

JOINT CORPORATE GOVERNANCE FRAMEWORK

**South Yorkshire Police and Crime Commissioner
and South Yorkshire Chief Constable**

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1. INTRODUCTION TO GOVERNANCE

All leaders need some form of control – governance - over how their organisation operates to achieve its goals.

The Police and Crime Commissioner ('PCC') and Chief Constable ('CC') are no different. They have to ensure business is conducted in the right way, for the right reason, at the right time and in the best interests of the public.

This Joint Corporate Governance Framework ('Framework') describes how the PCC and CC conduct business within the requirements of the statutory framework. The principal statutory framework comprises:

- Police Reform and Social Responsibility Act 2011,
- Policing Protocol Order 2011,
- Home Office Financial Management Code of Practice 2013
- Home Office Strategic Policing Requirement 2015,
- Code of Ethics for Policing.

The PCC's and CC's Framework comprises of:

- 1 Introduction to governance, referencing the statutory framework
- 2 Local Code of Corporate Governance setting out how the core principles of good governance are to be implemented, including references to supporting Policies
- 3 Scheme of Delegations and Consents
- 4 Financial Regulations and Contract Standing Orders
- 5 Memorandum of Understanding

Framework Review

The Joint Governance Group (JGG) reviews the efficiency and effectiveness of this Framework. It considers any areas for improvement and ensures these are acted upon in a timely manner. An annual update is provided to the Joint Independent Audit Committee, who scrutinise the Framework and make recommendations to the PCC and CC for final approval at the PCC's Public Accountability Board.

A copy of the Framework can be obtained from:

- the PCC's web site (www.southyorkshire-pcc.gov.uk) or by writing to the Chief Executive of the Office of the Police and Crime Commissioner, Carbrook House, Carbrook Hall Road, Sheffield, South Yorkshire S9 2EH.
- South Yorkshire Police's web site (www.southyorks.police.uk)

2. LOCAL CODE OF CORPORATE GOVERNANCE ('CODE')

This Code guides how the PCC and CC conduct business, in the best interests of the public, to make South Yorkshire a safe place to live, learn and work.

The 'Delivering Good Governance in Local Government: Framework CIPFA / SOLACE 2016' sets out the principles of good governance. These help develop an informed approach to governance, aimed at achieving the highest standards, but in a measured and proportionate way. They encourage better service delivery and improve accountability by establishing a benchmark for aspects of good governance in the public sector.

These principles have been adopted and form the basis for this Code.

Principles

The core principles adopted by the PCC and CC are those highlighted by CIPFA in their publication Delivering Good Governance in Local Government:

- A :** behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B :** ensuring openness and comprehensive stakeholder engagement
- C :** defining outcomes in terms of sustainable economic, social and environmental benefits
- D :** determining the interventions necessary to optimise the achievement of the intended outcomes
- E :** developing the entity's capacity, including the capability of its leadership and the individuals within it
- F :** managing risks and performance through robust internal control and strong public financial management
- G :** implementing good practices in transparency, reporting and audit to deliver effective accountability.

In support of these principles a number of key corporate strategies, policies, procedures and processes help us maintain good standards of governance and demonstrate compliance. These are set out in Appendix A and reviewed on an annual basis. Hyperlinks to the documents can be found throughout this Code.

PRINCIPLES

A : behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Good governance flows from the culture of organisations, not just their systems and structures. It depends on building an environment where leaders and staff believe in acting in accordance with the accepted values.

The PCC and CC have forged a relationship that is based on the principles of integrity, openness, fairness, respect, honesty and trust, as described in the Policing Protocol and reinforced by the national Code of Ethics for Policing. They have set out their values and have communicated these clearly with staff (e.g. through the Force's 'Plan on a Page', PCC's Code of Conduct and the OPCC Business Plan). These values underpin all recruitment, training, development, promotion and disciplinary processes; decision-making practices; performance management arrangements and operational policies and practices.

An external Independent Ethics Panel ('IEP') is well established. An overview of its work can be found on the PCC's website. The IEP helps build public and partner trust and confidence in the Force, by ensuring organisational values are culturally embedded and demonstrated through the way the Force thinks and behaves. More recently an internal Ethics Committee has been set up to help support integrity and ethical values throughout the Force.

B : ensuring openness and comprehensive stakeholder engagement

The Police and other public sector bodies are run for the public good. Clear, trusted ways of communicating and consulting should be used to engage effectively with all groups of stakeholders.

The PCC is accountable to the public of South Yorkshire. He draws on this mandate to set and shape the strategic policing and crime priorities that form the basis of the Police and Crime Plan. The CC has developed a strategic delivery plan, the Plan on a Page, which sets out the Force's strategic vision and, crucially, its approach to meeting the requirements of the Police and Crime Plan.

Monthly meetings of the Public Accountability Board ('PAB') is where most of the PCC's 'holding to account' arrangements come together. The PCC receives formal reports from the Force and others on a range of areas in which the CC must be held to account. PAB is open to the public and the agendas, papers and minutes are published on the PCC's website.

Key to ensuring openness and comprehensive stakeholder engagement is the Joint Engagement Strategy 2016-2018. This sets out how local people will be involved in shaping decision-making, accountability and the future direction of South Yorkshire Police.

A Trust and Confidence Board, jointly chaired by the Assistant Police and Crime Commissioner and ACC Local Policing, is in place. This Group considers the effectiveness of the Force in seeking and listening to the views of the diverse communities across South Yorkshire. These views help the PCC shape policing and crime priorities and commission others for their delivery.

To aid a better understanding of local needs the PCC and Force have a number of Independent Advisory Panels ('IAGs') in place. These are used to help gain insight into the needs of those communities which are often under-represented.

The PCC's Annual Report, decisions and details of key governance and assurance meetings are publicly available through the PCC's website. In accordance with statutory requirements the PCC and CC have up to date Publication Schemes.

Collaboration and partnership agreements set out those areas of business to be undertaken jointly with other Forces, Emergency Services and other public sector partners. A number of strategic collaboration meetings exist to determine future strategy for collaboration and ensure appropriate governance structures are put in place to manage these agreements.

The PCC fosters a good working relationship with the Police & Crime Panel ('Panel'). The Panel consists of 10 local authority councillors, drawn from each of the four local authorities in South Yorkshire, and 2 Independent (co-opted) members drawn from the local community. It has the power to scrutinise the PCC's activities, including the ability to review the Police and Crime Plan and PCC's Annual Report. It can also veto decisions on the local council tax precept and the appointment of a chief constable.

C : defining outcomes in terms of sustainable economic, social and environmental benefits

The nature of crime is ever changing. Environmental scanning helps predict this so that effective long term crime prevention strategies can be put in place. The long term nature and impact of policing decisions means that they should be based on well defined sustainable plans.

The PCC's Police and Crime Plan ('Plan') sets out the strategic policing and crime priorities for four years, and is refreshed annually to take into account any new and emerging priorities. A commissioning and grant giving framework ensures those commissioned directly support the sustainable delivery of the Plan priorities.

The Force has a strategic delivery plan, "Plan on a Page", describes the activity to be undertaken by the Force, working collaboratively with partners where it makes sense to do so, in order to meet the policing requirements of the Plan.

The PCC and CC are developing an overarching strategy that will set out their future vision for collaboration.

A Strategic Change Board ensures sound business cases are developed to take forward sustainable changes and improvements in service delivery. Benefits realisation underpins the overall approach to change.

The key document in terms of economic sustainability, and assessing the affordability of Force plans, is the Medium Term Resourcing Strategy (MTRS). This detailed, five year rolling plan is based on prudent, published assumptions and known spending commitments, alongside future / anticipated income streams. A five year Capital Programme complements the MTRS and contains details of spending on premises, vehicles, information technology infrastructure projects and other large assets.

A regime of devolved budgeting operates within the Force and the PCC holds useable reserves to meet any unforeseen circumstances. The level of these reserves is informed by Force expenditure patterns. Reserves have been built up from previous budget underspends and are carefully managed through the PCC's Reserves Strategy to ensure their prudent use in, for example funding one-off, invest to save type schemes.

In terms of environmental sustainability, South Yorkshire Police recognises that it has a moral and legal obligation to be environmentally responsible. A Sustainability Manager has been in place for a number of years and is responsible for developing and implementing the Force Sustainability Strategy.

D : determining the interventions necessary to optimise the achievement of the intended outcomes

Central to this principle is the PCC's Strategic and Financial Planning process. This process provides detailed information to support the PCC in determining the strategic priorities for the Police and Crime Plan, budget and level of the council tax precept.

At the heart of the PCC's governance meeting structure is the PAB - a monthly public-facing meeting where the PCC considers progress against the delivery of the Plan priorities and makes decisions of significant public interest.

The PCC's Decision-Making Policy ensures relevant information is provided to make well-informed and transparent decisions that are robust and will stand public scrutiny. As mentioned previously a Strategic Change Board is in place to help drive and monitor improvements in service delivery.

Both the PCC and CC have developed internal performance and financial management arrangements. These help assess progress against the efficient and effective delivery of the Police and Crime Plan's strategic priorities. Access to benchmarking data, both operational and financial, supports these arrangements.

The Joint Engagement Strategy describes how the views of the public and key stakeholders are gathered. These views come together, along with those of officers and staff, to help inform any necessary interventions to ensure policing services meet the needs of communities.

A Joint Risk and Opportunity Management Strategy sets out how risks and opportunities to achieving the priorities of the Plan are identified and managed. The Joint Governance Group and Joint Independent Audit Committee have oversight of risk management processes and the PCC's Senior Leadership Team and Force Senior Leadership Group review risks on a regular basis.

E : developing the entity's capacity, including the capability of its leadership and the individuals within it

The PCC recognises the importance of effective leadership in determining and delivering the Plan priorities. With this in mind the PCC has set personal objectives for both the CC and the Chief Executive of the OPCC. Progress towards these objectives is monitored on a regular basis.

A range of workforce related strategies and policies are in place to ensure the Force and OPCC have people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively.

The Police and Crime Plan priorities are cascaded through planning processes and turned into reality for individual staff members, using the Performance Development Review (PDR).

Allied with the PDR process is the PCC's Scheme of Consent and Delegation which highlights the parameters for key roles in the Force and OPCC that the PCC provides consent or delegation for them to act on his behalf.

Outside of people related matters the Force has clear strategies in place that aim to improve efficiency and productivity. These include: the Efficiency Plan; Asset Management Strategy; and Asset Management Plans.

Significant collaborative working with partner agencies, in particular with neighbouring PCC's / forces, also provides additional capacity and capability. Collaborative activities include a Yorkshire and Humber Regional Scientific Support Service and South Yorkshire and Humberside Shared IT Service. Local collaborative arrangements are being developed with other public sector partners, including the Fire and Rescue Service.

F : managing risks and performance through robust internal control and strong public financial management

Risk management, business continuity and internal control are important and integral parts of any set of performance management arrangements. They are crucial to the achievement of strategic plans.

The PCC and CC have agreed a Joint Corporate Governance Framework which sets out the arrangements put in place to ensure the Plan priorities are achieved through good governance principles. This Framework sets the internal standards and controls expected, including the parameters for decision making

and a memorandum of understanding ('MoU') that defines the roles of individuals and the expectations of how they will work together.

The Panel provides external scrutiny, challenge and support to the PCC and a Joint Independent Audit Committee ('JIAC') seeks to reassure the PCC and CC on the robustness of internal control, risk management and governance arrangements.

A number of internal Boards provide oversight, governance and assurance to help manage risks and performance. Data quality is kept under review and assessed by HMIC. Through the PEEL inspections HMIC provide assurances around Force efficiency, effectiveness and legitimacy.

The PCC has agreed a Treasury Management Statutory Statement to ensure prudent management of the PCC's capital expenditure, treasury management and investments. JIAC considers an annual report in this regard and makes recommendations to the PCC as to the effectiveness of the arrangements.

A Joint Risk Management Strategy, with individual Risk Registers for the PCC and CC, sets out the arrangements for identifying and managing strategic, operational, and project risks. Each strategic risk has an owner, a risk manager and detailed control measures.

Effective business continuity planning is in place across both the Force and OPCC.

An annual review of the effectiveness of the governance arrangements takes place, resulting in the production of Annual Governance Statements for both the PCC and CC in accordance with statutory timescales. These are reported via JIAC and published on the PCC's and Force's websites.

An internal audit service operates in accordance with statutory best practice, provided by Public Sector Audit Standards, across the Force and OPCC. External auditors are appointed to give an independent opinion on the PCC and CC's financial statements and may review, and report on, aspects of the arrangements put in place. Reports by the external auditor are scrutinised by the JIAC.

G : implementing good practices in transparency, reporting and audit to deliver effective accountability.

The PCC's governance arrangements include a number of themed assurance panels and committees. At the centre of these arrangements is the Public Accountability Board ('PAB'). This Board meets monthly and is where most of the PCC's 'holding to account' arrangements come together. PAB is open to the public and its agendas, reports and minutes are published on the PCC's website, along with its work programme for the year ahead.

The PCC is committed to openness and transparency and publishes information in accordance with the Elected Local Policing Bodies (Specified Information) Order 2011 (as amended). Key decisions of significant public interest are also published on the PCC's website. The CC also has a publication scheme in place, as required by the Freedom of Information Act 2000. Both the PCC and Force publish their respective Statement of Accounts and Annual Governance Statements in line with statutory requirements.

Key to the Force's internal performance and governance arrangements is the engagement, and holding to account of senior officers for the full range of their managerial responsibilities. As part of this process officers are required to detail those areas where there may be gaps or weaknesses in compliance so that improvements can be made.

Internal accountability and assurance is bolstered by PCC's and CC's Internal Audit function which operates in accordance the Public Sector Internal Audit Standards.

The PCC and CC welcome peer challenge, reviews and inspections from regulatory bodies and have oversight of recommendations through the JIAC.

3. SCHEME OF DELEGATIONS AND CONSENTS

The PCC is the legal contracting body who owns all the assets and liabilities, and who has the responsibility for the financial administration of the OPCC and the Force, including all borrowing limits.

In addition to the PCC's statutory obligation to set the budget and council tax precept ('precept'), the PCC receives all funding, including the government grant, precept, and other sources of income related to policing and crime reduction. By law all funding for the Force must come via the PCC. How the money is then allocated is for the PCC to decide, in consultation with the CC or in accordance with any grant terms.

The Panel acts as a check and balance on the PCC through reviewing and / or scrutinising PCC decisions.

In order to ensure business is carried out efficiently, and that decisions are not unnecessarily delayed, the PCC has put in place a series of consents and delegations to his chief officers and where appropriate to the CC. The CC has also delegated certain powers to their chief officers for the same purpose. These delegations and consents are set out within the Scheme of Delegations and Consents.

4. FINANCIAL REGULATIONS AND CONTRACT STANDING ORDERS

To conduct business effectively the PCC and CC need to ensure that they have sound financial management policies in place and that these are strictly adhered to. Financial Regulations ('Regulations') support this by ensuring the financial affairs of the PCC and CC are conducted properly, and in compliance with all relevant statutes, regulations, codes of practice and best professional practice.

The Regulations are designed to establish financial responsibilities, to confer duties, rights and powers upon the PCC, the CC and their officers, and to provide clarity about the financial accountabilities of groups and individuals. They are sub-divided into a number of sections, each with requirements including delegated limits of authority. More detailed Financial Instructions supplement these Regulations.

The Regulations should not be read and / or referred to in isolation, but rather as part of the overall regulatory Joint Corporate Governance Framework.

5. MEMORANDUM OF UNDERSTANDING

The PCC and CC agree to work in co-operation to ensure the effective and efficient delivery of policing services to the people who live, learn and work in South Yorkshire. Notwithstanding their distinct legal entities, the functions of the PCC and CC are acknowledged to have such interdependence as to permit the sharing of significant areas of business support.

In agreeing to share support and administration the PCC and CC have put in place a Memorandum of Understanding ('MoU'). This MoU defines the role of the parties, and the expectations of how they will work together and share information.

Appendix A

Joint / Common Policies / Procedures / Processes supporting principles	Principles of Good Governance						
	(A) behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	(B) ensuring openness & comprehensive stakeholder engagement	(C) defining outcomes in terms of sustainable economic, social and environmental benefits	(D) determining interventions necessary to optimise achievement of intended outcomes	(E) developing the entity's capacity, including the capability of its leadership and the individuals within it	(F) managing risks & performance through robust internal control and strong public financial management	(G) implementing good practices in transparency, reporting & audit to deliver effective accountability.
Police and Crime Plan	√	√	√		√		
Joint Corporate Governance Framework	√	√	√	√	√	√	√
PCC's Governance Meeting Arrangements	√	√	√	√	√	√	√
PCC's Decision-Making process	√	√	√	√	√	√	√
Joint Engagement Strategy		√		√			√
Annual Governance Reviews / Statements	√	√	√	√	√	√	√
Internal & external audit and inspection activity	√			√	√	√	√

Joint / Common Policies / Procedures / Processes supporting principles	Principles of Good Governance						
	(A) behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	(B) ensuring openness & comprehensive stakeholder engagement	(C) defining outcomes in terms of sustainable economic, social and environmental benefits	(D) determining interventions necessary to optimise achievement of intended outcomes	(E) developing the entity's capacity, including the capability of its leadership and the individuals within it	(F) managing risks & performance through robust internal control and strong public financial management	(G) implementing good practices in transparency, reporting & audit to deliver effective accountability.
Medium Term Financial Strategy		√	√	√	√	√	
Statement of Accounts		√					√
Insurance Strategy						√	
Procurement Strategy	√	√	√				√
Treasury Management Strategy	√	√	√			√	
Capital programme		√	√	√	√	√	
Collaboration Strategy and Agreements	√	√	√	√	√	√	√
Risk Management Strategy		√	√	√	√	√	
Equality and Diversity Strategy	√	√			√		

OPCC Policies / Procedures / Processes supporting principles	Principles of Good Governance						
	(A) behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	(B) ensuring openness & comprehensive stakeholder engagement	(C) defining outcomes in terms of sustainable economic, social and environmental benefits	(D) determining interventions necessary to optimise achievement of intended outcomes	(E) developing the entity's capacity, including the capability of its leadership and the individuals within it	(F) managing risks & performance through robust internal control and strong public financial management	(G) implementing good practices in transparency, reporting & audit to deliver effective accountability.
Police and Crime Plan	√	√	√	√			
Holding to Account arrangements	√	√		√		√	√
PCC's Decision-Making process	√	√		√		√	√
OPCC Business Plan	√	√		√	√	√	
Annual Report	√	√		√		√	
Publication Scheme	√	√					
Organisational Values	√	√					
Code of Conduct	√						
Complaints policy		√					
Collaboration Strategies	√	√	√				
Commissioning Strategy	√	√	√	√			

SYP Policies / Procedures / Processes supporting principles	Principles of Good Governance						
	(A) behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	(B) ensuring openness & comprehensive stakeholder engagement	(C) defining outcomes in terms of sustainable economic, social and environmental benefits	(D) determining interventions necessary to optimise achievement of intended outcomes	(E) developing the entity's capacity, including the capability of its leadership and the individuals within it	(F) managing risks & performance through robust internal control and strong public financial management	(G) implementing good practices in transparency, reporting & audit to deliver effective accountability.
Plan on a Page	√	√	√	√	√	√	√
Organisational Values	√	√					
Professional Standards Department Control Strategy	√	√		√		√	
Whistleblowing Policy	√	√					
Anti-Fraud & Corruption policy	√	√		√		√	
Registers of interests and records of gifts, hospitalities and expenses	√	√					
Recruitment policies		√			√		
Workforce Strategy	√	√			√		
Efficiency / Savings Plan				√	√		

SYP Policies / Procedures / Processes supporting principles	Principles of Good Governance						
	(A) behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	(B) ensuring openness & comprehensive stakeholder engagement	(C) defining outcomes in terms of sustainable economic, social and environmental benefits	(D) determining interventions necessary to optimise achievement of intended outcomes	(E) developing the entity's capacity, including the capability of its leadership and the individuals within it	(F) managing risks & performance through robust internal control and strong public financial management	(G) implementing good practices in transparency, reporting & audit to deliver effective accountability.
Complaints Policy	√	√					√
Publication Scheme	√	√					√
Sustainability Strategy	√		√		√		