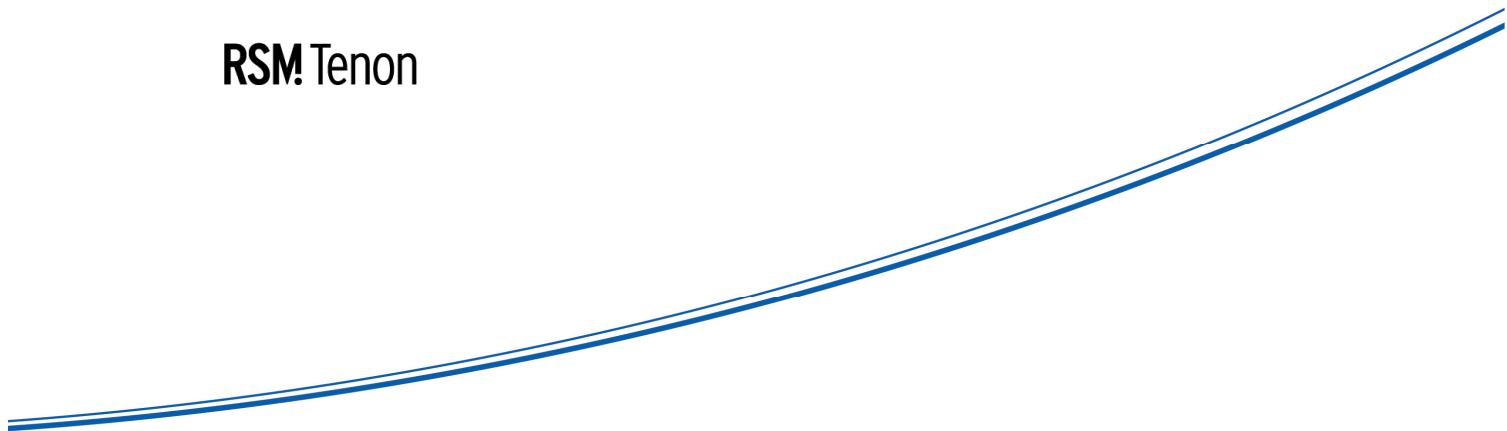




RSM Tenon



Leicestershire Police Authority

Governance – Code of Governance

Internal Audit Report 18.09.10
21 April 2010

FINAL

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Debrief meeting	8 March 2010	Auditors	Chris Harris - Director
Draft report issued	26 March 2010		Suzanne Lane - Client Manager
Revised draft issued	19 April 2010		Linda Coppa - Senior Auditor
Responses received	20 April 2010		
Final report issued	21 April 2010	Client sponsor	Robert Swinfield-Chief Executive, Police Authority Chris Smith – Treasurer Paul Dawkins – Director of Finance
		Distribution	Robert Swinfield - Chief Executive, Police Authority Chris Smith – Treasurer Paul Dawkins – Director of Finance



This review has been performed using RSM Tenon's bespoke internal audit methodology, **i-RIS**.

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information provided in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regard to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

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1 EXECUTIVE SUMMARY

1.1 INTRODUCTION

An audit of Governance – Code of Governance was undertaken as part of the approved internal audit periodic plan for 2009/10.

The Police Authority has a Code of Governance in place which sets out the core principles for effective governance arrangement to ensure that these are fully integrated in the conduct of the Police Authority's business.

The specific risk considered as part of this audit was:

- Failure to demonstrate that the Authority operates and maintains a local code of governance to ensure compliance with the principles of the Good Governance Framework

This risk relates to the objective of the governance structure meets the good governance principles in line with good practice for discharging accountability for the proper conduct of public business.

1.2 CONCLUSION

Taking account of the issues identified, in our opinion the Authority can take substantial assurance that the controls upon which the organisation relies to manage this risk/this area, as currently laid down and operated, are effective.

This assurance level has been formulated on the basis of conclusions drawn on the individual elements of design and application of controls in place:

	Substantial	Adequate	Limited
Design of control framework	X		
Application of and compliance with control framework	X		
OVERALL OPINION	X		

The above conclusions feeding into the overall assurance level are based on the evidence obtained during the review. We have not raised any fundamental or significant findings from the review completed. However, we have left two merits attention recommendations which are detailed in the main report.

1.3 SCOPE OF THE REVIEW

The objective of our audit was to evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion.

Control activities are put in place to ensure that risks to the achievement of the organisation's objectives are managed effectively. When planning the audit, the following controls for review and limitations were agreed:

Control activities relied upon:

- Annual Governance Statement.
- Standing Orders.
- Financial Regulations.

Limitations to the scope of the audit:

- The audit was limited to the areas set out through the good practice guidance set out in Good Governance in Local Government: A Framework and the interim guidance notes issued for Police Authorities and Forces in England and Wales, in addition to the areas set above out above in the scope of this review and reported upon in the context of the objectives set out for this review. It should not, therefore, be considered as a comprehensive review of all aspects of non-compliance that may exist now or in the future.
- Our findings will form the basis of the opinion given from the review and any testing undertaken as part of this audit will be compliance based and sample tested only.
- Our work does not provide any guarantee against material error, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist.

The approach taken for this audit was systematic audit and included the following:

- Establishing the risks affecting the achievement of your corporate objectives
- Reviewing the adequacy and application of the controls in place to mitigate the risk.

1.4 RECOMMENDATIONS SUMMARY

The following tables highlight the number and categories of recommendations made, showing which have been brought forward from previous audits. The Action Plan at Section 2 details the specific recommendations made as well as agreed management actions to implement them.

Recommendations made during this audit:

Risk	Fundamental	Significant	Merits Attention
Failure to demonstrate that the Authority operates and maintains a local code of governance to ensure compliance with the principles of the Good Governance Framework	0	0	2

Recommendations implemented since the previous audit in this area:

Date of previous audit: 11 July 2008			
Risk	Fundamental	Significant	Merits Attention
Number of recommendations made during previous audit	0	1	4
Number of recommendations implemented	0	1	3
Recommendations not yet fully implemented:	0	0	1

Recommendations made in the last review were followed up. Three recommendations left in the previous review have been implemented.

One other related to the review and update of the Communications Strategy document. This was progressed to draft stage, but we were advised this is now subject to a further review. A new recommendation has been left in the main report on this issue. (Refer to Para. 18)

Another recommendation was left covering three aspects of partnership arrangements. Some progress has been made (as outlined in the main report) and a new recommendation has been left in the main report to address outstanding elements of this recommendation. (Refer to Para. 8)

1.5 ADDITIONAL FEEDBACK

Good Practice Identified During the Audit

The procedures relating to making complaints is clearly documented and accessible via the website.

Member Training Plans have been established and progress is monitored through the Standards Committee of the Police Authority on an ongoing basis.

2 ACTION PLAN

The priority of the recommendations made is as follows:

Fundamental	Significant	Merits Attention
Action is imperative to ensure that the objective for the area under review is met	Requires action to avoid exposure to significant risk in achieving the objective for the area under review.	Action is advised to enhance control or improve operational efficiency

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
8	Ensure appropriate documented procedures are maintained, kept up to date and available outlining the processes to be followed (including the planned risk assessment process). Complete the process to produce and maintain the list of all current partnerships and supporting evidence to critically appraise why the Authority is a member of these partnerships and how they help to achieve the organisational objectives.	Merits Attention	Y	Agreed	31 December 2010	Chief Executive
18	Progress with current plans to review and move the Communication and Engagement Strategy forward to implementation.	Merits Attention	Y	Agreed	31 December 2010	Jane Walters

3 FINDINGS AND RECOMMENDATIONS

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
Risk: Failure to demonstrate that the Authority operates and maintains a local code of governance to ensure compliance with the principles of the Good Governance Framework					
1	A Code of Governance is in place. This was last amended in February 2009 by the Audit Committee who has responsibility for the Code of Governance. The Standards Committee were then invited to comment on the Code of Governance at their meeting in March 2009. At this meeting it was agreed that the Chairman of the Committee would also present an annual report to the Police Authority on the work of the Committee.	Yes	We confirmed a Code of Governance is in place and this was subject to review at the Audit Committee in February 2009 who are responsible for review and updating of the Code of Governance on a regular basis.		
2	The Police Authority received a report on the Annual Assurance Statement and Statement of Accounts for 2008/09 at their meeting of 30 June 2009. This included the Annual Governance Statement (which replaces the Statement of Internal Control). The Annual Audit Letter for work completed for the year 2008/09 was reported to the Finance &	Yes	Review of the relevant documentation confirmed these have been produced, reported upon and discussed, as outlined in the control.		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>General Purposes Committee meeting of 8 September 2009.</p> <p>The Audit Committee meeting of 10 November 2009 received a monitoring report which included the areas for improvement identified in the Annual Governance Statement for 2007/08 and 2008/09.</p>				
3	<p>A Three Year Policing Plan for the period 2009-12 is in place and is available on the website and this document clearly sets out the objectives and priorities for the period.</p> <p>This is supported by the Local Objectives for 2009/10 as approved by Finance and General Purpose Committee.</p>	Yes	<p>We confirmed the Local Policing Plan 2009/12 sets out the priorities and plans for the three year period.</p> <p>The Finance and General Purposes (F&GP) Committee of 24 March 2009 approved the Local Policing Plan 2009/12 and the Local Objectives 2009/10.</p> <p>The Police Authority receives Update Reports on achievement against the Local Policing Plan and this was confirmed through review of the Minutes of the F&GP meeting of 22 December 2009, where the Committee received the half year report 2009/10 outlining progress to date.</p>		
4	<p>Overall Force Performance is reported upon to the Performance Panel on a quarterly basis and is passed on to the Police Authority.</p> <p>An Annual report is produced by</p>	Yes	<p>The Annual Report of the Police Authority for 2008/09 was produced and is accessible for information. It is also available via the website.</p> <p>Through sample testing of two Performance Panel meetings for the current year to date we confirmed they had received updates on the performance of the</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	the Force and is also available through the website.		<p>Force at their meetings of 3 September and 15 December 2009.</p> <p>The Police Authority also receives updates on Performance and this was confirmed for the meeting of 26 January 2010 where they received an update on performance for the period from April to December 2009.</p> <p>We also confirmed the Police Authority receive updates on progress against the Policing Pledge.</p> <p>The Authority's arrangements for monitoring and scrutinising Force performance were covered in a recent HMIC inspection of the Police Authority. They identified a number of strengths including:</p> <ul style="list-style-type: none"> • Working effectively to influence delivery of improved public confidence. • Members attend meetings of the local Joint Action Groups and meet regularly with local commanders and engage in unannounced visits to Local Policing Units. • Are actively involved in supporting governance and delivery of the Policing Pledge, although lack specific measureable outcomes. <p>However, the report highlighted that although individual members were actively involved in reviewing performance, the Authority did not provide</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>systematic robust challenge to hold the Chief Constable to account for the Constabulary's delivery of objectives, priorities and quality outcomes and considered the Authority does not scrutinise most areas of performance effectively and offer little challenge to the quarterly monitoring reports.</p> <p>As a result we found that plans have been established as to how this will be taken forward and improvements have been outlined in the Improvement Plan produced in response to the reports findings.</p> <p>We have only commented on the issues arising from the inspection to provide the link to the scrutiny role that the Police Authority are required to perform in carrying out their Governance role.</p>		
5	<p>The Authority / Force has various controls and mechanisms which contribute towards ensuring they make best use of the resources and achieve value for money.</p> <p>The Financial Regulations and Contract Standing Orders set out the key requirements for purchasing, budget setting and budgetary control.</p> <p>The Finance & General Purposes Committee receive regular budget reporting on activity against budgets as well</p>	Yes	<p>We confirmed Financial Regulations and Contract Standing Orders are in place and were reviewed at the Finance and General Purposes Committee meeting of 24 March 2009, where amendments were agreed. It was resolved at the meeting to undertake a further review in 2011.</p> <p>These documents set out the requirements to be followed and provide clarity about the financial accountabilities of individuals which apply to all members, officers and staff acting on behalf of the Authority or the Force.</p> <p>They also have a number of other mechanisms in place which contribute to ensuring they make good use of resources and aim to achieve value for</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>as updates on capital programmes which are also passed to the Police Authority. The Strategic Financial Planning Group report back to the F&GP Committee on the work they carry out towards identification of potential future obstacles and opportunities and this is supported by the Savings Delivery Group within the Force.</p>		<p>money. These include:</p> <p>Procurement of goods and services plays a key part in this process by working to European procurement directives to attract the best /cost effective prices and the Treasurer advised the regional Finance Directors and Treasurers are discussing how they can become more effective and they will be working together on this area going forward.</p> <p>The Finance Director of the Force and Treasurer of the Police Authority meet weekly and they both attend the Strategic Financial Planning Group meetings which also link to the Savings Delivery Group which is working on savings to be delivered through 2010/11 and the Corporate Savings Strategy 2009/12.</p> <p>Close monitoring of departmental and capital budgets in departments, by senior management in Force and through to the Finance & General Purposes Committee of the Police Authority and including links to the Medium Term Strategy.</p> <p>Force and Authority work is carried out in connection with the evaluation which is linked to the annual Use of Resources Evaluation (UoR) process which was recently assessed and provided an overall CAA score of level 3 for 2008/09. This is to be an area of further development going into 2010/11 particularly with the continuing need to ensure economy, effectiveness efficiency and towards ensuring value for money is achieved.</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>This is another area which was highlighted in the HMIC inspection review and as a result plans are being established to address issues highlighted from the inspection process.</p> <p>There is now an obligation on the Authority to produce a Value for Money Statement within the Policing Plan 2010 and noted this will be drafted by the Force Savings Team and once agreed will be included within the Policing Plan 2010.</p>		
6	<p>Job descriptions in place set out the roles and responsibility of the posts for Chief Executive and Treasurer of the Police Authority.</p> <p>Devolved delegated authority is covered within Financial Regulations 1.4.</p>	Yes	<p>The Treasurer's job description has not been subject to change in the last year. The Chief Executive's job description has been subject to minor change and a copy of the changes made was provided for information.</p> <p>In both cases we found that they have an annual job appraisal and these are due to be scheduled in for the next review scheduled for March 2010.</p>		
7	<p>The Scheme of Delegation sets out the delegated responsibilities of the Chief Executive, Treasurer and the Chief Constable.</p> <p>This document includes other delegations including those of the Force Financial Director relating to Contract Standing Orders and the Financial Regulations and those relating to various Police pension</p>	Yes	<p>We confirmed the Police Authority has in place a list of powers delegated to its Officers. This document sets out the delegations of the Chief Executive, the monitoring officer delegations and appointments for general, specific and other powers and details of the decisions to be taken by the Police Authority or the Chief Constable on its behalf.</p> <p>There is also a 'monitoring officer' protocol in place which outlines the arrangements and understandings between them and colleagues and members to</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	delegations.		ensure effective discharge of functions.		
8	The Financial Regulations set out the external arrangements to be followed for Partnerships set up for the benefit of the Force/ Authority.	Yes	<p>We confirmed the Financial Regulations has a section outlining the controls and arrangements to be established for entering into partnering arrangements. This outlines the main responsibilities of the Authority and Force and the overall delegations of responsibilities assigned covering governance, finance and policy.</p> <p>In the previous review we left recommendations designed to enhance the existing arrangements over partnerships. These related to providing up to date procedures and guidance outlining the processes to be followed in line with statutory requirements and best practice in forming partnerships.</p> <p>The Chief Executive confirmed they are currently working to progress completion of this and the full list of partnerships and expect this to be fully completed by the end of December 2010.</p> <p>With the CDRP's they have drawn up a list of key monitoring arrangements for each of these. He also advised that they have not set up any new partnerships this year so far, but would ensure that appropriate Terms of Reference are drawn up (as is general practice) outlining the scope and responsibilities etc. to be followed. Good practice was outlined to assist in drawing up the Terms of Reference. By setting out the key requirements in a standard document will help to ensure that all required information is documented and considered in deciding whether to progress with new</p>	Ensure appropriate documented procedures are maintained, kept up to date and available outlining the processes to be followed (including the planned risk assessment process). Complete the process to produce and maintain the list of all current partnerships and supporting evidence to critically appraise why the Authority is a member of these partnerships and how they help to achieve the organisational objectives.	Merits Attention

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>partnerships arrangements.</p> <p>However, the recent HMIC inspection raised issues over partnering arrangements, and as part of the Implementation Plan produced after the inspection the Authority is planning to introduce risk assessments into the process now. This will provide the means to evaluate the risks associated with forming the partnerships at the start of the process.</p> <p>By ensuring these recommendations are implemented in a timely manner will provide greater assurances that partnering arrangements are adequately assessed at the outset.</p>		
9	<p>The Authority and Force have in place requirements for declaration / registering of Interests.</p> <p>Compliance is now also monitored via the Standards Committee. Members are required to complete and sign a declaration form advising of any interests outside the Authority and to provide notification of any new changes within 28 days to the Monitoring Officer. There is a process in place to ensure that forms are renewed annually as a minimum.</p> <p>The Force requirements are set</p>	Yes	<p>Members are required to notify the Police Authority of personal interests by completing a declaration form. The documents are kept on file and they have a control in place whereby they have been checking this is in place on an annual basis to ensure that up to date records are kept on file.</p> <p>This is in addition to the requirements for Members to notify of any changes. Through review of the most recent declarations we noted that eight of the forms held were last signed over 12 months ago.</p> <p>The Chief Executive confirmed that the Standards Committee now monitor the completion of declarations and by review of the minutes of the meeting of 4 February 2010 they had issued a reminder that members ensure they keep them up to date. The Standards Committee are mindful of the recommended practice of reviewing the forms</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	out in the Business Interest Policy.		<p>annually. As standard practice any declarations are to be made at the commencement of Committee meetings and these will be noted and recorded within the minutes.</p> <p>In discussion with the Chief Executive, he advised they are looking to maintain the personal interest forms electronically which will help members revise their forms.</p> <p>The Force Business Interest Policy outlines the requirements to be followed in declaring business interests in the Force. This document was updated in September 2009 and sets out the application process and guidance to show how Police Officers and staff can seek authority to undertake business interests or secondary employment.</p> <p>The Deputy Chief Constable is responsible for monitoring compatibility of these and the ability to perform their duties.</p>		
10	<p>Members are bound by the Code of Conduct which sets out the obligations, disclosures of Personal Interests and Prejudicial Interests and sets out the General Principles, protocol, their role, access to information, conduct at meetings etc.</p> <p>The Authority has a Standards Committee with responsibility to promote and maintain high</p>	Yes	<p>The Authority has in place a Code of Conduct. This outlines the requirements for compliance with the code and includes personal interest declarations, prejudicial interests and registration of interests.</p> <p>The Standards Committee is responsible for promoting high standards of conduct by Members and co-opted members of the Authority.</p> <p>Within the Terms of Reference both the referred and delegated functions are clearly documented and this</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	standards of conduct by Members of the Authority. These are set out in the Terms of Reference.		includes considering and issuing of dispensations to those members who have a prejudicial personal interest in line with regulations.		
11	<p>The Authority has in place a system for dealing with complaints and is also readily accessible via the website. Associated procedures are in place to record and monitor complaints received and complainants are invited to complete a satisfaction survey once the complaints are dealt with.</p> <p>Results are reported upon through the Professional Standards Committee.</p>	Yes	<p>We confirmed that the Police Authority has in place a procedure of dealing with Complaints. The mechanisms for dealing with these are set out on the website which was found to be easily accessible on the website.</p> <p>We found that details of the various types of Complaints and how to proceed are provided for information. Complaints relating to Police Officers are monitored and dealt with through the Professional Standards department and are subject to report to the Professional Standards Committee on a quarterly basis, as confirmed for the period April to July 2009, which was reported upon at the meeting of 3 September 2009.</p> <p>As follow up on a previous recommendation we have confirmed that the Complaints and Misconduct Policy has been updated and is due for further review in October 2010. This policy provides clear guidance to staff on the handling of complaints and misconduct matters and associated procedures.</p>		
12	Reports produced for the various Committees have been considered to be fit for purpose. Where a change is considered these will be discussed at the	Yes	In discussion with the Treasurer he advised that generally reports to the Police Authority have been deemed to be fit for purpose up to now and confirmed that where changes are agreed these would be followed through to satisfactory		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	various Committee meetings and followed through to implementation of agreed changes.		<p>implementation.</p> <p>He also mentioned that since the recent HMIC inspection took place they have been actively working to review reporting arrangements to implement changes in connection with the scrutiny role of the Authority, which are particularly linked to performance. These changes will affect the existing reporting mechanisms for both the Force and Authority, including some changes connected to the Force Programme Boards.</p>		
13	Risk management arrangements are being embedded across the organisation as a whole. The annual audit plan includes a review of risk management arrangements for both the Authority and Force and an audit review is presently underway to assess the level of assurance on current activities/ arrangements in place for 2009/10.	Yes	<p>We confirmed the Annual Audit Plan considers risks of the Authority and Force in drawing up the Annual Audit Plan each year so to determine which areas are to be covered in the audit plan in addition to the main key financial systems. We confirmed the risk management review for 2009/10 is being completed at the present time.</p> <p>The Chair of the Audit Committee attends the Strategic Risk Board meetings.</p> <p>We confirmed that reports on risk management are presented to the Police Authority's Audit Committee and confirmed the control for July and November 2009 meetings held. At the November meeting the Audit Committee were informed the Force Risk Management Group had been renamed the Strategic Risk Board.</p> <p>We noted the Committee received a report of the Chief Constable who presented an update on the strategic risks faced by the Force. The Treasurer</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			and Chief Constable also provided an update on the Police Authority risk register at this meeting. The next meeting is scheduled for 18 March 2010.		
14	<p>The Financial Regulations set out the framework for managing the Authority's financial affairs. They apply to each individual, member or officer and anyone acting on their behalf.</p> <p>The Devolved Delegated Authority sets out the delegations within the Financial Regulations.</p> <p>The Chief Executive as 'Monitoring Officer' is to provide appropriate legal advice and advise the Authority of any actual potential illegality or maladministration arising from its decisions or proposals.</p> <p>The Authority has access to external Consultants to assist the Authority with legal matters as / when required.</p>	Yes	By review of the Financial Regulations we confirmed they include the key delegations as outlined. As the designated Monitoring Officer the Chief Executive of the Police Authority continues to have at his disposal access to good support networks to support him in his role in the event he needs to access advice in the course of his duties. In addition, to his qualification as a lawyer this also includes access to other legal advice, if so required.		
15	The Authority has in place arrangements to provide induction training for new Members.	Yes	There is a standard process for induction training for new members. The Deputy Chief Executive confirmed that Members are provided with an Induction Pack and a copy of the Members Handbook when they join the Authority and they keep		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>This includes meetings with the Chief Executive and Deputy, The Chair of the Authority, the Chief Constable and ACPO team. Other visits are arranged to see how departments operate as well as visits to BCU's to see first hand the operations they are involved in.</p> <p>Ongoing training is scheduled for the Members and the Standards Committee monitors the training programme.</p>		<p>a copy for information in the administration office for reference. Members also have access to associated key information electronically.</p> <p>We confirmed the induction process is carried out based on the key senior teams within the Authority and Force to provide an insight into the business and operational work undertaken within the Force.</p> <p>Member training is provided on an ongoing basis and the Standards Committee is updated on the training scheduled and provided to the Members. This process confirmed these arrangements through review of the minutes of the Standards Committee meeting of 1 October 2009, where they received a report on the progress of the Authority Members Training Plan. We also noted the committee was due to receive the results of the evaluations from training delivered.</p>		
16	<p>Member's development meetings are being scheduled in for March and April 2010. This requires them to provide details on a number of questions to assist in assessing future development needs.</p>	Yes	<p>Members are required to complete a skills audit review annually to determine any development needs linked to their responsibilities as Members of the various Committees. Members are also required to complete a skills audit review annually which also links in to future development needs, particularly those areas for which they responsibilities at the various Committees. This process includes a self assessment and is also designed to identify any problem areas where further development may be beneficial.</p> <p>The annual review process for members has recently been scheduled in the diaries and these interviews</p>		

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			are to be completed over the next few weeks.		
17	The Police Authority Regulations 2008 set out the requirements for membership of the Authority. Nine are to be members of a relevant Council appointed under Regulation 7. A further 8 Members can be appointed as 'Independent Members'. The Selection Panel are responsible for determining the required skills and competencies for any vacancies when they occur.	Yes	The Chief Executive confirmed the arrangements have not been subject to change since the last review, although any future vacancies will need to be considered taking account of the needs of the Authority and assessment of expertise and experience they will need to be assessed to ensure the Authority maintains a good skills mix to meet their responsibilities.		
18	<p>A draft Force Communication Strategy was produced in response to the previous audit recommendation, but we understand this was not finalised.</p> <p>Plans are now being established to draw up a new Communication and Community Engagement Strategy for the future which is designed to incorporate recommendations made by the HMIC inspectors and the improvements suggested by the NPIA.</p>	No	<p>We were advised the Force has in place a variety of means to communicate across the Force. But this information is not encompassed in a finalised Force Communication Strategy document at present.</p> <p>We were advised by the new temporary post-holder for Force Communications that they are going through a full review at present to take account of the HMIC and NPIA recommendations designed to ensure the various stakeholders are involved in these plans and processes. The review process will also encompass a Community Engagement Strategy which is being supported by the Chief Officers Group (COG) to ensure the organisation becomes more pro-active in communicating with the public and stakeholders alike.</p> <p>They plan to consider a new approach taking</p>	Progress with current plans to review and move the Communication and Engagement Strategy forward to implementation.	Merits Attention

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>account of threats, harm and risk and the links to all stakeholders including the Councils, the local neighbourhoods, BCU's and departments down to the frontline services as well as the Police Authority.</p> <p>We were advised the existing Strategy will run on in the interim period until the plans for the future are fully implemented. The Strategic Communications Board will be responsible for driving this plan forward and it expected this will be completed by the Summer 2010.</p>		