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## CODE OF CORPORATE GOVERNANCE

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### 1. Introduction

- 1.1 Governance is about a body putting in place proper arrangements for the conduct of its affairs and facilitating the proper exercise of its functions. It comprises the systems, processes, culture and values by which the body is directed and controlled.
- 1.2 This Code of Corporate Governance describes how the Police and Crime Commissioner for Suffolk (PCC) discharges their responsibilities in this respect, and particularly its overarching statutory responsibilities:
- to secure the maintenance of the police force for their area;
  - to hold the Chief Constable of Suffolk Constabulary to account for the exercise of his functions and those of persons under his direction and control.

The Chief Constable has direction and control over the Constabulary's officers and staff.

- 1.3 The CIPFA Framework "Delivering Good Governance in Local Government" Guidance Note for Police sets out the six principles of good governance on which effective governance should be built:
- focussing on the purpose of the PCC and on outcomes for the community, and creating and implementing a vision for the local area;
  - leaders, officers and partners working together to achieve a common purpose with clearly defined functions and roles;
  - promoting values for the PCC 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 the PCC and officers of the PCC to be effective;
  - engaging with local people and other stakeholders to ensure robust public accountability.

1.4 To achieve this a framework has been developed to ensure that these principles are fully integrated into the conduct of the PCC's business as establishing a means of demonstrating compliance.

1.5 The PCC can also demonstrate that the 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 Accordingly, the PCC has developed a Code of Corporate Governance which incorporates the six 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 principles of good governance is put into practice by the PCC is set out below:

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

To achieve this the PCC will:

- develop and promote the PCC's aims and review them on a regular basis;
- establish a process for strategic planning and review which uses information gathered to make decisions;
- publish an annual report on a timely basis to communicate the PCC's activities and achievements, financial position and performance;
- decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available;
- ensure that the work the PCC undertakes in partnership with others is underpinned by a common vision of their work and is understood by all parties;
- maintain effective arrangements to ensure the Constabulary performs to a high standard and to identify and deal with failure in service delivery;
- determine how value for money is to be measured and make sure the PCC has the information needed to review value for money and performance effectively.

2.2.2 *The PCC aims to ensure leaders, officers and partners work together to achieve a common purpose with clearly defined functions and roles:*

To achieve this the PCC will:

- set out a clear statement of the role and responsibilities of the PCC;

- set out a clear statement of the respective roles and responsibilities of the senior officers and staff of the office of the PCC;
- set out a clear scheme of delegation of those matters delegated to officers by the PCC and ensure that it is monitored and updated as and when necessary;
- ensure that there is a shared understanding between the PCC and the Chief Constable as to their respective roles;
- ensure that effective mechanisms exist to monitor service delivery;
- ensure that the PCC's aims, police and crime objectives, plans and priorities are developed through robust mechanisms and in consultation with the local community and other key stakeholders, and that they are clearly articulated;
- ensure clarity of legal status of partnerships and the roles and responsibilities of the PCC in relation to the partnerships.

2.2.3 *The PCC aims to promote the values of the PCC and demonstrate the values of good governance through upholding high standards of conduct and behaviour.*

To achieve this the PCC will:

- ensure that the PCC's leadership sets a climate of openness, support, respect and ethical behaviour;
- ensure that the expected standard of conduct and personal behaviour of those holding public office and their staff are clearly communicated;
- put in place arrangements to ensure that the PCC, the Chief Constable and their officers and staff are not influenced by prejudice, bias, or conflicts of interests in dealing with different stakeholders and put in place steps to ensure that they continue to operate in practice.

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

To achieve this the PCC will:

- develop and maintain open and effective mechanisms for making decisions;
- develop and maintain open and effective mechanisms for documenting decisions together with the evidence and the criteria, rationale and considerations upon which they are made;
- develop and maintain effective arrangements to challenge and scrutinise the Chief Constable's and Constabulary's performance and compliance with other requirements;
- engage fully in the constructive challenge of the review and scrutiny function undertaken by the Police and Crime Panel with a view to enhancing the PCC's overall performance;

- in conjunction with the Chief Constable develop and maintain an effective Audit Committee;
- ensure that effective, transparent and accessible arrangements are in place for dealing with complaints;
- ensure that risk management is embedded within the Office of the PCC and the Constabulary and is used effectively to inform and focus decision-making, scrutiny and monitoring;
- ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the PCC have access;
- ensure that professional advice on legal, financial and other matters is available and recorded where appropriate in connection with decision-making;
- actively recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on officeholders and their staff by public law.

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

To achieve this the PCC will:

- ensure that the statutory officers and staff have the resources and support necessary to perform and develop effectively in their roles;
- provide induction programmes tailored to individual needs as well as opportunities for officeholders and staff to update and enhance their knowledge on an ongoing basis;
- regularly assess performance as well as the skills required by officeholders and staff to promote development and to enable roles to be carried out effectively;
- ensure that effective arrangements are designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the PCC.

2.2.6 *The PCC aims to engage with local people and other stakeholders to ensure robust public accountability.*

To achieve this the PCC will:

- define to whom and for what the PCC is accountable;
- produce an annual report on the activities of the PCC as referred to at paragraph 2.2.1 above;
- ensure that arrangements are in place to enable the PCC to engage and consult with all sections of the community and other stakeholders in an effective way. These arrangements should recognise that different sections of the community have different priorities;

- ensure that the PCC and the Office of the PCC as a whole is open and accessible to the community, service users and its staff.

### 3. Arrangements for Review of Governance

#### 3.1 The PCC has put in place the following arrangements to review the effectiveness of the Code of Corporate Governance:

##### 3.1.1. The PCC

The PCC is responsible for the production of a Code of Corporate Governance. Each year the PCC has responsibility for ensuring that a review of the effectiveness of the governance framework is undertaken. This is explained in the PCC's Annual Governance Statement. The review of effectiveness will take place each year as the Annual Governance Statement is produced. The review will provide assurance that governance arrangements are in place and operating effectively. Once approved the Annual Governance Statement will sit alongside the PCC's Statement of Accounts. The Annual Governance Statement may, where appropriate, identify a number of significant governance issues where governance arrangements can be improved and enhanced. The Statement is signed jointly by the PCC and the Chief Executive.

##### 3.1.2 The Chief Constable

The Chief Constable is responsible for corporate governance issues affecting the Constabulary and for ensuring that appropriate reviews are carried out in key areas. The Chief Constable has a responsibility to produce their own Code of Corporate Governance and Annual Governance Statement. The latter may identify a number of significant governance issues requiring steps to enhance governance arrangements within the Constabulary. The statement is signed by the Chief Constable.

##### 3.1.3 The Audit Committee

The purpose of the Audit Committee is to provide independent assurance on the adequacy of the risk management framework, the associated control environment, independent scrutiny of the organisation's financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process.

##### 3.1.4 Internal Audit

The primary role of internal audit is to give assurance to the PCC and Chief Constable as to the effectiveness of controls in place to manage the respective organisations. The Audit Committee considers the annual report from the internal auditors and which will cover whether there are any major control weaknesses. The review of corporate governance and risk management periodically feature in the annual audit plan and which is subject to approval by the Audit Committee.

### 3.1.5 External Audit

The role of the external auditors is to ensure that the PCC and Chief Constable have made proper arrangements for securing economy, efficiency and effectiveness in their use of resources and to give reasonable assurance that the financial statements are free from material misstatement. The plans and reports of the external auditors are considered by the Audit Committee.

### 3.1.6 Her Majesty's Inspectorate of Constabulary

The role of the HMIC is to promote the efficiency and effectiveness of policing through inspection to ensure agreed standards are achieved and maintained, good practice is disseminated and performance is improved. HMIC reports are sent to the PCC and the Chief Constable for consideration to appropriate action.

Christopher Jackson  
Chief Executive  
Office of the Police and Crime Commissioner for Suffolk

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