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Dear Kerry

## **DELIVERING GOOD GOVERNANCE IN LOCAL GOVERNMENT**

### RESPONSE TO CONSULTATION QUESTIONS

My response to the 11 consultation questions is set out below. Although I don't have any specific case studies to contribute to the final document I am happy to help update the Police specific good governance guidance document.

1. Would this framework Good Governance in Local Government assist you in developing and modernising your own local code of governance/governance arrangements?

Following the last major review of the Good Governance Framework for Local Government in 2012, a police specific guidance note was produced which has been used by PCCs and local forces to develop local codes of corporate governance. This updated document is an excellent starting point to review and update the police specific guidance.

2. Would this draft Framework assist you in establishing governance arrangements for collaborative working (alternative delivery vehicles, partnerships etc)?

Yes, this will need to be reflected in the updated police guidance notes

3. Are there any parts of the Framework that you would find difficult to follow/comply with?

This document is obviously written for local government. The police specific guidance notes will need to remove references to members and local authority requirements to promote sustainable economic, social and environmental benefits.

4. Have we got the terminology right, with particular reference to collaborative working? If not, how could it be improved?

A glossary to explain some of the key terms (e.g. entity, institutional stakeholders) would be useful.

5. Principle E looks at the relationship between members and officers. Have we got the tone and balance right? If not, how could it be improved?

This issue is not particularly relevant to police. However, the police specific guidance note will need to refer to the relationship between the elected PCC, Chief Constable and other senior officers in both the Force and Office of the PCC, particularly following the stage 2 transfer of staff, assets and liabilities from the PCC to the Chief Constable on 1<sup>st</sup> April 2014.

6. Is any further guidance is required with regard to the development of a local code?

The original CIPFA guidance should be reviewed and updated in light of this new good governance framework document.

7. What further guidance is required with regard to the preparation of the annual governance statement?

The CIPFA publication Delivering good governance in local government: framework (Addendum) published in December 2012 should be reviewed, updated and re-launched. In so doing, it should identify what problems local authorities (including the police) have experienced in producing annual governance statements during the last 3 years and should offer solutions to these problems.

For consistency purposes guidance on whether the AGS should be published within or alongside the formal Statement of Accounts would be helpful, although I appreciate this may be better left to local discretion.

8. Are there any other aspects of governance that are not in the draft Framework which you believe should be addressed?

No, the updated framework is very comprehensive

9. How might the Framework be improved?

Production of sector specific guidance e.g. police

10. Are there any other issues or areas that are not in the draft Framework which you believe should be addressed in the guidance note?

There are several arrangements in the police service that are breaking new ground that are not currently reflected in the guidance notes e.g. having 2 separate corporations soles, dual S151 officers, relationship with the Police & Crime Panel which bring with different and at times complex governance arrangements. If necessary these can be dealt with separately in the police specific guidance note although it may be worth noting these issues in the main document as well.

In addition there are many structural changes currently taking place in local government and/or public services which may raise further issues in the very near future, such as devolution, Police/FRS integration and novel approaches to joint working initiated through commissioning strategies.

11. It is envisaged that the revised Framework would apply from the financial year 2015/2016. Please could you let us know if you have any concerns regarding the proposed timetable?

This is too early. We are currently monitoring compliance against our approved local code of corporate governance for 2015/16. It would be better if the updated framework is used to develop new local codes of corporate governance to be effective from 1st April 2016, for the financial year 2016/17.

Yours sincerely



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