

**A CODE OF CORPORATE GOVERNANCE FOR THE
CUMBRIA POLICE AUTHORITY**

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 the Cumbria 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 of the Cumbria Police Force for the exercise of his functions and those of persons under his direction and control.

The Chief Constable has an independent statutory responsibility for the control, direction and delivery of operational policing services.

- 1.3 The CIPFA/SOLACE Framework Delivering Good Governance in Local Government 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
- 1.4 To achieve this, a framework has been formulated locally which ensures that these principles are fully integrated into the conduct of the Authority's business as well as establishing a means of demonstrating compliance.
- 1.5 The Authority 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.

The Code of Corporate Governance

- 2.1 Accordingly, the Authority has developed this Code of Corporate Governance to incorporate the core good governance principles, to develop these in a local context, and to set 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 by the Authority 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:

- Monitor and review the measurement of quality of service for users and make sure that the information needed to review service quality effectively and regularly is available.
- Ensure that the work that the Authority and Force undertake in partnership with others is underpinned by a common vision which is understood and agreed by all parties.

- 2.2.2 The Authority aims to ensure members and officers are working together to achieve a common purpose with clearly defined functions and roles.

To achieve this, the Authority will:

- Ensure that there is a clear understanding of the respective roles of the Authority, its members and its officers and regularly review the effectiveness of those roles.
- Maintain and keep under review a Scheme setting out the matters reserved to the full Authority (taking into account any relevant legal requirements) and those matters which are delegated to the different Committees and Sub-Committees of the Authority to discharge on behalf of the Authority.
- Maintain and keep under review a Scheme of Delegation setting out those matters delegated to members of the Authority, those delegated to the officers of the Authority and those delegated to the Chief Constable and the officers of the Force.

- 2.2.3 The Authority aims to promote the values of the Authority and demonstrate the values of 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 respective roles in a climate of openness, support and respect.
- Maintain a Protocol to set the context for relations between the members and officers of the Authority and promote compliance with the Members' Code of Conduct by the Authority's members.
- Put in place arrangements to ensure that the Authority's systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice.

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:

- Ensure that the significant decisions affecting the roles and responsibilities of the Authority and the performance of its functions are taken with full involvement by members of the Authority through:
 - Their participation in meetings of the Authority or its Committees, and Sub-Committees
 - Their participation as lead members in roles requiring specialist knowledge or focus
 - Their participation as members of joint working groups between the Authority and the Force
 - Their participation as observers invited to attend Force working groups.
- Ensure that clear delegation arrangements are in place as referred to in 2.2.2 above.
- Ensure that members receive the information which is necessary for them to take balanced and informed decisions about the matters under consideration.
- Ensure that so far as possible the meetings of the Authority and its Committees and Sub-Committees are open and accessible to the public.
- Develop and maintain effective arrangements to scrutinise, review and challenge the performance and delivery of policing services for and to the communities of Cumbria, and compliance with requirements related to such performance and delivery
- Ensure that both the Authority and the Force have in place effective, transparent and accessible arrangements for dealing with complaints.

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:

- Through a personal development review process, discuss with individual members and officers the contributions each has the capacity or capability to make.
- Assess how far those contributions require particular skills, and arrange for training and development to enable the roles of members and officers to be carried out effectively.
- Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Authority.

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:

- Ensure arrangements are in place to enable the Authority, through its members and officers and other means, to engage effectively with all sections of the community, recognizing that different sections of the community have different priorities.
- Ensure that processes for taking decisions about matters where there are competing demands from different sections of the community openly recognize and address those differences.
- Ensure that clear lines of accountability are in place, both to the Authority and to the Chief Constable, for the performance and delivery of policing services to the communities of Cumbria.

ARRANGEMENTS FOR THE REVIEW OF GOVERNANCE

- 3.1 The Authority has put in place the following arrangements to review the effectiveness of the Code of Corporate governance.
- 3.2 The Authority is committed to the principle that in exercising its functions, the Authority, its members and officers, its Committees and Sub-Committees, the Chief Constable and the Cumbria Constabulary will at all times have regard to the requirements of this Code. Achieving compliance with the Code is therefore an ongoing responsibility for each of them.
- 3.3 The Authority, and each of its Committees and Sub-Committees, may at any time review any matter within its purview, or any item coming before it, in the context of the requirements of this Code and take decisions and/or make recommendations to the Authority accordingly. Changes to the provisions of the Code are however a matter for the full Authority to consider and approve.

- 3.4 The Governance Committee is delegated to review the operation and effectiveness of the corporate governance arrangements set out in this Code, and to approve the Annual Governance Statement required to meet the Accounts and Audit Regulations 2003. The Governance Committee shall make such recommendations to the Authority as it deems appropriate following its review of the effectiveness of the arrangements. The Authority shall itself conduct a review of the Code annually.
- 3.5.1 Underpinning and supporting the administration of the Authority's work and that of the Constabulary are a number of key Governance instruments owned by the Authority. These include:
- Scheme of Delegation
 - A Member/Officer Protocol
 - Flexible Working Hours Scheme
 - Anti-Discrimination Code of Conduct for Members and Staff
 - Race Equality Scheme
 - Disability Equality Scheme
 - Gender Equality Scheme
 - Police Authority Annual Report
 - Annual Policing Plan
 - Joint Strategy Plan
 - Strategic Risk Register
 - Standing Orders for the regulation of the business of the Police Authority
 - Standing Orders relating to Contracts
 - Joint Consultation Strategy
 - Financial Regulations
 - Scheme of Members' Allowances and Remuneration
 - Joint Anti-Fraud & Corruption Policy Statement & Code of Practice
 - Terms of Reference for Committees & Working Groups
 - Police Community Liaison Forums Constitution
 - Custody Visitor Code of Conduct
 - Custody Visiting Scheme Memorandum of Understanding
 - Visits to Police Stations – Guidelines for Independent Custody Visitors

In pursuit of this Code and Good Governance, as well as Continuous Improvement, the Authority will ensure that each of these documents is reviewed either annually or else with such frequency as it decides to be appropriate for the individual document and its purpose.

Cumbria Police Authority

June 2009

(Footnote: the amendments shown at paragraph 3.4 were recommended to the Police Authority for approval on 24 June- officers will report on their adoption)