



NORFOLK POLICE AUTHORITY

Ensuring an Efficient and Effective Police Service

CODE OF CORPORATE GOVERNANCE

1. Introduction

- 1.1. Governance is about how Police Authorities ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner. It comprises the systems, processes, culture and values by which organisations are directed and controlled, and through which they account to, engage with and, where appropriate, lead their communities.
- 1.2. This Code of Corporate Governance describes how Norfolk Police Authority discharges its responsibilities in this respect, and particularly its two overarching statutory responsibilities:
 - To secure an efficient and effective local police service;
 - To hold to account the Chief Constable for the exercise of his functions and those of persons under his direction and control.
- 1.3. The Chief Constable has statutory responsibility for the control, direction and delivery of operational policing services.
- 1.4. The CIPFA/SOLACE Framework *Delivering Good Governance in Local Government* which also applies to Police Authorities, sets out six core principles on which effective governance should be built:-
 - Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area;
 - Members and Officers working together to achieve a common purpose with clearly defined functions and roles;
 - Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
 - Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
 - Developing the capacity and capability of Members and Officers to be effective;
 - Engaging with local people and other stakeholders to ensure robust public accountability.
- 1.5. To achieve this a framework has been formulated which ensures that these principles are fully integrated in the conduct of the Authority's business as well as establishing a means of demonstrating compliance.

1.6 The Authority should also demonstrate that systems and processes in place are:

- Monitored for their effectiveness in practice;
- Subject to annual review to ensure they remain up-to-date.

2. **The Code of Corporate Governance**

2.1. This Authority's Code of Corporate Governance incorporates the core good governance principles, develops these in a local context, and sets out the arrangements for reviewing their effectiveness.

2.2. The way in which each of the core principles of good governance is put into practice is set out below:

2.2.1. The Authority aims to focus on the purpose of the Authority and on outcomes for the community to create and implement a vision for the local area.

To achieve this the Authority will:

- Ensure that the role and functions of the Police Authority are clearly understood by its members and officers and those they engage with, including the Norfolk Constabulary and partner organisations;
- Ensure that all decisions made and actions taken are directly related to the Authority's functions;
- Secure the provision of an efficient, effective and sustainably funded Police Service for Norfolk;
- Ensure that the work the Authority and Constabulary undertake in partnership with others is underpinned by a common vision of their work and is endorsed by all parties;
- Decide how the quality of service for users is to be measured and ensure that the information needed to review service quality effectively and regularly is available;
- Ensure that the information needed to review performance in achieving value for money effectively and regularly is available;
- Consider the environmental impact of policies, plans and decisions;
- Put in place effective arrangements to ensure that the Constabulary performs to a high standard.

2.2.2 The authority aims to ensure Members and Officers work together with clearly defined functions and roles with the common purpose of implementing the authority's vision and its aims and objectives.

To achieve this the authority will:-

- Ensure there is a clear and common understanding of the respective roles and responsibilities of Officers and Members and regularly review the effectiveness of these roles and responsibilities;
- Regularly review delegations to ensure that the way it does business is fit for purpose;
- Ensure that delegations and terms of reference of its committees and the matters reserved for decision by the full authority are clearly and comprehensively set out;
- Set out a clear statement of the role and responsibilities of Members;
- Regularly review and update the job descriptions of its officers to ensure that they are clearly related to the Authority's aims and objectives and to its way of working.

2.2.3 The authority aims to promote its values and demonstrate commitment to good governance through upholding high standards of conduct and behaviour.

To achieve this the Authority will:-

- Ensure that the Members and Officers of the Authority carry out their duties in a climate of openness, support and respect;
- Ensure that standards of conduct and professional behaviour expected between Members, Authority Staff and Officers of the Constabulary are defined and communicated through appropriate codes of conduct and protocols;
- Regularly review, maintain and update this Code of Corporate Governance and those policies and other documents which give effect to it;
- Regularly review its Code of Conduct for Members and consider whether any locally determined provisions are required in addition to the mandatory provisions prescribed by legislation;
- Promote an understanding of the Code of Conduct and the Principles of Conduct in Public Life through leadership, example, training and guidance;
- Ensure rigorous enforcement of the Codes.

2.2.4 The authority aims to take informed and transparent decisions which are subject to effective scrutiny and risk management arrangements.

To achieve this the authority will:-

- Continue to develop and maintain effective arrangements to scrutinise and challenge Constabulary performance;
- Ensure that it works with the Constabulary to obtain objective and timely information which is necessary to the balanced and informed decisions;
- Ensure that its decisions and those of its committees, members and officers are evidence-based, costed, lawful, assessed for risk and accurately recorded;
- Develop and maintain effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations;
- Ensure that risk management is embedded both within the Authority and Constabulary and is used effectively to inform and focus its decision making, scrutiny and monitoring work;
- Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints against the Authority;
- Ensure that its meetings are publicly accessible and that its agendas and minutes are published and that information which is exempt or confidential is only withheld from publication insofar as is allowed by law.
- Work with the Constabulary as well as its stakeholders and communities to develop and deliver against clearly defined strategic plans, priorities and targets;
- Ensure when working in partnership that the arrangements for governance and accountability for performance and financial administration are clearly articulated and disseminated.

2.2.5 The Authority aims to develop the capacity and capability of members and officers to be effective in their roles.

To achieve this the authority will:-

- Appoint officers with qualifications, experience and potential appropriate to their roles;
- Provide its officers with training appropriate to their roles and opportunities for personal development;
- Regularly assess the training needs of its members and provide for those needs;

- Ensure that its officers provide practical and knowledge-based support for members in exercising their roles.
- 2.2.6 The Authority aims to engage with local people and other stakeholders to ensure robust public accountability.

To achieve this the authority will:-

- Provide stakeholders with budgetary and other information necessary for them to make informed responses to consultation;
- Promote a wider understanding of the role and functions of the Authority;
- Consult widely with appropriate stakeholders including hard to reach and other under represented groups on matters relating to policing in Norfolk and have regard to their views.

3. Governance Review Arrangements

- 3.1 The Authority has put in place the following arrangements to review the effectiveness of the Code of Corporate Governance.

The Police Authority

- 3.2 The Police Authority is responsible for approving the local Code of Corporate Governance and for carrying out an annual review of its effectiveness. The Authority will receive and approve the Annual Governance Statement (AGS) at the same meeting at which it approves the Annual Statement of Accounts. The AGS, which will include an action plan to rectify any significant areas of weakness in corporate governance, will be signed jointly by the Chairman of the Authority, the Chief Executive and the Chief Constable.
- 3.3 Effective consultation and engagement is essential in enabling the Authority to perform its role to hold the police to account on behalf of local people. Through the Citizen Focus Committee, Norfolk Independent Advisory Group and Norfolk Disability Forum, the Authority engages with stakeholders on policing issues, including matters in relation to police performance. Consultation allows the opinions, needs and experiences of the public to inform strategy and policy development.

The Constabulary

- 3.4 The Chief Constable is responsible for corporate governance issues affecting the Constabulary, ensuring that appropriate reviews are carried out into key areas including:-
- Optimisation of operational delivery, with adequate service, governance and financial controls
 - Professional standards and performance
 - Management of information, including security and data protection
 - Strategic co-ordination of service and financial planning, including risk management
 - The processes for evaluation, and achievement of value for money

Scrutiny and Audit Committee

3.5 The Committee's terms of reference include the following key requirements in respect of corporate governance:

- To provide proactive and effective leadership on audit and governance issues and champion both audit and the embedding of risk management throughout the Authority and Constabulary;
- To be assured as to the adequacy of financial and other controls, corporate governance (including an anti-fraud and corruption strategy), financial regulations, contract standing orders and risk management arrangements, and ensure that they are reviewed and revised;
- To examine and consider the draft Annual Governance Statement, and to make any recommendations to the full Authority in this respect.

Ethical Standards Committee

3.6 The Committee's terms of reference include the following key requirements in respect of corporate governance:

- To promote and maintain high standards of conduct by Members of the Police Authority;
- To assist Members of the Authority to observe the Authority's Code of Conduct;
- To advise the Authority on the adoption and revision of Codes of Conduct for Members and Officers;
- To monitor the operation of the Authority's Codes of Conduct;
- To advise on, and arrange training for Members on matters relating to the Members' Code of Conduct.

Internal Audit

3.7 The role of internal audit is to give assurance to the Authority, through the Scrutiny and Audit Committee, on the effectiveness of the controls in place to manage risks. To this end, Norfolk Audit Services report to the Committee on a quarterly basis, highlighting any major control weaknesses identified.

3.8 Corporate Governance and risk management arrangements periodically feature in the annual audit plan which is subject to approval by the Scrutiny and Audit Committee. Corporate governance and risk management issues may arise through other reviews carried out by Norfolk Audit Services. In this case, the issues will be raised through the relevant audit report.

External Audit

3.9 External Auditors audit the Authority's financial statements, Police Use of Resources assessment (PURE), Annual Governance Statement and performance management arrangements, as well as undertaking a number of thematic based reviews. The External Auditors' plans and reports, including the

Annual Audit Letter, are considered by the Scrutiny and Audit Committee at appropriate times in the annual cycle of meetings.

Her Majesty's Inspectorate of Constabulary

- 3.10 The role of HMIC is to promote the efficiency and effectiveness of policing in England, Wales and Northern Ireland through inspection of police organisations and functions to ensure agreed standards are achieved and maintained, good practice is spread and performance is improved. It also provides advice and support to the tripartite partners (Home Secretary, police authorities and forces) and plays an important role in the development of future leaders.
- 3.11 HMIC reports are sent to the Chief Constable and Police Authority for consideration and appropriate action. HMIC is expected to play a key role in the future inspection of Police Authorities.