

REVISED DRAFT CODE OF CORPORATE GOVERNANCE

SURREY POLICE AUTHORITY
Code of Corporate Governance 2009 ~ 2010

Introduction

Surrey Police Authority is responsible for providing governance for the policing of Surrey. Governance is the term used to describe how the Police Authority ensures it is doing “the right things, in the right way, for the right people in a timely, inclusive, open and accountable manner”

(CIPFA/SOLACE, Delivering Good Governance in Local Government).

Governance comprises the systems, processes, culture and values by which Surrey Police Authority is directed and by which it controls what it does. This also includes how the Authority relates to the communities that it serves.

Surrey Police Authority is committed to demonstrating that it has good governance practices to ensure that it can demonstrate that it adds value to policing in Surrey. In particular, this Code of Corporate Governance describes how we discharge our responsibilities in relation to our two overarching statutory responsibilities to:

- Secure an efficient and effective local Police service.
- Hold the Chief Constable of Surrey Police to account for the exercise of his functions and those of people under his direction and control.

(The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services.)

Our Core Principles

Surrey Police Authority embraces the six core principles, set out in the CIPFA/SOLACE framework, on which effective governance should be built:

- Focusing on the purpose of the Authority, on outcomes for the community and on 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 risk management.
- Developing the capacity and capability of Members and officers to be effective.
- Engaging with local people and other stakeholders to ensure robust public accountability.

Surrey Police Authority has formulated a framework to make sure these Principles are fully understood and are part of the way in which the Authority's business is conducted. The Code also sets out how we will demonstrate compliance with the Principles and how the governance arrangements will be reviewed.

Our Code of Corporate Governance

CORE PRINCIPLE 1:

The Authority will focus on its purpose and on delivering real outcomes for the people of Surrey. It will create and implement a policing vision for the county.

To achieve this Principle we will:

- Put the Surrey Public First in our policing vision.
- Listen to the views and concerns of communities in Surrey and ensure that they are reflected in the Local Policing Plan. We will consider the impact of our policies, plans and decisions on the various communities of Surrey, as well as on partners, and will keep you informed about what we have done and why.
- Work in partnership with Surrey Police to develop and publish a three year Policing Plan and budget which reflects our joint vision of Surrey Public First. We will review the Plan annually and will report on progress made.

- Regularly monitor the performance of Surrey Police against the targets we have set to ensure the Force is delivering high standards of policing which maintains people's confidence, delivers satisfaction and keeps people safe from harm.
- Respond positively to the findings and recommendations of external auditors and statutory inspectors and put in place arrangements for the implementation of agreed actions.
- Work in partnership to add value to the work of the Authority, linking our policies with those of the Local Strategic Partnerships and Crime and Disorder Reduction Partnerships to create and sustain safer communities.
- Publish our own Business Plan which we will monitor regularly and refresh annually.
- Publish annual reports, Local Policing Summaries and financial statements and information to report on the performance and the financial standing of the Authority and Force.
- Make sure that resources achieve value for money for local people, and are targeted at areas of greatest need. We will ensure that Surrey Police is efficient, effective and productive in its use of resources. We will collaborate with other Police Authorities where this is in the interests of efficient and effective policing.
- Carry out our responsibilities having proper regard for our responsibilities to promote diversity.

CORE PRINCIPLE 2:

The Authority will ensure that Members and officers work together to achieve our common purpose and that they have clearly defined functions and roles.

To achieve this Principle we will:

- Set out clearly the roles and responsibilities of the Authority, its Members and Officers, making sure these statements are regularly monitored and reviewed. We will provide statements which set out Member's roles in relation to their basic duties and their particular

responsibilities for the year, including any special responsibilities such as representing the Authority on a Crime and Disorder Reduction Partnership. We will also provide Officers with job descriptions clearly defining their role and duties within the Office structure.

- Ensure that the necessary roles and responsibilities for the governance of the Authority are identified and allocated so that it is clear who is accountable for decisions that are made, including:
 - Annually appointing a Chair and Vice-Chair of the Authority.
 - Annually appointing Committees and Panels with clear terms of reference to discharge the Authority's responsibilities
- Appoint statutory Officers who have the skills, resources and support necessary to perform effectively in their roles and ensuring that these roles are properly understood throughout the Authority. These will include
 - a Chief Executive who will be responsible for the effective and efficient management of the Surrey Police Authority
 - a Chief Constable who will be responsible for the operational management of the Surrey Police
 - a Treasurer (Section 151 officer) who will be responsible to the Authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts and for maintaining an effective system of internal financial control.
 - the Chief Executive as the Authority's Monitoring Officer, to be responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.
- Develop a clear statement of the Standing Orders and Financial Regulations by which the Authority regulates its business. We will have a clear scheme which sets out those matters within the powers and duties of the Authority that are delegated to the various Committees of the Authority, its Officers and the Chief Constable, and make sure it is updated as necessary.

- Set out, monitor and review the terms and conditions for Officers of the Authority, senior Officers of the Force and the remuneration of Members. We will publish annually a Members' Allowance Scheme.
- Make sure that the way the Authority conducts its business with regard to any protocols and terms and conditions that exist and these are monitored and reviewed regularly.
- Develop, maintain and review methods of effective communication between Members and Officers.

CORE PRINCIPLE 3:

The Authority will demonstrate the values of good governance through upholding high standards of conduct and behaviour

To achieve this Principle we will:

- Promote a culture of behaviour based on shared values, ethical principles and good conduct, based on the Ten General Principles of Public Life (see Appendix 1). We will ensure that Members and Officers of the Authority carry out their respective roles in a climate of openness, support and respect.
- Ensure that standards of conduct and personal behaviour expected of Members, Authority staff and staff and officers of the Force are defined and communicated through appropriate codes of conduct and protocols.
- Appoint and maintain an effective Standards Committee with responsibilities for promoting and monitoring the application of ethical governance amongst Authority Members and for ensuring that procedures are in place for dealing with the local assessment of complaints about member conduct. The Standards Committee of the Authority will have independent leadership.
- Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints against Surrey Police, by monitoring trends in complaints, providing information to the public about how to make a complaint against a member of the Police, and by taking responsibility for complaints against ACPO (Association of Chief Police Officers) rank Officers.

- Consider the human rights of the individual and promote equality, diversity and fairness in carrying out our activities.

CORE PRINCIPLE 4

The Authority will take informed and transparent decisions which are subject to effective scrutiny and risk management.

To achieve this we will:

- Be transparent about how decisions are taken and recorded. We will ensure that all decisions made by the Authority and its Committees are made in public and that information relating to those decisions is made available to the public, except where that information is exempt under the provisions of the Freedom of Information Act or the Authority's Access to Information rules. We will have rules and procedures which govern how decisions are made. We will publish agendas, reports and minutes on the Authority's website.
- Make sure that decisions are taken with the full involvement of Members of the Authority through their participation in meetings of the Authority or its Committees.
- Make sure that Members and Officers receive information which is necessary for them to take balanced and informed decisions. We will ensure that appropriate legal, financial and other professional advice is considered as part of the decision-making process.
- Ensure that Members and Officers understand the parameters within which they can make decisions, that they understand their accountability for their decisions, and that they consider the implications and any potential impact of their decisions.
- Develop and maintain effective arrangements to challenge and scrutinise force performance and compliance with other requirements.
- Ensure that risk management is embedded within the Authority and Force by operating a risk management system that aids the achievement of strategic objectives, protects our reputation and other assets and is compliant with statutory and regulatory obligations. We will make sure that the risk management system formally identifies and

manages risks, involves Authority members in the risk management process, maps risks to financial and other key internal controls, incorporates business continuity planning; and reviews and, if necessary, updates its risk management processes at least annually.

CORE PRINCIPLE 5

The Authority will develop the capacity and capability of Members and Officers to be effective in their roles.

To achieve this we will:

- Make every effort to ensure that those charged with the governance of the Authority have the skills, knowledge and experience they need to perform well. As a demonstration of this commitment, we will work to achieve the South East Employers Member Development Charter.
- Provide induction programmes tailored to individual needs and opportunities for Members and Officers to update their knowledge on a regular basis. We will assess the skills required by Members and Officers and assisting to develop those skills to enable roles to be carried out effectively. We will develop skills to improve our performance.
- Support Members and Officers to obtain necessary training and development opportunities which will enhance the Authority's skill base and add value to the organisation.
- Implement annual performance development reviews for Officers and an annual review of contribution for Members against their agreed Member responsibilities. We will encourage all members to undertake a 360 degree appraisal every two years.

CORE PRINCIPLE 6

The Authority will engage with local people and other stakeholders to ensure robust public accountability

To achieve this we will:

- Hold Authority meetings in public, unless there are good reasons for confidentiality. We will webcast at least two meetings a year to enable

people who are unable to attend meetings to observe the Authority at work. We will also provide ways for local people to present community concerns to the Authority other than through public meetings. We will use the Authority's website as an online consultation portal as well as an information tool.

- Make clear to Members, Officers, the community, partners and other stakeholders what the Authority is accountable for, and to whom.
- Seek to ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage, contribute to, and participate in, the work of the Authority. We will develop a Citizens' Panel of local people who are broadly representative of the local community. We will actively support and attend meetings of the Independent Advisory Group and Surrey Neighbourhood Watch Association.
- Consult and engage with local communities and provide them with information about our response to their concerns. We will undertake specific research and engagement activity focused on reaching "hard to reach" communities especially in relation to experience of policing service delivery. We will also make sure that where there are competing demands from different sections of the community the Authority has processes for taking decisions that openly recognise and address any differences.
- Work with the Force, stakeholders and communities to develop and deliver against clearly defined strategic plans, priorities and targets to drive improvements in policing services. We will ensure that the work we do in partnership is underpinned by a common vision which is understood by all parties.

Arrangements for review of governance

The responsibility for complying with the Code of Corporate Governance rests with every Member and Officer of Surrey Police Authority and Surrey Police. Key responsibilities for monitoring the effectiveness of the Code of Corporate Governance are set out below.

The Audit Committee is responsible for the Authority's governance arrangements relating to:

- Recommending the Authority's Annual Statement of Accounts to the Authority for approval
- Making recommendations concerning the Authority's Scheme of Delegation and Financial Regulations to ensure they secure the proper administration of the Authority's financial affairs.
- Making recommendations on the effectiveness of Internal Controls and matters relating to risk management
- Maintaining relations with Internal and External Audit including monitoring progress on internal and external audit recommendations relating to Surrey Police

The Standards Committee is responsible for the Authority's governance arrangements relating to:

- Overseeing the implementation of Member and Officers Codes and protocols regarding probity and conduct
- Making recommendations on the effectiveness of the Authority's ethical governance, including Standing Orders, and corporate governance arrangements
- Preparing for inspection and self-assessment of the Police Authority
- Advising on arrangements for training and development of Members

The Chief Constable is responsible for corporate governance issues affecting the Force, ensuring that appropriate reviews are carried out into key areas including:

- Maintaining high professional standards and performance.
- Managing information, including security and data protection.
- Co-ordinating operational planning, performance and financial including risk management to make the best use of resources
- Demonstrating the achievement of value for money
- Maintaining proper financial and business controls

The Authority also receives assurance on the effectiveness of internal controls from a range of statutory agencies.

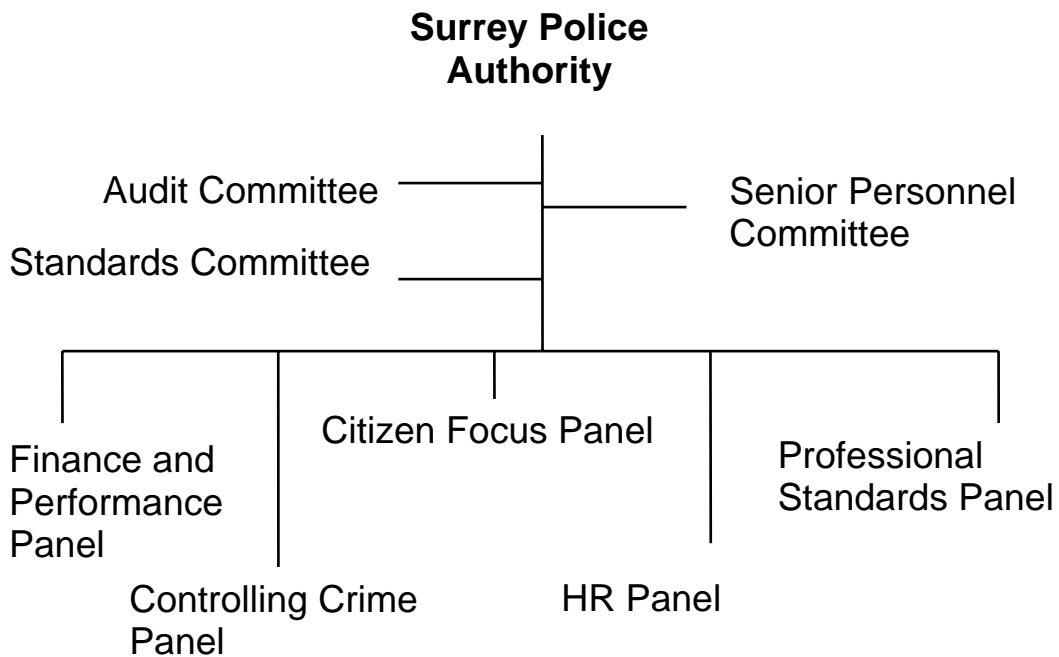
- The primary role of internal audit (currently Mazars) is to give assurance to the Authority, through the Audit Committee, on the effectiveness of the controls in place to manage risks. To this end, the Internal Auditor reports to the Committee on a quarterly basis, highlighting any major control weaknesses identified. The review of both corporate governance and risk management arrangements periodically feature in the annual audit plan which is subject to approval by the Audit Committee. Corporate governance and risk management issues may arise through other reviews carried out by the Internal Auditors at the request of the Treasurer.
- The External Auditors (currently the Audit Commission) 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 Audit Committee at appropriate times in the annual cycle of meetings.
- Her Majesty's Inspectorate of Constabulary's role is to promote the efficiency and effectiveness of policing in England, Wales and Northern Ireland through inspection of police organisations. It ensures agreed standards are achieved and maintained; good practice is spread; and performance is improved. HMIC reports are sent to the Chief Constable as well as to the Police Authority for consideration and appropriate action. HMIC is expected to play a key role in the future inspection of Police Authorities.

Surrey Police Authority has the following committees and panels in place to undertake its day to day business needs in respect to governance:

- *The Finance and Performance Panel* considers finance and performance issues together. A range of measurement tools are used to consider overall Force performance and detailed examination of performance is received from the other panels. The Panel also monitors expenditure against agreed Force budgets for revenue and capital and the Efficiency Plan.
- *The Controlling Crime Panel* leads on scrutinising Force performance and resilience in assessing and managing operational risk, including monitoring the development and implementation of strategies to reduce crime, target persistent prolific offenders and provide resilience in protective services, particularly serious organised crime and terrorism. The use of stop and search powers, particularly the proportionality and comparisons of white and visible minority ethnic suspects is also monitored.
- *The Citizen Focus Panel* monitors the Force's effectiveness in providing reassurance to local people, particularly through neighbourhood policing, and in developing community confidence and satisfaction. The Panel monitors partnership activity by the Force and the Authority and ensures that the Authority is effectively involved in CDRPs and the Local Area Agreement. It monitors the quality of service that the Force provides to local people and oversees communication and community engagement, ensuring that the Authority's plans for engaging and consulting the community are effective.
- *The HR Panel* monitors the Force's effectiveness in providing a modern workforce, able to deliver a professional service which can respond appropriately to the different needs of the communities it serves. The panel has lead responsibility for overseeing the implementation of the Authority's Equality Scheme and ensures that

the Authority carries out all its business with regard to diversity and equality of opportunity.

- *The Professional Standards Panel* oversees and monitors the processes for dealing with complaints against Police Officers (below the rank of ACC) and Police Staff in relation to misconduct, Direction and Control.
- *The Senior Personnel Committee* has delegated responsibility from the Authority to manage the personnel aspects of the appointment of chief officers and of the Authority Secretariat. The Committee appoints the Chief Constable and other members of the ACPO team, the Chief Executive and Treasurer of the Authority; works with HMIC in conducting appraisal reviews of the Chief Constable and deals with complaints about the conduct of the Chief Constable and other senior officers.



The Annual Governance Statement

Both the Standards and Audit Committee will be involved in an annual review of this Code and its operation and effectiveness to inform and support the production of the Annual Governance Statement.

In June each year the Authority will publish an Annual Governance Statement, which will provide an overall assessment of the Authority's Corporate Governance arrangements and an appraisal of the key controls in place to manage the Authority and Force's principal governance risks. The Statement will also provide details of where improvements need to be made. The Annual Governance Statement will be published as part of the Authority's Annual Statement of Accounts and will be audited by our External Auditors, in accordance with the Authority's duty to publish an Annual Governance Statement as set out in Regulation 4(2) of the Accounts and Audit (Amendment) (England) Regulations 2006.

NOT PROTECTIVELY MARKED

Appendix I

Standards of Conduct for Members of Surrey Police Authority (based on the Nolan Principles)

1. Selflessness – Authority Members should act solely in terms of the public interest. They should not improperly confer an advantage or disadvantage on any person.
2. Honesty and integrity – Authority Members should not place themselves in situations where their honesty and integrity may be questioned. They should not behave improperly and should avoid the appearance of such behaviour.
3. Objectivity – Authority Members should, when carrying out the Authority's business, make decisions on the basis of merit, including when making appointments, awarding contracts or recommending individuals for rewards or benefits. All Authority Members are expected to declare any personal or business interest which may influence or may be perceived to influence their judgement.
4. Accountability – Authority Members are accountable for their decisions and actions to the public of Surrey and for the manner in which they carry out their responsibilities. They should co-operate fully and honestly with any scrutiny appropriate to Police Authority Members.
5. Openness – Authority Members should be as open as possible about the decisions and actions they take. They should give reasons for their decisions. However, where confidentiality is required, Members are expected to maintain that confidentiality.
6. Personal judgement – Authority Members may take account of the views of others, including (in the case of County Councillors) their political groups, but should reach their own conclusions about any Authority

business before them and act in accordance with those conclusions, in the best interests of the whole of the Surrey public

7. Respect for others – Authority Members should promote equality by not discriminating unlawfully against any person and by treating people with respect, regardless of their race, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the Authority's officers and the personnel of Surrey Police.
8. Duty to uphold the law – Authority Members must uphold the law and on all occasions act in accordance with the trust that the public is entitled to place in them.
9. Stewardship – Authority Members should do what they are able to do to ensure that the Authority uses its resources prudently and in accordance with the law. Members should be mindful of the need for good value in incurring expenditure. Ill-considered action can damage public confidence in the integrity of the Authority.
10. Leadership – Authority Members should promote and support the Principles of Conduct through leadership and example and should act in a way that secures and preserves public confidence.