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Appointments and Remuneration Committee

To exercise the following delegated powers and duties:-

1. On the advice of the Appointments Working Group, to agree the procedures and arrangements for the appointment of Chief Police Officers and the Authority's Chief Executive.
2. To undertake the shortlisting of candidates for Chief Police Officer vacancies in the Lancashire Constabulary and for the appointment of the Authority's Chief Executive¹.
3. To undertake, in consultation with HMIC where necessary, the Authority's duties and responsibilities in respect of the implementation of the Chief Police Officer Bonus Scheme and Performance and Development Review (PDR)/Progression Arrangements, and in particular:-
 - 3.1. consider the key personal objectives in the PDR for all Chief Officers at the outset of the year, ensuring that they reflect local policing plan objectives and priorities;
 - 3.2. consider, where relevant and based on local circumstances, whether it is appropriate to include targets in relation to human rights in each chief officer's PDR objectives.
 - 3.3. agree the overall assessment for all Chief Officers at the end of the year;
 - 3.4. co-operate with HMIC in the review (ie setting and assessing) of the Chief Constable's PDR;
 - 3.5. consider for bonus payment those Chief Officers whose overall PDR rating is agreed as A (exceptional);
 - 3.6. consider the level of payment of any bonus where the Committee agrees that a bonus should be paid;
 - 3.7. undertake oversight of the PDR and pay progression for ACCs as provided for in PNB Circular 05/3 insofar as they are not already covered above;
 - 3.8. consider representations from individual Chief Officers about their individual PDR;
 - 3.9. maintain oversight of the PDR process for the Chief Executive;
 - 3.10. consider other matters relating to the pay and conditions of Chief Officers, including the Chief Executive;
 - 3.11. consider equality, diversity and human rights matters which are relevant to the business of the Committee.

Membership:	8
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Quorum:	4
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¹ Note: Chief Police Officers means the Chief, Deputy and Assistant Chief Constables and the Director of Resources. The full Authority interviews candidates for the Authority's Chief Executive post and the Constabulary Chief Police Officer posts.

Appointments Working Group

To consider, and make recommendations to the Appointments and Remuneration Committee as necessary on, the following matters:-

1. the general arrangements for Chief Police Officer and Police Authority Chief Executive appointments;
2. the arrangements for individual appointments of Chief Police Officers and the Authority's Chief Executive;
3. to consider equality, diversity and human rights matters which are relevant to the business of the Working Group.

Audit and Standards Committee

NB: For the avoidance of doubt, the Committee does not deal with Standards matters in respect of the Constabulary.

1. To consider and make recommendations to the Authority as necessary upon the following:-
 - 1.1. the external auditor's Management Letter, and other reports and studies;
 - 1.2. the effectiveness of the Authority's internal control systems;
 - 1.3. matters relating to the corporate governance of the Authority's business;
 - 1.4. any proposed changes to the Authority's Constitution and framework documents.
2. To exercise the following delegated powers and duties:-
 - 2.1. to monitor and review the operation of the Authority's Constitution and framework documents
 - 2.2. to make arrangements for the invitation of applications for the appointment of Independent Members to the Committee and to make recommendations for appointment to the full Police Authority;
 - 2.3. to promote and maintain high standards of conduct by all Members (including Independent Lay Members) and Officers of the Authority, to ensure that the highest ethical standards are maintained across the Authority;
 - 2.4. to advise the Authority on the adoption and revision of the Codes of Conduct for Members and Officers and to keep such Codes under review;
 - 2.5. to monitor the operation and effectiveness of the Authority's Code of Conduct;
 - 2.6. to assist members to observe the Code of Conduct;
 - 2.7. to advise on or arrange appropriate training for Members and the Authority's Officers relating to the Codes of Conduct;
 - 2.8. to support the Monitoring Officer, or his/her representative, who shall act as the Clerk to the Committee, on the discharge of his/her role in respect of standards of conduct and behaviour;
 - 2.9. to approve procedures for the proper investigation and determination of alleged breaches of the Authority's Code of Conduct for Members;
 - 2.10. to receive reports of decisions by Case Tribunals and implement any recommendations in accordance with the decision in relation to individual Members;
 - 2.11. to consider any recommendations by Case Tribunals in relation to the functions of the Authority, the Code of Conduct or the Standards Committee;
 - 2.12. to receive reports from the Monitoring Officer on matters referred for investigation and determination;

- 2.13. to determine suitable action where, following investigation, the Committee finds there has been a breach of the Authority's Code of Conduct for Members;
- 2.14. to grant dispensations as permitted by regulations, to Members of the Authority from a requirement not to participate in the business of the Authority;
- 2.15. to take decisions in respect of Police Authority posts subject to political restrictions;
- 2.16. to assess and review complaints about Members;
- 2.17. to conduct determination hearings;
- 2.18. to formulate all relevant criteria, processes and procedures in order to discharge its statutory duties;
- 2.19. to provide periodic information to the Standards Board for England;
- 2.20. to consider the Authority's Annual Statement of Accounts;
- 2.21. to consider policy in matters relating to the payment of allowances and expenses to Members
- 2.22. to consider the terms of engagement and fee of the external auditor including the nature and scope of the audit;
- 2.23. to receive and consider the external audit plan and reports and monitor management's response to findings;
- 2.24. to receive and consider the internal audit programme and reports and monitor management's response to findings;
- 2.25. to consider the Authority's Annual Governance Statement, together with its strategic processes for risk management and corporate governance;
- 2.26. to develop the Authority's Governance arrangements in respect of partnerships.
- 2.27. to consider an annual review of the adequacy of the strategic processes for risk management for the Authority and the Constabulary.
- 2.28. to monitor the effectiveness of the internal and external audit services;
- 2.29. to consider recommendations from the Improvement and Scrutiny Group about options for further developing performance scrutiny and for commissioning consultation/research to support the planning processes and sustaining excellence and continuous improvement in service delivery;
- 2.30. to alert other Committees of any matters relevant to their terms of reference that arise as a consequence of the Committee's business.
- 2.31. to consider equality, diversity and human rights matters which are relevant to the business of the Committee.

Membership:	9 (including 3 Lay Members)
Quorum:	4 (including 2 Lay Members)

Standards Assessment Sub-Committee

1. To exercise the following delegated powers and duties:-

In accordance with appropriate regulations and the Authority's local assessment criteria and procedures, to undertake the initial assessment of complaints that a Member of the Police Authority may have breached the Code of Conduct, including taking decisions on such matters as whether to refer it to the Monitoring Officer, refer it to the Standards Board for England, or whether no action should be taken.

Standards Review Sub-Committee

1. To exercise the following delegated powers and duties:-

- 1.1. In accordance with appropriate regulations and the Authority's local assessment criteria and procedures, to consider any requests which are received from complainants to review a decision of Standards Assessment Sub-Committee to take no further action in relation to a complaint that a Member of the Police Authority may have breached the Code of Conduct. This includes taking decisions on such matters as whether to refer it to the Monitoring Officer, refer it to the Standards Board for England, or whether no action should be taken.

- 1.2. Where, on a request for review, further information is made available in support of a complaint which changes its nature or gives rise to a potential new complaint, the Standards Review Sub-Committee will consider if it is appropriate to refer this to an Assessment Sub-Committee as a new complaint.

Membership of Standards Assessment and Review Sub-Committees:

3 Members drawn from the Audit & Standards Committee in accordance with the Authority's determination procedure for allegations of Member misconduct.

Good Governance Working Group

To oversee developments in governance and make recommendations to ensure the Authority and Constabulary comply with the principles and requirements of good governance. This will include:-

1. Identifying, developing and maintaining effective arrangements for gathering sources of assurance relating to the work of both the Authority and Constabulary.
2. Reviewing the Code of Corporate Governance and the Annual Governance Statement and submitting these documents to the Audit and Standards Committee for consideration.
3. Ensure adequate arrangements are in place to implement any recommendations of a governance nature from audit and inspection reports, and any other relevant reports.
4. Regularly monitoring and reviewing the effectiveness of the Authority's governing documents (scheme of delegation, standing orders, financial regulations).
5. Arranging appropriate training in relation to governance issues for Authority Members and Officers of the Authority and Constabulary.

Annual Governance Statement Sub Group

1. To conduct a review of the annual assurance certificates submitted by the Authority's Senior Officers and the Constabulary's Chief Officer Portfolio Holders.
2. Having regard to the review of the annual assurance certificates, to develop and prepare to final draft stage, the Police Authority and Constabulary's Annual Governance Statement.

Human Resources Committee

1. To consider and make recommendations to the Authority as necessary upon the following matters:-
 - 1.1. the Authority's costed Human Resources and Learning and Development Plans, including their issue and publication;
 - 1.2. the implications for the Authority and Constabulary of national developments under the police reform programme, workforce modernisation and other national HR and Learning and Development developments;
 - 1.3. other human resources-related matters pertaining to the Authority and/or Constabulary (including any issues that may arise for the Authority in respect of health and safety).

2. To exercise the following delegated powers and duties:-
 - 2.1. monitoring of the implementation of the Human Resources and Learning and Development Plans;
 - 2.2. performance monitoring in relation to the Authority's and Constabulary's Human Resources functions;
 - 2.3. to consider reports on elements of the efficiency plan relevant to its terms of reference.
 - 2.4. monitoring of matters relating to equality, diversity and human rights generally, including the Authority's and the Constabulary's Equality Schemes;
 - 2.5. to consider equality, diversity and human rights matters which are relevant to the business of the Committee.
 - 2.6. to consider recommendations from the Improvement and Scrutiny Group about options for further developing performance scrutiny and for commissioning consultation/research to support the planning processes and sustaining excellence and continuous improvement in service delivery;
 - 2.7. consideration of HMIC and other reports relevant to the business of the Committee;
 - 2.8. monitoring of matters relating to internal discipline, grievances and employment tribunals;
 - 2.9. revisions to the Authority's procedure for hearing appeals against the Chief Constable's decision to refuse an application for a business interest;
 - 2.10. to agree the Special Priority Payments Scheme.

Membership:	9
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Quorum:	5
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Appeals Sub-Committee

To exercise the following delegated powers and duties:-

To act as the final stage, in respect of staff directly employed by the Authority under the direction and control of the Chief Executive, in those personnel procedures which deal with discipline, capability and attendance.

Business Interest Appeals Committee

To consider appeals against the Chief Constable's decision to refuse an application for a business interest and determine whether or not the decision should be upheld.

Membership:

Three appropriately trained Members of the Authority.

Improvement and Scrutiny Group

1. To maintain an overview of:
 - 1.1. current Constabulary performance;
 - 1.2. the feedback received through the Authority's and the Constabulary's consultation, community engagement activities;
 - 1.3. the Authority's and Constabulary's partnership working.
2. To make recommendations to Committees about options for further developing performance scrutiny, partnership working and/or commissioning consultation/research to support the planning processes, sustaining excellence and continuous improvement in service delivery.
3. To consider the following and make recommendations as necessary to the Planning and Performance Review Committee:-
 - 3.1. to keep the Authority's performance monitoring and scrutiny arrangements under review;
 - 3.2. to maintain an oversight of the development and implementation of the Authority's annual Scrutiny Plan;
 - 3.3. to review each issue of the quarterly bulletin, performance information and efficiency plan position statements being submitted to Committees and agree particular areas for focus at Committees;
 - 3.4. to shape the Authority's response to new developments in performance measurement;
 - 3.5. to receive an analysis of Lancashire's position in national reports of a performance nature (including Most Similar Force comparisons) and decide how to process it within the Authority's formal structure;
 - 3.6. to acquire an overview understanding of Lancashire's comparative performance at Basic Command Unit and Crime & Disorder Reduction Partnership levels and brief Authority representatives at these levels accordingly;
 - 3.7. to review the relative efficiency and productivity of the Constabulary and make recommendations about further studies/research into improved efficiency and productivity.
 - 3.8. to review the Authority's Strategic Risk Register and submit reports to the Planning and Performance Review Committee, on an exception basis, in respect of critical level risks on the Register.
 - 3.9. to receive reports from the Authority's Senior Management Team, on an exception basis, in respect of critical level risks on the Authority's Operational Risk Register.

Planning and Performance Review Committee

1. To consider and make recommendations to the Authority in relation to:-
 - 1.1. the draft Statutory Plans¹, including their issue and publication, having regard to the recommendations of the Planning Working Group and the Improvement and Scrutiny Group;
 - 1.2. the draft Annual Policing Summary and draft Annual Report of the Authority, including their issue and publication;
 - 1.3. policy and strategic matters and performance monitoring in general.
2. To exercise the following delegated powers and duties:-
 - 2.1. monitor performance against the Statutory Plans;
 - 2.2. monitor progress in securing continuous improvement;
 - 2.3. oversee the general monitoring of performance within the Authority/ Constabulary and examine specific performance on those areas not allocated to other Committees of the Authority;
 - 2.4. to consider an annual review of the Authority's risk registers and the Constabulary's Corporate Risk Register.
 - 2.5. to receive reports from the Improvement and Scrutiny Group, on an exception basis, in respect of critical level risks on the Strategic Risk Register.
 - 2.6. consider HMIC and other reports relevant to the business of the Committee;
 - 2.7. consider recommendations from the Improvement and Scrutiny Group about options for further developing performance scrutiny and for commissioning consultation/research to support the planning processes and sustaining excellence and continuous improvement in service delivery;
 - 2.8. consider equality, diversity and human rights matters which are relevant to the business of the Committee.

NOTE:

For the purpose of this Committee's Terms of Reference, the Statutory Plans are the three year Local Policing Plan, incorporating national and local priorities for policing; and the Efficiency Plan.

Membership:	10
Quorum:	5

Planning Working Group

1. Having regard to outcomes from the consultation and community engagement available to the Authority and Constabulary to develop and prepare to final draft stage:
 - 1.1. The Police Authority's Local Policing Plan (incorporating an annual consultation and engagement strategy and annual timetable of activity)
 - 1.2. The Authority's Annual Scrutiny Plan
 - 1.3. The Authority's Annual Consultation and Community Engagement Plan
 - 1.4. Local Policing Summary
 - 1.5. Annual Report (Chief Constable and Police Authority)
2. Taking into account:
 - 2.1. Resource and efficiency planning
 - 2.2. National Scanning
 - 2.3. Performance landscape, including Comprehensive Area Assessment
3. To undertake any general planning work on behalf of the Authority in consultation with Chief and Senior Officers, Members and others throughout as required.
4. To monitor and review the Constabulary's risk management arrangements and corporate risk register.
5. Monitor and review the outcomes from all forms of Authority and Constabulary consultation and community engagement activity.

Membership:

Chair and Vice-Chair of the Authority
Chair and Vice-Chair of Planning and Performance Review Committee
Chair of Improvement and Scrutiny Group
Chair of Resources
Police Authority Chief Executive
Head of Community Engagement
Policy and Performance Officer (Performance)
Deputy Chief Constable (Chair)
Representative(s) from Corporate Development Department
Director of Resources
Other Members/Officers to be involved as required

Resources Committee

1. To consider and make recommendations to the Police Authority on all financial, ICT and property matters relating to both Lancashire Constabulary and Lancashire Police Authority in accordance with Standing Orders, Scheme of Delegation and Financial Regulations designed to meet the principles of the Code of Corporate Governance.
2. To receive reports, undertake performance scrutiny and, where appropriate, make recommendations to the Authority on the following matters:
 - 2.1. medium term and long-term financial plans, both revenue and capital
 - 2.2. budget options, growth and savings reviews
 - 2.3. revenue budgets¹
 - 2.4. capital programme¹
 - 2.5. levels of reserves and balances
 - 2.6. precept and council tax
 - 2.7. budget consultation
 - 2.8. banking and treasury management
 - 2.9. statement of accounts
 - 2.10. prudential borrowing and lending
 - 2.11. insurance
 - 2.12. pension matters
 - 2.13. procurement, including the authorisation of departures from standing orders or financial regulations in contractual matters
 - 2.14. collaboration
3. To review the three year efficiency and productivity strategy on an annual basis and consider reports on elements of the efficiency plan relevant to its terms of reference.
4. To oversee the effective management of change for both the Authority and Constabulary in order to meet current and future policing needs.
5. To consider and explore opportunities for collaboration with other police authorities and forces and ensure that any collaboration between authorities and forces provides a more efficient and effective policing service for Lancashire.

¹ This includes the virement, acquisition, disposal, maintenance and development of the Authority's estate and associated property, the Information Communication and Technology Strategy and the Vehicle Replacement Scheme

6. To consider and scrutinise reports from HM Inspector of Constabulary and other such bodies that are relevant to the Committee's work.
7. To consider recommendations from the Improvement and Scrutiny Group about options for further developing performance scrutiny and alert other committees to any relevant matters that arise as a consequence of the committee's terms of reference.
8. To consider equality, diversity and human rights matters which are relevant to the business of the Committee.

Membership:	10
Quorum:	5

Capital Working Group

1. To consider and make recommendations to the Resources Committee for inclusion of proposals in the five-year capital programme and the Police Authority Budget.
2. To monitor the delivery of the capital programme in relation to equality, diversity and human rights matters which are relevant to the business of the Authority.
3. To consider any matter referred to the Working Group by the Resources Committee and make appropriate recommendations to the Full Authority.

Membership:	5
Quorum:	3

Professional Standards and Citizen Focus Committee

1. To consider and make recommendations to the Authority as necessary upon the following:-
 - 1.1. To fulfil the obligations of the Authority in relation to complaints including the Police Reform Act 2002 and Part IV of the Police Act 1996 in connection with the complaints and discipline process and professional standards of the force and where necessary to seek changes in procedures and performance to enhance public confidence.
 - 1.2. the outcome of a tribunal hearing against the conduct of a police officer of Assistant Chief Constable, Deputy Chief Constable or Chief Constable rank, or police staff holding the position of Director, where a sanction is recommended.²
2. To exercise the following delegated powers and duties:
 - 2.1. To oversee and monitor force performance and processes in relation to complaints against Police Officers (below the rank of ACC) and Police Staff in relation to Misconduct, Direction and Control, Quality of Service and Professional Standards matters and consider how they impact on the efficiency and effectiveness of the Constabulary.³
 - 2.2. To receive regular reports on the standards of professionalism and integrity that the Chief Constable expects the police officers and police staff under his direction and control to uphold, and on policies and procedures introduced by the Chief Constable to ensure that such standards are maintained.
 - 2.3. to receive reports from Members on the Constabulary's procedures for handling and investigating complaints in respect of the files on finalised complaints that they have viewed in accordance with the Authority's case sampling protocol.
 - 2.4. To fulfil the procedural and administrative obligations of the Authority, for dealing with performance, misconduct and appeals proceedings, including the maintenance of a list of independent people.
 - 2.5. To maintain an overview, in consultation with the Chair and Vice Chair of Resources of legal proceedings against Lancashire Constabulary, including claims being handled by the Authority's insurers.
 - 2.6. To consider requests, in consultation with the Chair and Vice-Chair of Resources, for financial assistance from police officers arising from legal proceedings.
 - 2.7. To receive reports concerning complaints in respect of the Chief Executive.
 - 2.8. to monitor the progress and performance of the Constabulary in terms of the Policing Pledge in order to build and maintain public confidence and reassurance in the police service.

² This would include sanctions such as suspension, dismissal, the requirement to resign or any other reprimand.

³ This includes considering the cause and instances of complaints, the response of the Constabulary to them, and wider links to general force policy, style and management. To monitor best and worst practice patterns emerging and the lessons learnt policy and alert the Chair and Vice-Chair of Human Resources Committee to training needs to prevent reoccurrences where appropriate.

- 2.9. to undertake performance monitoring in relation to Quality of Service matters, including the regular review of satisfaction indicators and confidence surveys.
- 2.10. to monitor Constabulary compliance with the standards set out in the National Quality of Service Commitment that are relevant to the business of the Committee.
- 2.11. to monitor performance data in relation to requests for information received by the Authority and the Constabulary and dealt with under the Freedom of Information Act;
- 2.12. To fulfil the obligations of the Authority in relation to the custody and animal welfare visiting schemes, including reviewing the performance of the visiting schemes and to seek improvements in arrangements as a consequence of visitor recommendations.
- 2.13. to consider and scrutinise reports from HM Inspector of Constabulary, the Independent Police Complaints Commission and other such bodies that are relevant to the Committee's work.
- 2.14. To alert other Committees of any matters relevant to their terms of reference that arise as a consequence of the Committee's business.
- 2.15. To consider equality, diversity and human rights matters which are relevant to the business of the Committee.

Membership:	9
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Quorum:	5
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Conduct Sub-Group

To consider the outcome of any complaint or investigation concerning the conduct of the Chief Executive and to make a recommendation(s) to the Professional Standards and Citizen Focus Committee.

Membership:

Chair of Police Authority

Vice-Chair of Police Authority

Chair of Professional Standards and Citizen Focus Committee

Professional Standards Working Group

1. To understand and scrutinise in greater depth than is possible through the formal committee process, the issues and challenges facing the Constabulary in relation to professional standards.
2. To provide the opportunity to look at adding value from the Police Authority to the Professional Standards Department who are the guardians of the Constabulary's statutory responsibilities in setting and maintaining the highest levels of professional behaviour and integrity of all staff within the Constabulary.
3. To improve the Authority's scrutiny of professional standards to maintain the high standards and good reputation of an honourable profession.
4. To undertake an open and frank discussion around Thematic Reviews in an environment of no surprises for either the Police Authority or the Constabulary to facilitate better outcomes and performance.

Senior Officers Conduct Sub-Committee

1. To consider and make recommendations to the Professional Standards and Citizen Focus Committee as necessary on the following matters:-
 - 1.1. the outcome of a tribunal hearing when a sanction is recommended against an officer of ACPO rank.
 - 1.2. the suspension of an officer of ACPO rank.
2. To exercise the following delegated powers and duties:-
 - 2.1. to consider complaints or conduct matters in respect of officers of ACPO rank in accordance with appropriate regulations, including taking decisions on such matters as whether to record a complaint as one of conduct or of direction and control, whether to refer the matter to the IPCC, and whether to seek a dispensation or local resolution in respect of a recorded complaint;
 - 2.2. to make the procedural and administrative arrangements associated with the investigation and tribunal hearing of a recorded complaint or conduct matter in respect of officers of ACPO rank;
 - 2.3. to decide any recommendations arising from a tribunal hearing against an officer of ACPO rank when a sanction is not recommended;
 - 2.4. to consider any matters referred back to the Authority by the IPCC following an appeal against the Authority's original decision.

Membership:

Five Members drawn from the Professional Standards and Citizen Focus Committee to hear any one particular case, with a quorum of three, and including either the Chair or Vice-Chair of the Committee.

(The Chief Executive or his/her nominated representative to act as adviser to the Sub-Committee).

Protective Services Panel

To exercise the following delegated powers and duties:-

1. receive regular reports from the Chief Constable on the Constabulary's response and preparedness to regional and national policing capabilities in the seven protective service areas of:
 - 1.1. Counter terrorism and domestic extremism
 - 1.2. Serious organised and cross border crime
 - 1.3. Civil contingencies and emergency planning
 - 1.4. Critical incident management
 - 1.5. Major crime
 - 1.6. Public order
 - 1.7. Strategic roads policing;
2. oversee and consider Constabulary arrangements to deliver against key HMIC Baseline Assessment Frameworks relating to protective services;
3. oversee the Force risk assessment and gap analyses in relation to protective services;
4. consider any matters referred to the Panel by the Police Authority or any other Committee for either determination or recommendation;
5. monitor the work associated with the Force's intelligence function;
6. refer any matter under its terms of reference to any of the Committees of the Police Authority as appropriate;
7. consider equality, diversity and human rights matters which are relevant to the business of the Panel.

Membership:	3
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Quorum:	2
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