead is an independent member)</p> <p>Governance Accountabilities: In partnership with the Governance Stream Lead:</p> <ul style="list-style-type: none"> • Coordinating the advice from this governance stream to the Authority on the formulation of its policies, objectives and risks for resourcing the Force and Authority, • Leading for the PA, with the Treasurer and the Director of Finance the production of annual and medium term revenue and capital financial plans for approval by the Authority • Liaising with Governance Stream Leads and Senior Officers to understand the budget pressures emerging from their work • Developing and supporting income generation by ensuring that all available funding opportunities are explored • Recommending to the Authority the Force Efficiency Plan and scrutinising its implementation • Scrutinising and recommending to the Authority the Force Physical Resources • Ensuring Police Authority interests are represented on the Southern Justice Centre Programme Board <p>Lead for HR: <i>Appointment. Attends Force Occupational H&S Committee</i></p> <p>Purpose: <i>Providing a strategic overview of HR provision and to advise the Authority on the implications of Change Management and the Workforce Development programme.</i></p> <p>Lead Members Governance Accountabilities:</p> <ul style="list-style-type: none"> • Advising the Force on their HR strategies and practices • Scrutinising the Force performance on HR indicators • Providing a Strategic overview of the Force performance in respect of Health & Safety • Advising the Authority in respect of their H&S Duties and ensuring that appropriate training is provided • Scrutinising the performance of Support Services staff, ensuring their contribution to front line policing is explicit and monitored • Representing the Authority at the Regional People network • Advising the Authority on the risks connected to HR provision • Attending the Diversity & Equality Panel 	<p>Scope: Working with the Governance Stream Lead, Director of Resources reviewing performance across the full range of financial activities to establish a budget for the County.</p> <p>Score: 5 </p> <p>Workload: 1.6 </p> <p>Scope: Within Warwickshire interacting with ACPO level officers and other senior management staff to include consideration of the Authority responsibilities for complying with relevant legislation. Region – Authority members and ACPO officers</p> <p>Score: 5 </p> <p>Workload: 1.5 </p>
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<p>Lead for Diversity and Staff Development: <i>Appointment.</i> <i>Attends Force Training Panel and the Confidence and Equality Board.</i></p> <p>Purpose: <i>Providing a strategic overview of Diversity Policies and their implementation and advising the Authority about meeting its statutory and good practice duties. Ensuring the Force continues to develop its workforce and values their contribution through the processes of evaluation and training.</i></p> <p>Lead Members Governance Accountabilities:</p> <ul style="list-style-type: none"> • Chairing the Diversity and Equality Panel to ensure it meets its Governance Accountabilities • Scrutinising the Training Plan to ensure it is relevant to the priorities set for the Force • Scrutinising the implementation of the processes adopted by the Force to evaluate and develop the contribution made by police officers and police staff • Representing the Authority at the Regional People network and with other Authority Diversity Leads <p style="text-align: center;">Diversity and Equality Panel</p> <p>Purpose: <i>Advising the Authority and the Force on all aspects of diversity, equality and human rights and monitoring the Force in meeting all their statutory responsibilities in relation to these subjects.</i></p> <p>Panel Chair: <i>Lead for Diversity and Staff Development</i></p> <p>Members: <i>Lead for HR and 2 Members: Appointments</i></p> <p>Panel Governance Accountabilities:</p> <ul style="list-style-type: none"> • Reviewing developing and ensuring the delivery of the Authority's Equality Scheme • Scrutinising the performance of the Police and the Authority in all aspects of diversity, equality and human rights to ensure fair and equal: <ul style="list-style-type: none"> ▪ access to services ▪ employment opportunities ▪ internal processes and procedures • Advising the HR Lead Member on relevant issues concerning employment of staff • Producing the diversity section of the Governance Plan for agreement by the Authority • Ensuring the Authority's interests are represented to relevant internal and external diversity working groups 	<p>Scope: Force wide and membership of relevant County coordinating groups. Interaction with senior management and regional staff Region – Authority members and ACPO officers</p> <p>Score: <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="text-align: center;">5</td></tr></table></p> <p>Workload: <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="text-align: center;">2.1</td></tr></table></p> <p>Within Core Activity</p>	5	2.1	
5				
2.1				

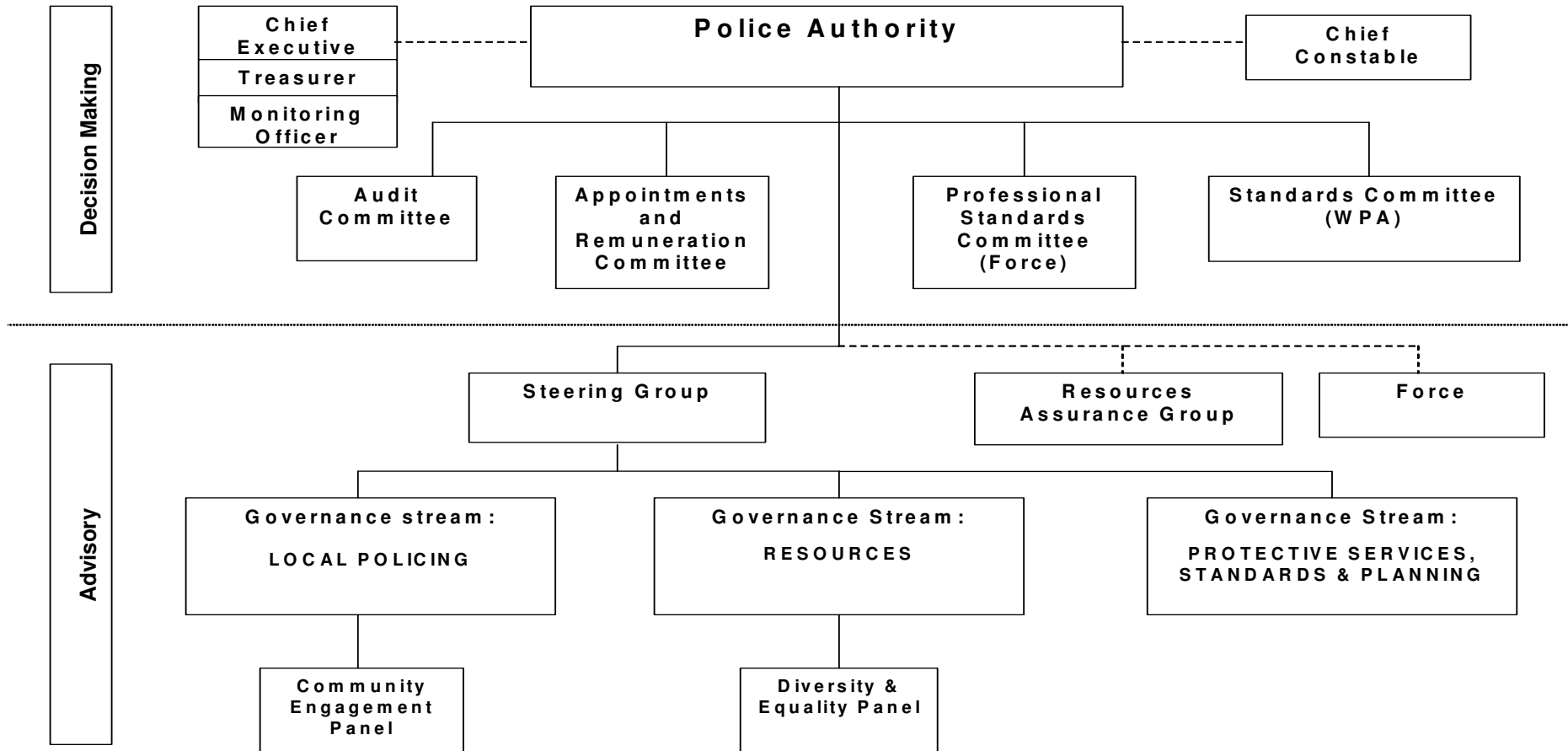
<p>GOVERNANCE STREAM</p> <p>PROTECTIVE SERVICES, STANDARDS & PLANNING</p> <p>Governance Stream Purpose</p> <p><i>Improving the governance of protective services and the investigation of serious crime. Scrutinising the impact of the deployment of resources to improve the fair delivery of front line policing by:</i></p> <ul style="list-style-type: none"> • <i>Ensuring appropriate Police Authority participation in forward planning and the corporate development of the Force</i> • <i>Ensuring that our response to complaints and misconduct reinforces a commitment to high professional standards</i> • <i>Securing the maintenance of high standards of member development and conduct</i> <p>Lead member: <i>Appointment. Attends Force Management Board, CT Gold Group and Protective Services Performance Boards.</i></p> <p>Governance Lead Accountabilities</p> <ul style="list-style-type: none"> • Coordinating the advice to the Authority on the formulation of its policies, objectives and risks for protective services, serious crime • Supporting the work of members with responsibilities in this governance stream to achieve its purpose and reporting progress to the Authority • Leading the production and review of the Authority Governance Plan • Ensuring the Authority shapes the Policing Plan and the Force Report on its outcome • Ensuring the scrutiny of protective services and serious crime policing performance and with the nominated senior officers reporting outcomes to the Authority • Supporting the Chair of the Professional Standards Committee in tackling unacceptable conduct issues on the part of serving police officers and in liaison with the IPCC • Reviewing and developing the Authority structure to meet the Good Governance Standards • Through performance review, develop and retain an excellent Police Authority staff team • Developing and maintaining Authority policies for information management and communications • Ensuring consistency with the governance of the other two streams and reducing duplication or gaps in governance action • Representing the Authority at the Regional Strategic Policing Policy networks 	<p>Scope:</p> <p>External:</p> <ul style="list-style-type: none"> ○ With Chairs, Senior Members of Authorities, and ACPO staff of neighbouring forces and forces with interest in partnership working and the governance of protective services <p>County:</p> <ul style="list-style-type: none"> ○ With Members and Senior Officers of Agencies interested in partnership working. <p>Score: 7</p> <p>Workload: 0.0</p> <p>Note: This workload is incorporated in the workload of the Vice Chair (A)</p> <p>(Note – vetted to SC Level)</p>
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<p style="text-align: center;">Panels And Subject Leads</p> <p style="text-align: center;">Professional Standards Committee</p> <p>Purpose: <i>Overseeing the development of high professional standards by:</i></p> <ul style="list-style-type: none"> • <i>Ensuring the investigation of complaints against the Force is managed to the agreed standards</i> • <i>Reviewing actions taken to address unacceptable conduct and performance.</i> • <i>Taking action in respect of complaints, misconduct or grievances relating to senior officers.</i> • <i>Examining the implications of investigations for strategic direction, change management, efficiency and effectiveness</i> • <i>Reviewing systems to address fraud and corruption</i> <p>Professional Standards Chair: <i>Appointment</i></p> <p>Chair Governance Accountabilities:</p> <ul style="list-style-type: none"> • Liaising with the Deputy Chief Constable and the Head of Professional Standards to ensure appropriate action is being taken in all relevant cases • Liaising with the regional commissioner of the IPCC as required to ensure the Authority’s interests are protected • Deciding the action to be taken between meetings, in respect of those cases where the Authority has the right to make decisions • Representing the Authority at the Regional People network <p>PS Committee members x 3: <i>Appointments</i></p> <p>Committee Governance Accountabilities:</p> <ul style="list-style-type: none"> • Scrutinising the Force’s unsatisfactory performance and misconduct procedures • Monitoring and reviewing the register of complaints to including oversight of: <ul style="list-style-type: none"> ▪ Complaints made against the policies of the Force; ▪ The manner in which the Force deals with complaints against individual Police Officers below the rank of Assistant Chief Constable and complaints against Support Staff; ▪ Grievances by Police Officers and/or Civilian Staff where appropriate. • Investigating and determining complaints against Police Officers of ACPO rank and staff of ACPO rank • Considering and determining grievances raised by Police Officers of ACPO rank and staff of ACPO rank 	<p>Scope: Nationally:</p> <ul style="list-style-type: none"> ○ With the IPCC and the regional commissioner of the IPCC ○ Countywide – all matters connected to Complaints, Misconduct and Professional Standards <p>Score: 7 </p> <p>Workload: 1.3 </p> <p>Within Core Activity</p>
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<ul style="list-style-type: none"> • Completing appropriate disciplinary action against Authority staff or Force civilian staff in whose appointment the Authority would be routinely employed • Dip Sampling Files to ensure good practice is maintained • Ensuring the Authority takes account of relevant results of professional standards investigations in its rolling policing plan and arranging at least one special meeting each year to examine: <ul style="list-style-type: none"> ▪ the effect and influence of complaints statistics on the strategic direction taken by the Force and ▪ how the issues raised by these statistics have impacted on the efficiency and effectiveness of the Force <p>Lead for Member Development: <i>Appointment</i></p> <p>Purpose: <i>Enabling the continuous development of members in their governance role to meet the requirements of the national Good Governance Standards</i></p> <p>Lead Members Governance Accountabilities:</p> <ul style="list-style-type: none"> • Liaising with the Chair about members development needs • Agreeing an annual training programme • Encouraging members to participate in continuous development <p>Lead for Publications and Use of Information: <i>Appointment</i></p> <p>Purpose: <i>Ensuring the Police Authority discharges its responsibilities in safely managing information to:</i></p> <ul style="list-style-type: none"> • <i>make the right decisions</i> • <i>influence policies</i> • <i>plan priorities and</i> • <i>publish statutory documents</i> <p>Lead Members Governance Accountabilities:</p> <ul style="list-style-type: none"> • Advising the Authority on the creation and implementation of an information policy • Scrutinising the performance of the Force in the Management of Police Information • Lead for the Authority on the development and review of the Policing Plan, Annual Report and Annual Governance Statement • Ensuring the Authority develops and maintains a communications strategy to improve its visibility in the Force and community • Overseeing the Force communications strategies 	<p>At present included with Lead for Diversity and Staff Development</p> <p>Scope: Within Warwickshire interacting with ACPO and senior management</p> <p>Score: <u>4</u></p> <p>Workload: <u>1.4</u></p>
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<p>Deputy Lead for Protective Services (Including Lead for Safeguarding Children): <i>Appointment</i></p> <p>Purpose: <i>Deputising for the Stream Lead and ensuring the Authority and Force respond effectively to the Warwickshire implementation of ‘Every Child Matters’ and oversight of the Police involvement with young offenders, children at risk of committing crime and Domestic Violence</i></p> <p>Lead Member Governance Accountabilities:</p> <ul style="list-style-type: none"> • Providing cover for the Protective services role of the Governance Steam Lead • Scrutinising Force Performance in respect of Protective Services and Major Crime • Reporting to the Authority and advising on relevant policy development concerning children and young people • Ensuring that the Authority and Force response to domestic violence is effective and relevant • Maintaining effective communications with the Portfolio Holder for Children’s Services, Director of Children’s Services, YOT Manager and the relevant ACC to ensure the Authority and Force response is appropriate. • Attending the Regional Strategic Policing Policy network <p>29th July 2009</p>	<p>Scope: Within Warwickshire interacting with ACPO, senior management, senior members and officers of WCC</p> <p>Region – Authority members and ACPO officers.</p> <p>Score: 4 </p> <p>Workload: 2.0 </p> <p>(Note – requires vetting to SC Level)</p>
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Diagrams – Governance Framework (29th July 2009)



Governance Streams – Member Roles (29th July 2009)

		Governance Stream Lead Member	Special Responsibilities (Additional Allowances)	Included Responsibilities (Basic Allowances)
<p>POLICE AUTHORITY</p> <p>Chair (Elected)</p> <p>Vice Chair A - (Elected)</p> <p>Vice Chair B - (Elected)</p> <p>9 County Councillors 8 Independents (inc 1 Magistrate)</p> <p>9 Meetings covering the performance in each Governance Stream @ every third meeting</p> <hr/> <p>Appointment / Remuneration Ctte – C / VC's + 7 members (3Cllr, 2Ind+Stream Lead)</p>	<p>G O V E R N A N C E</p> <p>P L A N</p>	<p>LOCAL POLICING</p> <p><u>VICE CHAIR (B)</u></p> <p>Lead Member</p> <p>Joint Force Performance Lead</p>	<p>Chair of Community Engagement & Consultation Panel & Local Scrutiny Lead Member (Cllr)</p> <p>District/Borough Partnership Leads x 5 (inc Local Policing Performance) (Cllr)</p> <p>Lead for Voluntary Services</p>	<p>LCJB Link</p>
		<p>AUDIT COMMITTEE</p>	<p>Chair of Audit Committee (Cllr)</p>	<p>4 Members with no responsibility for Finance / Resources</p>
		<p>RESOURCES</p> <p>Lead Member</p> <p>Joint Force Performance Lead</p>	<p>Dep Lead for Resources (Cllr if Lead is Ind)</p> <p>Lead for HR</p> <p>Lead for Diversity and Staff Development</p>	<p>Member of Diversity & Equality Panel - 3 members</p>
		<p>STANDARDS COMMITTEE</p>	<p>Chair of Standards Committee (External Member)</p>	<p>2 Members + Chair of Professional Standards Committee + External Member</p>
		<p>PROTECTIVE SERVICES, STANDARDS & PLANNING</p> <p><u>VICE CHAIR (A)</u></p> <p>Lead Member</p> <p>Joint Force Performance Lead</p>	<p>Chair of Professional Standards Committee</p> <p>Lead for Publications and Use of Information</p> <p>Deputy Lead for Protective Services</p> <p>Safeguarding Children Lead</p> <p>Lead for Member Development</p>	<p>Member of Professional Standards Committee – 4 members</p>



Embedded Governance (29th July 2009)



Embedded Governance – Internal Force Meetings 2009/10

(Position at 29th July 2009)

Primary Governance Purpose	Meeting	Frequency	Members
HIGH QUALITY LOCAL SERVICES			
Direction & Performance Outcomes	Force Executive Board Business Planning Policing Plan & Annual Report Drafting Counter Terrorism Gold Group Bulldog Bash Gold Group Westbere Gold Group Corporate Risk Mgt Group		IF/PR All CD/ME IF/PR AOB PR JV
Oversight of Performance Management	Force Management Board Daily Tasking District/Borough Commander Mtgs x 5 Force Stop & Search SG Information Mgt Group Corporate IM Board Forensics PB Operations PB Intelligence PB Major Crime PB		PR/SN All Dist. Leads DM SN SN PR/AOB PR/AOB PR/AOB PR/AOB
Standards	Confidence & Equality Board Critical Incident Review Group Vetting Panel for Disciplinary Appeals		DM ME/AOB ME
BEST USE OF RESOURCES			
Resources Performance Management	Resources Directorate Mgt Team PURE Assessment Working Group Finance Management Group Capital Programme Group Transportation Group Property Group Information Mgt Group		SN RH SN IS IS IS ?
Development & Change	Business Improvement Board MOPI Board Financial Mgt Project Board		PR/SN CD SN/PR
Staff Conditions & Development	Force Training Panel Force L&D Group General Human Resources Mtg Warwickshire PNB Force Occupational H & S Ctte Police Bonus Panel Stg Gp for Equal Pay Review Stg Gp for PA Support Review		DM DM EG EG EG EG EG EG
Volunteers	Special Constabulary Meetings Ind. Custody Visitor Mtgs (N & S)		PMJ PMJ

Embedded Governance – Internal Force Meetings 2009/10

Primary Governance Purpose	Meeting	Frequency	Members
COMMUNITY ENGAGEMENT			
Increased Confidence	Public Confidence Board Editor's Forum Corporate Communications Mgt Mtg		IF/JV IF ?
EFFECTIVE PARTNERSHIPS & COMMUNITY LEADERSHIP			
Direction & Performance Outcomes	Counter Terrorism Gold (Prevent)		IF/PR

2. ALLOWANCES

The Calculation of Allowances

1. The allowance for core membership of the Authority is £6624 per annum. Similarly the additional allowance for the Chair of the Authority is £17507. These allowances follow the recommendations of the Independent Remuneration Committee which were approved by the Authority on 21st January 2009.
2. The following staged approach has been taken to establishing an appropriate level of additional allowance.

In respect of the workload of the role:

- Using the governance accountabilities for each role an estimate of the annual hours of work has been made,
- Where meetings are likely to take place in Warwick or Leek Wooten a travel time of 1 hour has been added and where they are London based the travel time has been increased to 4 hours,
- The workload has been converted into a weekly expectation by using a 7.5 hour working day and an availability of 44 weeks per year,
- Given the approximate nature of these calculations a contingency of 10% has been added to all these results,
- This approach gives a core membership time commitment of 0.9 days per week. The workload for each of the proposed roles is summarised in Tables 1 and 2.

In respect of the scope of the role:

- A brief description of the geographical spread and the status and types of individuals and organisations with whom the role holder must relate has been produced,
- The role of the Chair of the Authority has been awarded 10 points.
- Each of the other roles has been assessed against the role of the chair and awarded a score of between 2 and 9 points,

In respect of calculating the allowance:

- The sum of the workload and the scope score is used to create a weighting,
- The final scores have been placed in Bands and each Band has been linked to a percentage of the additional allowance of the Chair.

The workloads and scope scores have been reviewed for the publication of version 3.0 of the scheme before referring the allowance payments to an independent remuneration panel.

3. Workloads are summarised in Tables 1 and 2 below. The basic workload of each member has been included in all of the totals for members undertaking enhanced roles. The unallocated duties in Table 2 will have to be divided between members not undertaking one of specialist roles to ensure an even distribution. Table 3 outlines the allowance bands.
4. Where a member undertakes more than one enhanced role the scope of the personal role will be that of the role with the highest scope. The workload will be adjusted to cover all roles, ensuring that basic activities are not double counted. The band into which the final personal score fits will determine the allowance paid.

TABLE 1 – Roles, Workloads & Additional Allowances

ROLE	DAYS / WEEK	SCOPE 1 TO 10	LEVEL	BAND	Special Allowance	Basic Allowance	Total
SPECIALIST ROLES (Basic Activities included in workload - not expected to undertake other core activities - see below)							
POLICE AUTHORITY CHAIR	3.8	10	13.8	100%	£17,507	£6,624	£24,131
POLICE AUTHORITY VICE CHAIR (A)	3.3	9	12.3	65%	£11,380	£6,624	£18,004
POLICE AUTHORITY VICE CHAIR (B)	3.2	9	12.2	65%	£11,380	£6,624	£18,004
LOCAL POLICING LEAD	Note 1 0.0	7	7.0	0%	£0	£0	£0
RESOURCES LEAD	2.3	7	9.3	40%	£7,003	£6,624	£13,627
PROTECTIVE SERVICES, STANDARDS & PLANNING LEAD	Note 1 0.0	7	7.0	0%	£0	£0	£0
C COMMUNITY ENGAGEMENT PANEL & LOCAL SCRUTINY LEAD	1.2	7	8.2	40%	£7,003	£6,624	£13,627
CHAIR OF PROFESSIONAL STANDARDS COMMITTEE	1.3	7	8.3	40%	£7,003	£6,624	£13,627
MEMBER ROLES (Expected to undertake a share of Core Activities - 0.9 days included in workload to cover this - see below)							
C CHAIR OF AUDIT COMMITTEE	1.8	7	8.8	40%	£7,003	£6,624	£13,627
C NORTH WARWICKSHIRE PARTNERSHIPS LEAD	1.5	4	5.5	20%	£3,501	£6,624	£10,125
C NUNEATON PARTNERSHIPS LEAD	1.5	4	5.5	20%	£3,501	£6,624	£10,125
C RUGBY PARTNERSHIPS LEAD	1.5	4	5.5	20%	£3,501	£6,624	£10,125
C WARWICK DISTRICT PARTNERSHIPS LEAD	1.5	4	5.5	20%	£3,501	£6,624	£10,125
C STRATFORD PARTNERSHIPS LEAD	1.5	4	5.5	20%	£3,501	£6,624	£10,125
VOLUNTARY SERVICES LEAD	1.2	2	3.2	10%	£1,751	£6,624	£8,375
C DEPUTY LEAD FOR RESOURCES	1.6	5	6.6	30%	£5,252	£6,624	£11,876
LEAD FOR HR	1.5	5	6.5	30%	£5,252	£6,624	£11,876
LEAD FOR DIVERSITY & STAFF DEVELOPMENT	Note 2 2.1	5	7.1	30%	£5,252	£6,624	£11,876
LEAD FOR PUBLICATIONS & USE OF INFORMATION	1.4	4	5.4	20%	£3,501	£6,624	£10,125
DEP. LEAD (PROTECTIVE SERVICES & SAFEGUARDING CHILDREN)	2.0	4	6.0	30%	£5,252	£6,624	£11,876
LEAD FOR MEMBER DEVELOPMENT	Note 2 0.0	3	3.0	0%	£0	£0	£0
Max Total					£112,045	£112,608	
NOTES:							
1 Vice Chair roles are combined with these Governance Stream Lead roles to give overall workloads of 3.3 and 3.2 days							
2 Currently combined with Lead for Diversity and Staff Development							
3 Maximum Basic allowance = 17 x £6624 = £112,608							
KEY:							
C - Role requiring a Councillor Member							
SCOPE - An estimate of the range of the role							
LEVEL - Workload plus Scope to give an indication of the relevant allowance: Where a member undertakes more than one role the role with the highest scope is added to the workload to calculate the Level							

TABLE 2 – Activities Included in the Basic Allowance

CORE ACTIVITIES (To be Shared between 9 Members)					
	ROLE	Hours/ Year / member	Total	Plus 10% Cont.	Overall Total
	BASIC ACTIVITIES/ 10 members				
	Main Meetings	40			
	Attend Training	20			
	Attend Budget Seminars	12			
	Business Planning	24	120	132	1320
	REGIONAL MEETINGS/ 6 members				
	Attend Regional APAMeetings	24	24	26	158
	LCJBLINK/ 1 member				
	Attend LCJB	36	36	40	40
	ACPO/ APA CONFERENCES- 4 members each year	59	59	65	260
	MEMBERS OF THE DIVERSITY PANEL/ 2 members				
	Panel Meetings	15			
	IAG	24			
	Impact assessments	40	79	87	174
	RISK MANAGEMENT WORKSHOPS/ 3 Members				
	Attendance	14	14	15	46
	APPOINTMENTS & REMUNERATION COMMITTEE/ 3 members				
	Attend Meetings	24			
	Appoint ACPO Staff	14			
	Appoint PAMembers/Staff	11.5	49.5	54	163
	PROFESSIONAL STANDARDS COMMITTEE/ 3 members				
	Attend Meetings	24			
	Dip Sampling	12	36	40	119
	PASTANDARDS COMMITTEE MEMBER/ 2 members				
	Attend Meetings	16	16	18	35
	AUDIT Committee/ 4 members				
	Attend Panel Meetings	42	42	46	185
	PUBLICATION REVIEWS etc/ 2 members				
	Policing Plan	40			
	Annual Report	40	80	88	176
				Total:	2676
Average Days per week per member (inc 10%contingency):					0.9

TABLE 3 – Bandings and Additional Allowances

BANDINGS FOR ADDITIONAL ALLOWANCES		
BAND	SCORE RANGE	PROPORTION OF CHAIRS ALLOWANCE
A	13.1 TO 15	100%
B	12.1 TO 13	65%
C	10.1 TO 12	50%
D	8.1 TO 10	40%
E	6.1 TO 8	30%
F	4.1 to 6	20%
G	2.1 TO 4	10%
H	0 TO 2	Basic Allowance