



**cleveland police authority**

# **Terms of Reference for Panels and Committees 2011-12**

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## Leadership Panel

The Leadership Panel has a broad remit to consider all aspects of leadership for the Force and Authority. A key rationale for the Leadership Panel is that it allows the chairs of the various panels of the Police Authority to consider leadership issues in a broader context than the remit of their individual panels. It also allows for a greater range and depth of discussion of key leadership issues.

The membership of this Panel is made up of the Chairs of the panels of the Police Authority, and will include the Chair and the Vice Chair of the Police Authority. Any additional co-opted Members at the Chairman's discretion. The Chair of the Police Authority chairs this Panel.

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### In relation to Members of the Police Authority

1. To consider matters relating to training, development, attendance and performance.
  2. To have oversight of the arrangements for the appointment of Members.
  3. To consider and shortlist applications to be an Independent Member of the Police Authority and the Standards Committee.
  4. To conduct interviews and make recommendations, as appropriate, to the full Police Authority on the appointment of new Independent Members.
  5. To seek to ensure that the membership of the Police Authority reflects the diversity of the community it serves.
  6. To consider Member remuneration issues prior to these issues being discussed by the Standards Committee and/or Police Authority Executive, as appropriate.
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### In relation to the Force Executive

7. To develop arrangements with the Force which fulfil the statutory requirements placed on the Authority to hold the Chief Constable to account.

8. To ensure that such arrangements are constructive in nature and designed to further the achievement of the objectives of the Police Authority and the Force.
  9. To have oversight of the arrangements for appointment to the Force Executive.
  10. To consider and shortlist applications for Chief Constable, Deputy Chief Constable, Assistant Chief Constable and Assistant Chief Officer.
  11. To conduct interviews and make appointments.
  12. To consider and determine all matters falling to be determined by a Police Authority concerning pay, conditions of service, severance payments, redundancy, and redundancy payments, including the application of the national bonus scheme for Chief Police Officers. These matters to be supported by appropriate options and financial appraisals.
  13. To ensure that appropriate Personal Development Reviews take place.
  14. To consider and hear representations in connection with overall Performance Development Review (PDR) assessments.
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In relation to Police Authority Staff

15. To have oversight of the arrangements for appointments to the staff of the Police Authority.
  16. To consider and shortlist applications for Chief Executive, Deputy Chief Executive, Treasurer and Monitoring Officer.
  17. To conduct interviews and make appointments.
  18. To consider and determine all matters falling to be determined by a Police Authority concerning pay, conditions of service, severance payments, redundancy, and redundancy payments. Matters to be supported by appropriate options and financial appraisals.
  19. To ensure that appropriate Personal Development Reviews take place.
  20. To consider and hear representations in connection with overall Performance Development Review (PDR) assessments.
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## Governance Matters

21. The panel has plenary powers except in those matters reserved for decision by the full Police Authority.
22. To consider any matter of urgency that does not warrant the calling of the full Police Authority. (Decisions taken under urgency arrangements are to be reported to the next meeting of the full Police Authority by way of Panel minutes or by way of a specific report should the matter be of sufficient importance.)
23. To monitor the implementation of the CPA Business Plan.
24. To monitor the implementation of the CPA Risk Register and supporting action plan.
25. To agree the distribution of the CPA's annual revenue budget over spending heads, and income.
26. To receive regular budget monitoring reports relating to the CPA budget.
27. To oversee the responses to freedom of information requests and other data requests that relate to senior officers, Members and issues of a particularly sensitive nature.

This Panel has, in addition to the Audit and Internal Control Panel, the authority to agree exemptions to Contract Standing Orders. Any such exemptions will subsequently be reported to the full Police Authority Executive for scrutiny.

## **Operational Policing Panel**

1. To promote the vision of Cleveland Police and Cleveland Police Authority.
2. To critically assess the strategies adopted by the Force and the Authority to deliver operational performance, with particular reference to community protection, engagement and reassurance.
3. To work with the Force to formulate and review the objectives and priorities set out in the Chief Constable's / Cleveland Police Authority's local policing plans and policing strategies.
4. To monitor and scrutinise performance against the operational objectives set in the Annual Policing Plan and against the Home Secretary's priorities for policing and relevant Public Service Agreement measures.
5. To monitor and scrutinise the Force's performance in reducing crime and increasing offences brought to justice.
6. To monitor the Force's progress in closing the protective services gap.
7. To assist in the development and subsequent monitoring of operational collaborative working.
8. To receive reports on level 2 operations.
9. To receive progress reports on the development of counter terrorist capability.
10. To monitor issues relating to civil contingencies/ emergency planning.
11. To monitor and scrutinise the work with partnerships to reduce the levels of violence associated with domestic abuse, racially motivated crime and hate crime.
12. To critically assess procedures relating to rape and other sexual offences to ensure the victims are provided with support and feel confident to report crimes.
13. To promote partnership cooperation in tackling alcohol-related disorder and drug abuse.
14. To monitor and scrutinise the citizen focus initiatives and the embedding of neighbourhood policing.

15. To monitor and scrutinise the effectiveness of Force and partnership initiatives to understand and tackle anti-social behaviour, including initiatives to engage with young people.
16. To review and monitor the development and progress of the volunteer and cadets schemes.
17. The panel may call for further information and reports to be submitted to a future Panel meeting or to the Police Authority Executive.
18. Outcome:  
  
Improving the effectiveness of the delivery of policing services; encouraging public participation, partnership working and increased customer confidence.

## **Policy & Resources Panel**

1. To guide the Authority in the formulation of its policy objectives and priorities. The panel will monitor progress against the financial strategy, business strategy and the asset management strategy (including estates strategy).
2. To consider new policies & procedures, or changes in policies and procedures, as they affect the strategic management of the Police Authority.
3. To consider, review and monitor the allocation of the Authority's financial, physical and human resources.
4. To oversee arrangements in relation to the Authority's corporate planning process, including development and review of the Business Plan.
5. To review the effectiveness of the work of the Authority and Force, with particular reference to the efficiency and value for money achieved. This will encompass the Use of Resources evaluation.
6. To receive and approve the Authority's scheme of delegation and the standing orders for the conduct of business, prepared in collaboration with the Force.
7. Monitor the budgets for the Police Authority and receive regular budget monitoring reports. Approve any material amendments to the approved budgets. This applies to both revenue and capital budgets.
8. To critically examine and approve the Medium/Long Term Financial Strategy and Medium/Long Term Capital Strategy.
9. To critically examine, approve and monitor the progress of capital schemes.
10. To critically examine, approve and monitor all other funding arrangements.
11. To approve and monitor the Prudential Borrowing Policy and Indicators of the Authority in line with the Investment / Capital Strategy.
12. To scrutinise and approve the Force's HR plans and strategies, including recruitment, training, workforce transformation, leadership development and talent management. To ensure that these are aligned with the financial and business planning processes.

13. To determine the Authority's strategy and policies in relation to diversity and equal opportunities matters so as to promote equality of opportunity for service users and employees.
14. To oversee and scrutinise the Force's performance in relation to the diversity and equality agenda, including the management of the Single Equality Scheme and the Equality Standard for Policing.
15. To monitor and scrutinise the Force in respect of compliance with the Human Rights Act, particularly in relation to its impact on diversity and equal opportunities for staff and service users.
16. To critically examine the establishment structures of the Force, with particular reference to promoting effectiveness and efficiency through the implementation of change initiatives.
17. To Monitor and scrutinise the Force's performance in Human Resources management, including training and diversity & equal opportunities.
18. Oversee and scrutinise the recruitment process for police officers and staff, including the University of Teesside contract and the Initial Police Learning and Development Programme.
19. To scrutinise the Force's performance in relation to the management of Health and Safety.
20. To scrutinise the Force's performance in relation to the management of sickness absence.
21. The panel may call for further information and reports to be submitted to a future Panel meeting or to the Police Authority Executive.
22. Outcome:

Ensure an effective and efficient police service, securing continuous improvements in the way in which the functions are exercised. Strengthen the links between financial planning, business planning and workforce planning. Ensure the promotion of diversity and equal opportunities for both service users and employees.

## **Audit and Internal Control Panel**

1. The objective of the Panel is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process.

Its key tasks are:

2. In relation to Audit Activity
  - To consider 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 corporate governance arrangements.
  - To consider internal audit reports.
  - To consider reports dealing with the management and performance of the providers of internal audit services.
  - To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.
  - To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
  - To consider specific reports as agreed with the external auditor.
  - To comment on the scope and depth of external audit work and to ensure it gives value for money.
  - To liaise with the Audit Commission over the appointment of the authority's external auditor.
  - To commission work from internal and external audit.
3. In relation to the Regulatory Framework
  - To maintain an overview of the authority's constitution in respect of contract procedure rules, financial regulations and codes of conduct and behaviour.
  - To review any issue referred to it by the Chief Executive.
  - To monitor the effective development and operation of risk management and corporate governance in the authority.
  - To monitor authority policies on "whistle-blowing" and the antifraud and anti-corruption strategy.
  - To monitor the production of the authority's Annual Governance Statement and to recommend its adoption.
  - To consider the authority's arrangements for corporate governance and to agree necessary actions to ensure compliance with best practice.

- To consider the authority's compliance with its own and other published standards and controls.

In relation to accounts

- To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the authority.
  - To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
4. The panel may call for further information and reports to be submitted to a future Panel meeting or to the Police Authority Executive.
  5. Outcome:  
Strengthened corporate governance arrangements.

## **Professional Standards Panel**

### **Aim:**

1. To ensure the Authority fulfils its role to secure an effective and efficient police service in respect of complaints against police (CAP).

### **Role:**

2. Overseeing the procedures for handling complaints against the police as they are applied locally. This includes considering the cause and instances of complaints (CAP) the response of the force to them and wider links to general force policy, style and management.
3. To monitor the management of Direction and Control complaints (Agreed at Police Authority 30.6.05, Police Reform Act 2002).
4. To monitor the management of civil claims.
5. Appeals Panel in relation to Police Staff.

### **In detail:**

6. Members will need to be satisfied that the force has in place appropriate processes, procedures and policies for the recording and handling of complaints against police in accordance with the provisions set out in the 1996 Act, the Police Reform Act and related regulations and Home Office guidance.
7. Decide, on a risk assessment basis, the extent to which they need to probe and scrutinise the detailed policy, procedure and practice used within the force.
8. Members should understand force policies and procedures for the recording and handling of complaints including those relating to direction and control.
9. Ensure that the Chief Constable has in place robust procedures for senior managers to oversee and manage effectively the complaints process.
10. Consider whether the force is applying a proper distinction between complaints about conduct of an officer as opposed to issues relating to direction and control.

11. As part of the monitoring and oversight function dip sampling of files should take place of closed files. Lists will be provided to members prior to the meeting for them to select a sample of files which will then be made available to them in the closed part of the meeting. The purpose of this is not to re-examine the case but to ensure that complaints are routinely dealt with robustly and in accordance with policy.
12. To consider the statistics relating to the number and type of complaints by district and force-wide, by type and the trends. Consideration should be given to any significant factors relating to age, ethnic origin or location of complainants.
13. Members should look for evidence that the force considers proactively the lessons that can be identified from an analysis of the causes of complaints which impact on wider force policy and practice. It is recommended that members look at what the statistics say about the overall policing style and management within the force.
14. Members may wish to consider the views of other agencies such as Independent Complaints Commission (IPCC) and HMIC from time to time to ensure that they have an external perspective on the handling of complaints.
15. The panel may call for further information and reports to be submitted to a future Panel meeting or to the Police Authority Executive.

## **Strategic Air Support Panel**

1. To ensure and provide for efficient and effective Air Support.
2. To ensure the efficient, effective and appropriate long-term provision, procurement and resourcing of the Cleveland Strategic Air Support Service.
3. To monitor and scrutinise performance against the operational objectives of Air Support, including any collaborative / cross border operations.
4. To monitor and scrutinise any proposed National Police Air Service.

## Standards Committee

The Standards Committee is a requirement of the Local Government Act 2000 (S53-56), as amended by the Local Government Act 2003 and the local Government and Public Involvement in Health Act 2007. Please also refer to the Standards Committee (England) Regulations 2008. The committee must comprise at least 25% independent persons.

This Committee deals with statutory issues such as hearing cases referred by the Standards Board. The Standards Committee has an Independent Chair and Vice Chair who are not regular members of the Police Authority but classed as co-opted members for this purpose.

Terms of Reference:

1. Advise the Authority on the adoption of a local code, which sets out the standards of conduct expected from members.
2. Promote and maintain high standards of conduct within the Authority through assistance, advice and training.
3. Monitoring the operation of the local code.
4. Hear complaints against members referred for local resolution by the Standards Board for England in accordance with regulations under the Local Government Act 2000.
5. Make recommendations to the Police Authority on the local scheme for member's allowances.
6. Involvement, insofar as professional standards are concerned, with the Code of Corporate Governance, the whistle- blowing policy, Ombudsman investigations, Standards Board for England investigations and requests for exemptions in respect of declarations of interest.
7. The Committee may call for further information and reports to be submitted to a future Panel meeting or to the Police Authority.

## **Joint Risk Management Group**

*This is a sub group of Audit and Internal Control Panel.*

1. To engender and support a culture of risk management across the Police Authority and the Force.
2. To promote the embedding of risk management within integrated business and financial planning processes.
3. To facilitate consistency between and within the Police Authority and the Force in relation to risk management matters.
4. To consider relevant recommendations flowing from inspections, assessments and reviews, and monitor progress of action plans.
5. The work of this group will be part of the Annual Governance Statement delivery process and reported through the Audit and Internal Control Panel.
6. Membership of the group will be the Chief Executive, Chair and Vice Chair of the Audit and Internal Control Panel, the Deputy Chief Constable and the Head of the Corporate Planning and Governance Unit. Deputies will be allowed to attend. The quorum will be met if the Chair or Vice Chair of the Audit and Internal Control Panel and the DCC or Head of Corporate Planning and Governance (or deputy) is present.

Risk Management includes Service Continuity Planning arrangements.

*(Terms Agreed - Audit and Internal Control Panel, November 2009)*

## Environmental Monitoring Group

This is a sub group of the Policy & Resources Panel.

1. To engender and support environmental issues across the Police Authority and Force, involving our strategic partners where necessary.
2. To promote the embedding of environmental management within integrated business and financial planning processes.
3. To facilitate consistency between and within the Police Authority and the Force in relation to environmental and energy reduction related matters.
4. To consider relevant recommendations flowing from any inspections, assessments and reviews, and monitor progress of action plans.
5. To review, adopt and embed any launch or changes to environmental legislation.
6. Membership of the group will be:

*Police Authority:* The group will be chaired by the Chair of the Police Authority with co-opted Members and CPA Officers also in attendance.

*Cleveland Police:* The ACO Finance and Commissioning will attend as Vice Chair of this Group with optional representatives from the Districts to feed learning into their area buildings and services.

*Strategic Partners (Steria):* It is proposed that representation from the Police Shared Business Services will be from the following areas:

- Corporate Estates (for Energy, Electrical Equipment Water and Waste Management)
- ICT (for ICT Electrical Equipment)
- Fleet Management (for Operational Travel)
- Central Business Unit (for Business Travel)
- Finance (for Employee Travel)
- Procurement (for Sustainable Procurement)

*Strategic Partners (Reliance):* It is proposed that representatives of Reliance will be in attendance to report on energy, water and waste management in the PFI buildings (Middlesbrough District HQ, Redcar & Cleveland District HQ and town police stations in Redcar and South Bank).

*(Terms Agreed - Leadership Panel 15 March 2011)*