



Meeting        **REGIONAL STANDARDS COMMITTEE MEETING**

Date            **TUESDAY 22 JUNE 2010 – 2.00 P.M.**

Joint Report of **CHIEF EXECUTIVES DERBYSHIRE POLICE AUTHORITY AND  
LEICESTERSHIRE POLICE AUTHORITY**

Subject        **CODE OF CORPORATE GOVERNANCE**

### **Purpose of Report**

1. To present the opportunity for this Committee to comment on the Codes of Corporate Governance for Leicestershire Police Authority and to note the content of the Code for Derbyshire Police Authority.

### **Background**

2. Historically, Regulation 4(2) of the Accounts and Audit Regulations 2003 (as subsequently amended by the 2006 Regulations) required that the Authority:-
  - a) Shall be responsible for ensuring that the financial management of the authority is adequate and effective, and that it has a sound system of internal control which facilitates the effective exercise of its functions, and which includes arrangements for the management of risk.
  - b) Shall conduct a review at least once in a year of the effectiveness of its system of internal control.
  - c) Shall include a statement on internal control in its annual published accounts.
3. However, with effect from the financial year 2007/08, following the publication of the CIPFA document "Delivering Good Governance in Local Government: The Framework" detailed below, a revised statement is required that will subsume the requirements of Regulation 4(2) and which explores the wider governance arrangements. This is the Annual Governance Statement, details of which are described below, and which is required together with the Code of Corporate Governance. Regulation 4(4) requires that the Annual Governance Statement be included with the Authority's statement of accounts.
4. On 18 March 2008 the Finance and General Purposes Committee resolved that the Audit Committee should take responsibility for the preparation and review of a Code of Corporate Governance. The Audit Committee of Leicestershire Police Authority has agreed that the views of Standards Committee also be sought.

### **The Code of Corporate Governance**

9. Good governance is important, particularly in a policing context. It is about how police authorities ensure they are doing the right things, in the right way, for the right people, in a timely, open, honest and accountable manner. It comprises the systems and

processes, and cultures and values by which the authority is directed and controlled and through which it accounts to, and engages with, the community.

10. The Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) have published "Delivering Good Governance in Local Government: The Framework". The Framework document is intended to be followed as best practice for developing and maintaining a local code of governance and for discharging accountability for the proper conduct of public business, through the publication of an Annual Governance Statement that will make the adopted practice open and explicit.
11. Alongside that document, in recognition of the fact that policing is different to other local government structures (police authorities are largely bodies of governance, not delivery), CIPFA, the APA and ACPO have published "Delivering Good Governance in Local Government – Interim Guidance Note for Police Authorities and Forces".
12. The guidance suggests that police authorities, assisted by their forces where appropriate, should
  - (a) consider how they might go about reviewing their corporate governance arrangements,
  - (b) develop and update their own local codes of governance,
  - (c) demonstrate compliance with the principles of good governance.
13. Police authorities have a dual responsibility: for ensuring they have robust governance arrangements as an organisation in their own right; but also ensuring good governance arrangements are in place in the police force, which will cover a range of aspects from finance to ethical standards that authorities are responsible for overseeing.
14. Within Leicestershire Police Authority the second annual review of the Code of Corporate Governance has been carried out by officers. A minor amendment to para 3.10 has been made. Audit Committee agreed its content on 20 May 2010 and agreed that the views of the Standards Committee be sought before final approval by the full Authority on 28 June 2010. For Derbyshire Police Authority the Code has been accepted by the Corporate Governance Committee on 30 March 2010.

### **Recommendations**

15. The Committee is recommended to make observations on the Leicestershire Code of Corporate Governance and to note the Derbyshire Police Authority Code of Corporate Governance.

### **Background Papers**

See paras 10 and 11.

### **Implications**

Financial: none. Legal: both the Code and the Annual Governance Statement are a legal requirement. Diversity: none. Risk management: the existence of the Code is part of an adequate control framework

### **Officers to Contact**

Mr S C Bate OBE, Chief Executive, Derbyshire Police Authority, 01773 73 3776

Email: [simon.bate.3639@derbyshire.pnn.police.uk](mailto:simon.bate.3639@derbyshire.pnn.police.uk)

Mr R Swinfield, Chief Executive (0116) 229 8980

email: [police.authority@leicestershire.pnn.police.uk](mailto:police.authority@leicestershire.pnn.police.uk)

**LEICESTERSHIRE POLICE AUTHORITY**

**CODE OF CORPORATE GOVERNANCE**

**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 the Authority is directed and controlled, and through which it accounts to, engages with and, where appropriate, leads the community.
- 1.2 This Code of Corporate Governance describes how Leicestershire Police Authority discharges its responsibilities in this respect, and particularly its two overarching statutory responsibilities:
- To secure an efficient and effective local police service; and
  - To hold to account the Chief Constable of Leicestershire Constabulary for the exercise of his functions and those of persons under his direction and control.
- 1.3 The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services.
- 1.4 The CIPFA/SOLACE Framework *“Delivering Good Governance in Local Government”* sets out six core principles on which effective governance should be built. These also reflect the objectives of the Authority, as set out in the Business Plan:-
- 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; and
  - Engaging with local people and other stakeholders to ensure robust public accountability.
- 1.5 To achieve this, a framework has been formulated locally which ensures that these principles are fully integrated in the conduct of the Authority’s business as well as establishing a means of demonstrating compliance.
- 1.6 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 which incorporates the core 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 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 its purpose and on outcomes for the community to create and implement a vision for the local area.

To achieve this, the Authority will:-

- promote the organisational mission, vision and values;
- ensure that the work the Authority and Constabulary undertake in partnership with others is underpinned by a common vision of their work and is understood by all parties;
- decide how the quality of service for users is to be measured and ensure that the information needed to review service quality effectively and regularly is available;
- ensure that the information needed to review performance in achieving value for money effectively and regularly is available;
- consider the environmental impact of policies, plans and decisions; and
- put in place effective arrangements to ensure the Constabulary performs to a high standard and to identify and deal with failure in service delivery.

2.2.2 The Authority aims to ensure Members and Officers work together to achieve a common purpose with clearly defined functions and roles.

To achieve this, the Authority will:-

- ensure there is a clear understanding of the respective roles and responsibilities of the Authority, its members and officers and regularly review the effectiveness of these roles and responsibilities;
- maintain a scheme of delegation of powers given to officers by the Authority, and terms of reference of committees and panels, updated and monitored regularly within the members' handbook, including a formal schedule of those matters specifically reserved for collective decision of the Authority taking account of relevant legislation;
- work with the Constabulary as well as its stakeholders and communities to develop and deliver against clearly defined strategic plans, priorities and targets to drive improvements in policing services; and
- ensure when working in partnership that the arrangements for governance and accountability for performance and financial administration are clearly articulated and disseminated.

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

To achieve this, the Authority 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 between Members, Authority staff and staff and officers of the Constabulary are defined and communicated through appropriate codes of conduct and protocols; and
- put in place arrangements to ensure that the Authority and Constabulary'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:-

- develop and maintain effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based;
- develop and maintain effective arrangements to challenge and scrutinise the Constabulary's performance and compliance with other requirements;
- ensure that it works with the Constabulary to obtain objective and timely information which is necessary to take balanced and informed decisions;
- ensure that risk management is embedded both within the Authority and Constabulary and is used effectively to inform and focus its decision making, scrutiny and monitoring work; and
- ensure that both the Authority and Constabulary have effective, transparent and accessible arrangements in place 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:-

- ensure, through effective planning, processes, procedures and appropriate allocation and use of funding, that members and officers have the resources and support necessary to perform effectively in their roles and functions;
- provide induction programmes tailored to individual needs as well as opportunities for members and officers to update their knowledge;
- regularly assess performance as well as the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively; and

- ensure there are effective arrangements 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:-

- make clear to all employees, the community and stakeholders, what they are accountable for and to whom;
- ensure arrangements are in place to enable the Authority to engage effectively with partners, stakeholders and all sections of the community, recognising 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 recognise and address those differences;
- hold meetings in public unless there are good reasons for confidentiality; and
- regularly publish information on the Authority and Constabulary's work, achievements and satisfaction of users.

## **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.

### **The Police Authority**

3.2 The Police Authority will receive and approve the Annual Governance Statement (AGS) at the same meeting at which it approves the Annual Statement of Accounts. The AGS, which will include an improvement plan to rectify any significant areas of weakness in corporate governance, will be signed jointly by the Chairman of the Authority; the Chief Executive; and the Chief Constable.

### **The Constabulary**

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

- Optimisation of operational delivery, with adequate service, governance and financial controls
- Professional standards and performance
- Management of information, including security and data protection
- Strategic co-ordination of service and financial planning, including risk management
- The processes for evaluation, and achievement of value for money

### **Audit Committee**

3.4 The Committee is responsible for approving this Code of Corporate Governance, for reviewing its effectiveness and monitoring progress of the improvement plan mentioned in paragraph 3.2 above.

## **Standards Committee**

- 3.5 The Committee's terms of reference include the following key requirements in respect of corporate governance:
- To promote and maintain high standards of conduct by members of the Authority.
  - To advise the Authority on the adoption or revision of the Code of Conduct.
  - To arrange training and development for members on all matters relating to standards, ethics probity and the Code of Conduct.

## **Internal Audit**

- 3.6 The primary role of internal audit 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 Auditors report to the Committee on a quarterly basis, highlighting any major control weaknesses identified.
- 3.7 The review of both corporate governance and risk management arrangements periodically feature in the annual audit plan which are subject to approval by the Audit Committee. Corporate governance and risk management issues may arise through other reviews carried out by the Internal Auditors. In this case the issues will be raised through the relevant audit report.

## **External Audit**

- 3.8 The External Auditors 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**

- 3.9 The role of HMIC is to promote the efficiency and effectiveness of policing in England, Wales and Northern Ireland through inspection of police organisations and functions to ensure agreed standards are achieved and maintained; good practice is spread and performance is improved. It also provides advice and support to the tripartite partners (Home Secretary, police authorities and forces) and plays an important role in the development of future leaders.
- 3.10 HMIC reports are sent to the Chief Constable and Police Authority for consideration and appropriate action. HMIC and the Audit Commission are the joint inspectorate for Police Authorities.

# CODE OF CORPORATE GOVERNANCE 2010

## DERBYSHIRE POLICE AUTHORITY

### INTRODUCTION

1. Governance is about how police authorities conduct business to 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.
2. This Code of Corporate Governance describes how the Derbyshire Police Authority (the Authority) and Derbyshire Constabulary (the force) discharge their responsibilities in this respect.
3. The term “Derbyshire Police” is used throughout this document to reflect both the Force and the Authority.
4. The Authority has two overarching statutory governance responsibilities:
  - a. To secure an efficient and effective local police service.
  - b. To hold the Chief Constable of Derbyshire Police for the exercise of his/her functions and those of persons under his/her direction and control.
5. The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services.
6. The CIPFA/SOLACE Framework *Delivering Good Governance in Local Government* sets out six core principles on which effective governance should be built:-

- a. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area;
- b. Members and officers working together to achieve a common purpose with clearly defined functions and roles;
- c. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
- d. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- e. Developing the capacity and capability of members and officers to be effective;
- f. Engaging with local people and other stakeholders to ensure robust public accountability.

7. This local framework has been formulated locally to ensure that these principles are fully integrated in the conduct of the authority's business as well as establishing a means of demonstrating compliance.

8. The Authority can also demonstrate that the systems and processes in place are:

- a. Monitored for their effectiveness in practice;
- b. Subject to annual review to ensure they remain up-to-date.

#### THE CODE OF CORPORATE GOVERNANCE

9. Accordingly, Derbyshire Police has developed this local Code of Corporate Governance which incorporates the core good governance principles, develops these in a local context, and sets out the arrangements for reviewing their effectiveness.

10. The way in which each of the core principles of good governance is put into practice by the authority is set out below:

- a. Focusing 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:

- (1) Annually review its vision and mission statements and its core values.
- (2) Ensure that the role and functions of the police authority are clearly understood by its members and officers and those they engage with, including the Constabulary and partner organisations;
- (3) Ensure that all decisions made and actions taken are directly related to the authority's functions;
- (4) Secure the provision of an efficient, effective and sustainable funded police service for Derbyshire;
- (5) Work with statutory and other partners in a constructive manner which adds value to the work of the authority;
- (6) Assess and work with the Chief Constable to continually improve the quality of service provided by the Constabulary by:-
  - (a) Ensuring that performance is systematically and effectively measured, monitored and managed;
  - (b) Overseeing and addressing complaints, where appropriate, against the Constabulary and ensuring that lessons are learned as required.

b. The authority aims to ensure members and officers work together with clearly defined functions and roles with the common purpose of implementing the authority's vision and its aims and objectives. To achieve this, the authority will:-

- (1) Promote a clear and common understanding of the respective roles between the Police Authority and the Force;
- (2) Regularly review its scheme of delegations to committees and members of the Authority and Officers of the Authority, and those delegated to the Chief Constable and Officers of the Force to ensure that the way it does business is fit for purpose;
- (3) Ensure that the scheme of delegations and terms of reference of its committees and the matters reserved for decision by the full authority are clearly and comprehensively set out;
- (4) Set out a clear statement of the role and responsibilities of members;

- (5) Regularly review and update the job descriptions of its officers to ensure that they are clearly related to the authority's aims and objectives and to its way of working;
- (6) Appoint a Chief Executive responsible for the operation of the Police Authority;
- (7) Appoint a Chief Constable responsible for the operational management of the force;
- (8) Appoint a Police Authority Treasurer (the Section 151 Officer) responsible to the Authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and for maintaining an effective system of internal control;
- (9) Appoint a Monitoring Officer responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with;

c. The authority aims to promote its values and demonstrate commitment to good governance through upholding high standards of conduct and behaviour. To achieve this, the authority will:-

- (1) Ensure Members and Officers of the Authority carry out their respective roles in a climate of openness, support and respect.
- (2) Annually review, maintain and update this Code of Corporate Governance and those policies and other documents which give effect to it;
- (3) Regularly review its Code of Conduct for Members and consider whether any locally determined provisions are required in addition to the mandatory provisions prescribed by legislation;
- (4) Promote an understanding of the Code of Conduct and the Principles of Conduct in Public Life through leadership, example, training and guidance;
- (5) Ensure rigorous enforcement of the code through its Standards Committee;
- (6) Monitor the effectiveness of its practices and procedures in securing high standards of conduct;
- (7) Adopt and from time to time review a code of conduct for officers.

d. The Authority aims to take informed and transparent decisions which are subject to effective financial management, scrutiny and risk management arrangements. To achieve this, the authority will:-

- (1) Continue to develop and maintain effective arrangements to monitor, challenge and scrutinise Force performance;
- (2) Ensure that significant decisions affecting the roles and responsibilities of the Authority and the performance of its functions are taken with the full involvement by Members of the Authority through:
  - (a) Their participation in meetings of the Authority or its Committees or Joint Committees.
  - (b) Their participation as Lead Members in roles requiring specialist knowledge or focus.
  - (c) Their participation as Members of joint working groups between the Authority and the Force.
- (3) Ensure that its decisions and those of its committees, members and officers are evidence-based, costed, financially resourced, lawful, assessed for risk and accurately recorded;
- (4) Maintain a risk management register;
- (5) Scrutinise decisions taken under delegated powers;
- (6) Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints against the authority;
- 7) Ensure that its meetings are publicly accessible and that its agendas and minutes are published and that information which is exempt or confidential is only withheld from publication insofar as is allowed by law.

e. 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:-

- (1) Appoint officers with qualifications and experience appropriate to their roles;
- (2) Provide its officers with training appropriate to their roles and opportunities for personal development;
- (3) Regularly assess the training needs of its members and provide for those needs;

(4) Ensure that its officers provide practical and knowledge-based support for members in exercising their roles.

f. The authority aims to engage with local people and other stakeholders to ensure robust public accountability. To achieve this, the authority will:-

(1) Provide stakeholders with budgetary and other information necessary for them to make informed responses to consultation;

(2) Promote a wider understanding of the role and functions of the police authority on the part of the people of Derbyshire;

(3) Consult widely with appropriate stakeholders including hard to reach and other under represented groups on matters relating to policing in Derbyshire and have reasonable regard to their views;

(4) Hold meetings in public unless there are good reasons for confidentiality

(5) Seek to ensure that there are clear routes of communication in place with all sections of the community;

(6) Publish annual plans giving information on the Derbyshire Police vision, strategy plans and financial statements, as well as information about performance and the satisfaction of service users.

## REVIEW OF GOVERNANCE ARRANGEMENTS

11. The Authority has put in place the following arrangements to review the Code of Corporate Governance and its effectiveness.

a. The Police Authority. The Police Authority is responsible for approving the local Code of Corporate Governance and for annually reviewing its effectiveness. The Authority will receive and approve the Annual Governance Statement (AGS) at the same meeting in June which approves the annual Statement of Account. The AGS will include an action plan to address any significant areas of weakness in corporate governance, and will be signed by the Authority chair, the Chief Constable and the Chief Executive.

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

- (1) Professional standards and performance
- (2) Management of information, including security and data protection
- (3) Strategic co ordination and planning, including risk management and strategic assessments.

12. The Authority will prepare an Annual Governance Statement in co-ordination with the Force and in compliance with the audit regulations. The Annual Governance Statement will identify how effective the Authority has been in working to deliver the Code of Governance and will include an action plan for addressing any significant weaknesses.

13. Corporate Governance Committee. The committee's Terms of Reference include the following key requirements in respect of corporate governance

- a. To advise the Authority on the appropriate arrangements for internal audit and the appointment of external auditors.
- b. To approve internal and external audit programmes and fees.
- c. To review the external auditor's management letter and any other reports and to report on these to the Authority as appropriate, including the implementation of agreed audit-based recommendations.
- d. To oversee the provision of an adequate and effective internal audit; to receive progress reports on the internal audit work plan and to consider appropriate action arising from these.
- e. To satisfy itself of the control systems in operation.
- f. Provide oversight of risk management and act as the custodian of the Derbyshire Police Authority risk register.
- g. To make recommendations arising from the outcome of the scrutiny process.
- h. Provide oversight and agree the content and format of the annual Policing Plan and Annual Report
- i. To draft, review and implement the Derbyshire Police Authority Code of Governance and Annual Governance Statement
- j. To scrutinise decisions of the authority and its committees in accordance with their respective terms of reference and report any identified or possible weaknesses in the code or failures to comply with it to the authority.

14. The Standards Committee. The Standards Committee Terms of Reference include the following:

- a. To promote and maintain high standards of conduct by Members. Monitor, assist and advise Members with issues relating to the code of conduct.
- b. To advise the Authority on the adoption or revision of the Members' Code of Conduct.
- c. To grant when necessary dispensation to Members from requirements relating to interests set out in the Members' Code of Conduct.
- d. To deal with any reports from case tribunals or any report from the Chief Executive / Monitoring Officer on any matter relating to ethical standards.
- e. To advise, train or arrange to train Members on matters relating to the Members Code of Conduct.
- f. To consider reports from the Standards Board, the Ombudsmen, the Authority's auditors, the Force or any other relevant organisation which deal with issues of conduct, probity or ethics.
- g. Implement Tribunal decisions relating to suspensions or partial suspensions of a member.
- h. To maintain an overview of measures to ensure due respect for human and equal rights, and compliance with the Force and Authority.

15. The Authority's Monitoring Officer advises the Standards Committee so giving due weight to issues around standards, conduct and member/officer relations,

16. The Standards Committee currently had a membership of 8 comprising 6 Derbyshire Police Authority members and 2 independent members who are not Authority independent members but interested members of the public appointed for this purpose. One of the public independent members chairs the Standards Committee. The two independent members have copies of all agendas and can attend any Police Authority meetings.

17. Internal Audit. The main role of Internal Audit is to give an assurance to the Treasurer and the Authority through the Corporate Governance Committee, on the effectiveness of internal controls. To this end, the Audit Manager contracted to deliver

Internal Audit services to the Authority provides an annual opinion on the effectiveness of the controls reviewed by the Internal Audit team. This annual opinion is one of the key sources of evidence in support of the AGS.

18. Reviewing corporate governance and risk management will feature in the Internal Audit plan from time to time. Corporate governance and risk management may arise through other reviews carried out by the Internal Audit team or HMIC. The Corporate Governance Committee receives all Internal Audit reports.

19. Following the award of a regional Internal Audit contract, thematic reviews will feature in the Internal Audit plan, aiming to disseminate best practice across most of the East Midlands and Bedfordshire.

20. External Audit. Currently the Audit Commission carries out the external audit work. They audit the Authority's financial statements, Use of Resources Assessment, Annual Governance Statement and performance management arrangements, as well as carrying out a number of thematic reviews. The Corporate Governance Committee considers audit Commission plans and reports, including the Annual Audit Letter. Finance Administration and Resources Committee considers the Annual Audit Letter where there are financial matters.

21. Her Majesty's Inspectorate of Constabulary (HMIC). The role of HMIC is to promote the efficiency and effectiveness of policing in England, Wales and Northern Ireland. It does this through inspection of police organisations and functions to ensure agreed standards are achieved and maintained, good practice is spread and services are improved. It also provides advice and support to the tripartite partners of the Home Secretary, police authorities and forces.

30 March 2010

Corporate Governance Committee