

LANCASHIRE POLICE AUTHORITY LANCASHIRE CONSTABULARY

ANNUAL GOVERNANCE STATEMENT

1. SCOPE OF RESPONSIBILITY

- 1.1 Lancashire Police Authority's primary responsibilities are to secure an efficient and effective policing service for everyone in the Lancashire Police area and to hold the Chief Constable to account for the exercise of his functions and those of persons under his control. In so doing it ensures that its business (which for this purpose includes the direct activity of the Authority itself as well as all the functions of the Constabulary) is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 The Chief Constable of Lancashire Constabulary is responsible for the direction and control of the Constabulary and in discharging his function shall have regard to the local policing plan issued by the Authority. The Chief Constable is responsible for ensuring the Constabulary's business is conducted in accordance with the law and proper standards and that public money is safeguarded.
- 1.3 In discharging their overall responsibilities, the Authority and Chief Constable are responsible for establishing and maintaining appropriate risk management processes, governance arrangements and ensuring that there is a sound system of internal control which facilitates the effective exercise of their functions.
- 1.4 This statement has been prepared for the 2007/08 period to show the Authority's and Constabulary's current position on governance issues as well as outlining future actions that will be undertaken to ensure the prescribed controls are operating effectively. This document also fulfils a statutory function in that it incorporates the Authority's Statement on Internal Control.

2. PURPOSE OF THE GOVERNANCE FRAMEWORK

- 2.1 The Governance Framework comprises the systems and processes, culture and values by which the Authority is directed and controlled, together with the activities through which it accounts to and engages with the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate cost effective services, including achieving value for money.
- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; this statement can

therefore only provide reasonable and not absolute assurance of the effectiveness of the system of internal control in managing risk. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The Authority aims to provide a reasonable assurance of the effectiveness of the control systems it employs, and by the Lancashire Constabulary on its behalf.

- 2.3 The detailed controls outlined below represent those in place at 31 March 2008 and up to the date of approval of the annual report and statement of accounts and, subject to comments at section 6 concerning areas for improvement, accord with proper practice.

3. THE GOVERNANCE FRAMEWORK

- 3.1 Although the Chief Constable is responsible for operational policing matters and the direction of police personnel and for making proper arrangements for the governance of the Constabulary, the Authority is required to hold him to account for the exercise of those functions and those of the persons under his direction and control. It, therefore, follows that the Authority must satisfy itself that the Constabulary has appropriate mechanisms in place for the maintenance of good governance and that these operate in practice.

The Code of Corporate Governance sets out the Authority's high level aspirations for the achievement of good governance. This Annual Governance Statement provides a summary of the extent to which the aspirations set out in the Code are currently being met.

3.2 Assurance Overview

This statement is informed by assurances on the six principles of the Authority's code of corporate governance and by audit and inspection opinions.

The Authority's six principles of good governance are as follows:

- Focusing on the purpose of the Authority, on the outcomes for the community and creating and implementing a vision for the local area.
- Engaging with local people and other stakeholders to ensure robust public accountability.
- Having clear responsibilities and arrangements for accountability.
- Taking informed and transparent decisions which are subject to effective scrutiny and risk management.
- Good conduct and behaviour.
- Developing the capacity and capability of Members and Officers to be

effective.

In addition, a further key element surrounds the reliability of financial reporting and internal financial controls.

3.3 Focusing on the purpose of the Authority, on outcomes for the Community and creating and implementing a vision for the local area

- 3.3.1 The Constabulary's Ambition is to consistently be the best Police Force in the country. The Authority's vision is to support the Chief Constable to deliver that Ambition, in a way that provides best value to people and sees the Constabulary continuously improving its service provision.
- 3.3.2 The Police Authority is required to publish a three year Local Policing Plan, which is refreshed annually and sets out its local policing priorities and the resourcing of those priorities. The Local Policing Plan is produced jointly with the Constabulary taking into consideration any objectives set by the Government, the views of the public and the plans of other relevant bodies, such as the Crime and Disorder Reduction Partnerships (CDRPs) and the Local Criminal Justice Board. Increased importance is now being attached to Local Area Agreements, which are seen as the key mechanism for delivering government initiatives and targets.
- 3.3.3 The Police Authority also publishes its own medium term Corporate Plan which sets out its objectives over the period and ensures that the Authority's resources are targeted into areas that have most impact. This is supported by an annual Business Plan.
- 3.3.4 The feedback from community engagement and consultation activities is captured for the formalised planning process as well as providing local operational officers with more immediate information on local issues.
- 3.3.5 The application of the National Intelligence Model underpins the planning process as priorities are identified, monitored and, where appropriate, amended via the Constabulary's Control strategy.
- 3.3.6 In determining its local policing plan, both the Authority and the Constabulary need to identify and take into account those issues and factors which will substantially affect its plans. Staff in the Constabulary's Corporate Development Department regularly scan the environment to assist with the review and development of corporate strategies.
- 3.3.7 The Constabulary has a number of key control strategies which cut across the key business areas of the organisation. These strategies, which include, HR, Training, Estates and ICT are approved and endorsed by the Police Authority.

3.4 Engaging with local people and other stakeholders to ensure robust public accountability

- 3.4.1 The Police Authority has a statutory duty to consult with the public in relation to policing issues in general and specific issues, such as the level of council tax precept. The Constabulary also has a fundamental need to engage with local communities on policing issues.
- 3.4.2 The Authority and the Constabulary achieve this through a variety of formal and informal mechanisms, such as: the use of surveys; commissioning specific research and consultative events; public interaction through Police Authority Community Meetings and Police and Communities Together Meetings; the Constabulary's Independent Advisory Group network; regular dialogue with partner agencies; and consultation with the Business Community.
- 3.4.3 The Authority has developed strategies for consultation, communication and marketing that are designed to ensure effective engagement with all sections of the community and stakeholders. These strategies also aim to promote visible awareness and create a positive, informed and recognisable profile for the Authority.
- 3.4.4 The Constabulary, through the Neighbourhood Policing programme, engages with local people to develop solutions to the issues that undermine confidence and general feelings of insecurity. Dedicated Community Beat Managers are deployed as are all members of the extended police family including Special Constabulary, Police Community Support Officers, volunteers, other accredited organisations, Neighbourhood Watch and partner agencies.

3.5 Having clear responsibilities and arrangements for accountability

- 3.5.1 The Authority has clearly outlined who is responsible for the discharge of its responsibilities within its Constitutional and Procedural Standing Orders, Scheme of Delegation, Contractual Standing orders and Financial Regulations and has:
- Appointed a Chair and Vice-Chair of the Police Authority;
 - A structure of Committees appointed to discharge its responsibilities and to hold the Chief Constable to account;
 - Appointed Members to special interest roles;
 - Provided Officers with job descriptions clearly defining their roles;
 - An agreed Scheme of Delegation to the Chief Executive, Treasurer, Chief Constable and Monitoring Officer. These management delegation arrangements are further devolved to named individuals within the Constabulary.

3.5.2 The Authority has its relevant statutory officers in place:

Chief Executive

The Police Authority's Chief Executive acts as Clerk under Section 16 of the Police Act 1996 and Proper Officer under section 270(3) of the Local Government Act 1972.

Monitoring Officer

The Authority has appointed a Monitoring Officer under section 5 of the Local Government and Housing Act 1989. The Monitoring Officer has a statutory duty to highlight any proposals, decisions or omissions by the Authority which constitute, have given rise to, or are likely to give rise to either a breach of the law, a breach of a statutory code, or which constitute maladministration or injustice.

Treasurer to the Police Authority/Director of Resources

The Treasurer is the Authority's professional advisor on financial matters. The statutory responsibilities of the Treasurer to the Police Authority are set out in various Acts, including sections 112 and 114 of the Local Government Finance Act 1988.

It should be noted that the Director of Resources is responsible to the Chief Constable for all financial activities within the Constabulary. The Director of Resources is a key member of the Chief Officers' Management Team.

3.6 Taking Informed and transparent decisions which are subject to effective scrutiny and risk management

3.6.1 The Police Authority conducts its business based around a committee structure and a scheme of delegated powers. Within this framework the Authority has formal and informal mechanisms for the monitoring and scrutiny of the performance of the Constabulary.

3.6.2 The Authority's governance arrangements have ensured that:

- Key decisions taken by the Authority and its Committees have been taken in public meetings.
- Information relating to those decisions was made available to the public (except where that information is exempt under the provision of Access to Information rules).
- Rules and procedures governing how decisions are made are in place.
- Appropriate legal, financial, human resources and other professional advice is considered as part of the decision making process.

3.6.3 The Force operates a hierarchy of decision making comprising:

- Business Group involving Chief and Deputy Chief Constable, Assistant Chief Constables and Director of Resources.
- Strategic Tasking and Co-ordinating Group involving Business Group members and Divisional Commanders/Heads of Departments.
- An Assistant Chief Constable chairs the Tactical Tasking and Co-ordinating Group involving Divisional Operations Managers (Superintendents).
- Key business and operational decision making is also undertaken locally by Divisional Commanders and Heads of Departments.

3.6.4 The Constabulary is structured to ensure not only a management framework where certain operational decisions must be taken at a designated level, but also one that supports and promotes a performance culture. The Chief Constable is ultimately accountable to the Police Authority for the performance of the Constabulary. Quarterly performance review meetings are held between Chief Officers, Members of the Authority and Divisional/Departmental Managers.

3.6.5 The Constabulary's analysis and review functions within the Corporate Development Department help to develop and provide guidance on planning in support of the Authority's and Constabulary's objectives; to monitor, analyse and advise on performance; to identify good and bad performance; and to generate performance improvements.

3.6.6 A team of skilled staff and experienced project support officers who lead the development of new projects exists within the Constabulary's Sustaining Excellence programme. This team's role is to commission systematic reviews of the Constabulary and deliver changes that will help to achieve continuous improvement and sustained excellence.

3.6.7 The Authority and Constabulary work to identify areas of risk, assess the likely impact and seek to eliminate or reduce the consequences of those risks. The Constabulary has a corporate risk register with operational risk assessments undertaken and updated on a regular basis. The Continuous Improvement element has been incorporated within the Sustaining Excellence programme, with a newly created steering group, including members of the Authority, overseeing governance arrangements.

3.7 Good Conduct and Behaviour

3.7.1 The Authority has a Code of Conduct for Police Authority Members which includes the statutory provisions contained in the model code of conduct.

- 3.7.2 Police Officers, Police Staff and the Police Authority's Officers are all subject to policies and procedures covering discipline, grievance and standards of conduct.
- 3.7.3 The Professional Standards Committee is established to oversee the Constabulary's complaints process and operation of the Professional Standards Department.
- 3.7.4 The Audit and Standards Committee is established to oversee the operation and implementation of recommendations of the internal and external audit providers.
- 3.7.5 The Authority and Constabulary have agreed an anti-fraud and corruption policy and have whistle-blowing arrangements in place together with a formal protocol between the two parties on the reporting and investigation of financial irregularities. The Authority and Constabulary also participate in the Audit Commission's National Fraud Initiative.
- 3.7.6 The Constabulary's Professional Standards Department is responsible for recording and investigating not only complaints from members of the public, but also deals with allegations made by members of the Constabulary itself. The Vetting Unit is also contained within this Department and it ensures that the quality of people accepted to work within the Authority and Constabulary are of the required standard.
- 3.7.7 The Professional Standards Department uses the information gained from investigations to improve the service given to the public. Professional Standards officers work closely with local Commanders in providing them with a range of information, including trend analysis, number and types of complaints recorded and the lessons learned from complaints, misconduct and civil claims enquiries.
- 3.7.8 Meetings are held between Internal Audit and the Constabulary's Professional Standards Department to ensure effective liaison on any irregularities/investigations/issues of misconduct.
- 3.7.9 All Members of the Constabulary are encouraged to tackle unacceptable behaviour by reporting wrongdoing directly to their supervisors, managers or by leaving details through a confidential reporting telephone line. The Constabulary has procedures to support staff that do the "right thing" and bring unprofessional conduct to attention.

3.8 Developing the capacity and capability of Members and Officers to be effective

- 3.8.1 The Constabulary has introduced an additional Assistant Chief Constable post to oversee its "People" portfolio; a Constabulary Learning and Development Strategy is being introduced to ensure that learning and development is effectively and efficiently utilised in support of the organisation's key strategic objectives.

- 3.8.2 The Costed Human Resources Plan sets out the Constabulary's people priorities in respect of service delivery, commitment to continuous improvement and is clearly linked to supporting the Constabulary's priorities. This is supplemented by the Annual Training Business Plan. Both Plans are approved by the full Authority and the Human Resources Committee scrutinises performance against these plans every six months.
- 3.8.3 All Police Authority Members are given the opportunity through an annual review process with the Chair, Vice Chair and Chief Executive to identify development opportunities and areas of business where they wish to concentrate.
- 3.8.4 The mandatory system of Performance Development Reviews for each police officer and Members of the Authority's and Constabulary's staff provides for the cascading of and targeting of key objectives which appear within plans. The process ensures a clear focus for individuals on those issues which most concern both organisations.

3.9 Reliability of financial reporting and internal financial controls.

- 3.9.1 Financial control involves the existence of a control structure which ensures that all resources are used as efficiently and effectively as possible to attain the Authority's overall objectives and targets. Internal financial control systems are in place to minimise the risk of loss, unlawful expenditure or poor value for money, and to maximise the use of the Authority's assets and limited resources.
- 3.9.2 The Authority and Constabulary's financial management framework follows national and/or professional best practice and its key elements are set out below:
- Financial Regulations establish the principles of financial control. They are designed to ensure that the Authority conducts its financial affairs in a way which complies with statutory provision and reflects best professional practice. Standing Orders set out the rules to be followed in respect of contracts for the supply of goods and services.
 - The Authority's Scheme of Devolved Financial Management is designed to ensure that responsibility and accountability for resources rest with managers who are responsible for service provision.
 - The Police Authority has adopted the CIPFA Code of Practice on Treasury Management requiring the Authority to approve an annual treasury management strategy including an annual investment strategy.
 - In accordance with the Prudential Code and best accounting practice the Constabulary and Authority produce a five year medium term revenue financial plan and a five year capital

programme. These are considered in the autumn each year and form the basis of further discussion and debate on the annual revenue budget and capital programme.

- The medium term finance plan (MTFP) includes full provision for inflation, known commitments and other expenditure items which the Chief Constable has identified as necessary to deliver both national and local policing priorities.
- The revenue budget provides an estimate of the annual income and expenditure requirements for the police service and sets out the financial implications of the Authority's policies. It provides chief officers with authority to incur expenditure and a basis on which to monitor the financial performance of the Authority.
- The Authority is required to set its budget and council tax level (precept) by the end of February prior to the start of the relevant financial year.
- Capital expenditure is an important element in the development of the Authority's services since it represents major investment in new and improved assets. The Authority approves a capital programme each year.
- Efficiency targets are established each year by the Home Office. For 2007/08, efficiency targets of 3% of net expenditure, half of which are cashable were required and this target has been achieved.

4. REVIEW OF EFFECTIVENESS

- 4.1 The Authority has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including:
- the system of internal audit
 - the system of internal control.
- 4.2 The Audit and Standards Committee reviews the effectiveness of the system of internal audit. During 2007/08, the contract with the current Internal Audit provider has been extended for a further two year period. In taking this decision, the Committee considered an assessment of the performance and value for money of the service and concluded that the arrangements in place were good and operating effectively. Regular monitoring reports and an annual report are received from the Internal Auditors and this provides the Committee with an opportunity to challenge the assurances that have been obtained over the operation of key controls. In conducting their audit of the Authority, the External Auditors have also placed reliance on the work of internal audit.
- 4.3 The review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the

Authority and the Constabulary who have responsibility for the development and maintenance of the internal control environment, and also by comments made by the external auditors and other review agencies and inspectorates in their annual audit letter and other reports.

4.4 The Constabulary reviews the effectiveness of systems of internal control through internal and external audit and inspection reports, policy review, the work of the Audit and Inspection Commissioning Group, the National Intelligence Model and through robust arrangements for performance review throughout divisions and departments.

4.5 Audit and Inspection Opinions

Matters arising from all the audit and inspection activities below are reported to the appropriate Committees of the Authority and appropriate action is put in place to address recommendations arising from these reports.

4.5.1 Her Majesty's Inspector of Constabulary (HMIC)

The operations of the Police Authority and Constabulary are periodically inspected by Her Majesty's Inspector of Constabulary, most notably in the recently developed "baseline assessment" exercise, which has been highly complimentary about the policing service provided in Lancashire.

4.5.2 Internal Audit

Internal audit is an assurance function that provides an independent and objective opinion to the organisation on the control environment by evaluating its effectiveness in achieving the organisation's objectives. It works to a code of practice and prepares a plan of activities that is submitted to members for approval. It examines, evaluates and reports on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources. The Head of Internal Audit reports regularly to the Chief Executive of the Police Authority and the Constabulary's Director of Resources.

Although the responsibility for maintaining and reviewing the systems of internal control rests with the Authority, it takes significant assurance from the work of internal audit. In fulfilling this responsibility, each year it receives an opinion on the overall adequacy and effectiveness of the Authority's internal control environment, which provides any details of weaknesses particularly relevant to the preparation of the Statement of Internal Control. The report for 2007/08 affirmed that an adequate level of internal control had been maintained during the year. This maintains the level reported in the 2006/07 annual report.

4.5.3 External Audit

The external auditor's annual audit letter for 2006/07 gave an unqualified opinion on the Authority's accounts for the year and recorded that they had not identified any significant weaknesses in the overall control framework.

4.5.4 Police Use of Resources Evaluation (PURE)

As part of the statutory audit, the Audit Commission produces an annual Police Use of Resources Evaluation (PURE) for the Constabulary and Authority. HMIC relies on this judgement and incorporates it into its baseline assessment.

The overall assessment for 2006/07, based on a scale of 1 to 4, was a 3 grade 'consistently above minimum requirements – performing well'. The Authority achieved a 3 grade 'performing well' across four of the five assessment themes, these were: financial reporting, financial management, financial standing and Internal Control. These scores were consistent with those achieved in 2005/06, although the External Auditor indicated that the 2006/07 assessment had been more stringent, so the scores attained represented an improvement in real terms. In relation to the remaining assessment theme of value for money, the Authority had improved its score in 2006/07, achieving a 4 grade of 'performing strongly'.

5. PROGRESS AGAINST EACH OF THE AUTHORITY'S SIX PRINCIPLES OF GOOD GOVERNANCE IN 2007/08

5.1 Focusing on the purpose of the Authority, on the outcomes for the Community and creating and implementing a vision for the local area.

The Constabulary reports on areas of performance against the local policing plan to the Authority's Planning and Performance Review Committee.

The Authority has reviewed its own performance against its Corporate Plan for 2004-07 and agreed that performance had been good with the initial objectives in all areas having been achieved. The Authority has developed a new five year corporate plan for the period 2007-2011 which provides a series of developmental objectives.

5.2 Engaging with local people and other stakeholders to ensure robust public accountability

5.2.1 To increase the public accountability of both the Police and the Police Authority, a unique engagement campaign entitled 'Investors in Policing' has been developed. This campaign has aimed to increase active public participation in the scrutiny process and ensure full use of the outcomes from their involvement. This campaign has recently won the Community Engagement Through Scrutiny Award at the Centre for Public Scrutiny's Good Scrutiny Awards 2008.

5.2.2 A joint Authority/Constabulary citizens' panel consults 4000 local residents via postal survey three times a year. This is supported by Police Authority online surveys and postal survey distributed to over 1000 individuals on a consultation database.

- 5.2.3 The Police Authority has commissioned specific research including surveys, focus groups, face to face interviews and on-street surveys. In addition specific consultative events have been undertaken (e.g. Disability consultation.)
- 5.2.4 Police Authority Community (PAC) meetings take place three times per year in each District of the County and enable Authority interaction with residents face to face. Each year, one cycle of meetings is used to discuss proposed policing objectives and to obtain feedback from residents. Monthly Police and Communities Together (PACT) meetings are now being held in over 1000 neighbourhoods, providing residents with the opportunity to voice concerns to local neighbourhood policing teams. The Police Authority periodically reviews the operation of its Police Authority Community Meetings. During 2007, a review was undertaken looking at: attendance, costs and processes, and the structure and effectiveness of PACs.
- 5.2.5 A new award winning website www.limacharlie.org has been set up to improve awareness of the Constabulary and encourage engagement by young people of the County.
- 5.2.6 Regular dialogue takes place between the Authority/Constabulary and partner agencies.
- 5.2.7 The Authority consulted with representatives of the business community on its proposals for the Revenue Budget and Capital Programme for 2008/09.

5.3 Having clear responsibilities and arrangements for accountability

- 5.3.1 The Authority has reviewed its Committee structure during 2007/08. Through this review process: the Committee structure has been streamlined, arrangements for scrutiny of police performance have been improved, terms of reference have been reviewed to ensure they remain fit for purpose and more efficient methods of communicating information reports to Members have been developed.
- 5.3.2 To ensure the Constabulary is truly citizen focussed and provide a quality service, the Sustaining Excellence programme has been developed. Each Chief Officer has a number of strategic projects aligned to them for delivery as part of this initiative.

5.4 Taking Informed and transparent decisions which are subject to effective scrutiny and risk management

- 5.4.1 The Investors in Policing campaign was designed to demonstrate transparency in the scrutiny process and to explain that the investment the public makes through Council tax payments entitles local people to scrutinise the Police Service.
- 5.4.2 The Authority's Planning and Performance Review Committee now has responsibility for the development and implementation of the Authority's and Constabulary's risk management processes and the

Audit and Standards Committee will review the effectiveness of these arrangements.

- 5.4.3 The Implementation of a new Police Authority website has made access to information regarding the Authority's decision making more accessible and publishing information in this way is also more efficient.

5.5 Good Conduct and Behaviour

5.5.1 The Authority adopted the mandatory provisions of the revised Model Code of Conduct for Members in July 2007. At its meeting in October 2007, the Authority agreed to amend the Code of Conduct to provide Members of the Public with the opportunity to speak at Police Authority meetings in limited circumstances. The revised Code of Conduct will guide Member's behaviour in the conduct of the Authority's business and promote high standards of ethical behaviour. A programme of training on the revised Code was provided to Police Authority Members and Officers in November 2007. In 2007/08, no Member of the Police Authority was found to have breached the Code of Conduct.

5.5.2 Best practice guidance recommends that arrangements should be put in place for the Audit Committee to meet informally with representatives of the Internal and External Auditors at least annually. The Authority has now established appropriate arrangements and the first such meeting was held in March 2008.

5.5.3 A Higher Standards booklet has been developed which gives a clear indication of what the Constabulary expects from those in a leadership position. It includes a consistent message around the Constabulary's Ambition and outlines values of honesty, integrity, fairness, politeness and openness.

5.6 Developing the capacity and capability of Members and Officers to be effective

5.6.1 During 2007/08, the Authority undertook a review of its staffing structure to ensure it remained fit for purpose against a background of increasing demands. Through this change process the Authority has:-

- strengthened the senior representation on the team;
- strengthened the staff resource available to the Authority in the area of performance scrutiny and continuous improvement;
- provided for more flexible working across work areas within the office; and
- strengthened the operation of the administrative and secretarial functions by bringing these resources together into one team.

6. PROGRAMME OF IMPROVEMENT FOR GOVERNANCE ISSUES

The Police Authority and the Constabulary are not complacent and recognise that the system of control must be subject to continuous review to ensure it continues to operate effectively. The Annual Governance Statement has identified areas where further improvements are required and a summary of the areas where the Authority and Constabulary will concentrate their efforts over the coming year is set out below. The implementation and operation of these actions will be monitored as part of the next annual review. The Audit and Standards Committee will also receive reports during the 2008-09 year on the sources of assurance that underpin this statement.

6.1 Engaging with local people and other stakeholders to ensure robust public accountability

- 6.1.1 The Authority will develop a more collaborative approach to community engagement alongside the Constabulary and other partners.
- 6.1.2 Informal mechanisms for community engagement will be improved and developed to generate interest and maximise opportunities for all local residents to be involved.
- 6.1.3 The Authority will improve resource capacity to undertake effective engagement, therefore, strengthening corporate knowledge by the sharing of information.
- 6.1.4 The Authority has identified the need to have a secure tiered login area on its existing website to allow Members and Partner organisations to access information that is not available in the public domain.
- 6.1.5 Following the review of Police Authority Community Meetings, the Authority will be having discussions with Lancashire's Crime and Disorder Reduction Partnerships to explore opportunities for joint working in order to reduce duplication in community engagement activities.

6.2 Having clear responsibilities and arrangements for accountability

- 6.2.1 The Authority will review its governance framework documents (Scheme of Delegation etc) to ensure they remain up-to-date and fit for purpose.
- 6.2.2 The Constabulary will make further improvements to internal reporting arrangements on the financial position of individual DFM schemes within each Chief Officers' portfolio.

6.3 Taking Informed and transparent decisions which are subject to effective scrutiny and risk management

- 6.3.1 A new Risk Management process is currently under development by both the Constabulary and the Authority which will identify areas of strategic and operational risk, assess the likely impact and seek to eliminate or reduce the consequences of those risks. A new disposals

framework is being developed which will help officers to make consistent judgements in this regard. Internal Audit will review the Authority's and Constabulary's risk management arrangements as part of the 2008/09 Audit Plan.

6.4 Good Conduct and Behaviour

6.4.1 The Authority will develop effective systems and procedures for the implementation of the local assessment of misconduct allegations against Police Authority Members.

6.4.2 The Professional Standards Department will oversee a significant period of procedural change with proposed new Misconduct Procedures for Police Officers, the Standards of Professional Behaviour and Unsatisfactory Performance Procedures being implemented.

6.5 Developing the capacity and capability of Members and Officers to be effective

6.5.1 As a result of the review of the Authority's staffing structure, further consideration will be given in the coming year to staff members' personal development needs, particularly for those who have had greater changes to their role.

6.5.2 Further improvements will be made to the Induction programme for Members of the Authority. This will be undertaken to coincide with the appointment of three new Independent Members in October 2008.

6.5.3 The Authority will deliver a programme of awareness training for Members and Officers on the local assessment of misconduct allegations against Members.

6.5.4 Elements of the Constabulary's Learning and Development Strategy will be introduced during 2008/09, by way of the Training Centre Improvement Plan. These will include a comprehensive review of the Probationer Development Programme (IPLDP), the development and implementation of: a revised assessor process, a revised quality assurance process, the Lancashire Constabulary Race and Diversity Learning and Development Programme, a Leadership plan and a revised Mentoring process.

7. ASSURANCE SUMMARY

No system of internal control can provide absolute assurance against material misstatement or loss; this statement is intended to provide reasonable assurance.

However, on the basis of the review of the sources of assurance set out in this statement, we are satisfied that Lancashire Police Authority and Lancashire Constabulary have in place satisfactory systems of internal control which facilitate the effective exercise of their functions and which include arrangements for the management of risk.

	Signature	Date
M T Doherty Chair, Lancashire Police Authority		
M Carruthers-Watt Chief Executive, Lancashire Police Authority		
S Finnigan Chief Constable, Lancashire Constabulary		