



Promoting improvements
in policing to make
everyone safer

Her Majesty's Inspectorate of Constabulary Board terms of reference

Background

HMIC has statutory powers to inspect and report on the efficiency and effectiveness of police forces; as set out in section 54(2), of the Police Act 1996. HMIC's purpose is to promote improvements in policing to make everyone safer. It does this by independently assessing police forces and policing across activity from neighbourhood teams to serious crime and the fight against terrorism.

For the convenient and efficient conduct of their affairs, the Inspectors of Constabulary have established a mechanism for collective decision-making, and have called that mechanism the 'HMIC Board'. However, the HMIC Board has neither statutory existence nor statutory authority. For brevity of expression, in this document that mechanism is referred to as the 'HMIC Board' or 'HMIC's Board'.

The HMIC Board should ensure that effective arrangements are in place to provide assurance on issues relating to financial probity (including matters of procurement and HR). The HMIC Board is expected to assure itself of the effectiveness of its internal control and risk management systems.

A scheme of delegation will be introduced for all committees and groups sitting below HMIC's Board. The first phase of this work will consider all internal committees and groups, and the second phase will deal with all other committees and groups including those attended by representatives from interested parties such as the College of Policing and the Home Office. The purpose of the scheme of delegation is to reduce bureaucracy, allocate responsibility and accountability, and streamline the decision-making and monitoring processes in HMIC.

Membership

HMIC's Board comprises:

- HM Chief Inspector of Constabulary (HMCIC) (Chair);
- HM Inspectors of Constabulary (HMIs); and
- Chief Operating Officer (COO).

HMCIC may also require the attendance at HMIC Board meetings of persons who have experience in matters such as the substantive inspection work of HMIC, performance management, and corporate services (such as business development, workforce planning and communications).

Conduct of HMIC Board members

HMIC Board members should uphold the seven principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership.

HMIC Board members should demonstrate HMIC's values:

- Respect – we respect and value all those we work with, and the contribution that they make.
- Honesty – we are truthful at all times.
- Independence – we are objective in all we do, without bias towards or against anyone; we are independent of the police service and government, and act only in the public interest.
- Integrity – we act ethically and openly in all we do.
- Fairness – we treat everyone – both within and outside HMIC – fairly.

Roles and responsibilities

The purpose of HMIC's board is principally to secure the long-term success of HMIC, setting its strategic aims and establishing HMIC's culture and values. In that connection, the HMIC Board will:

- protect HMIC's independence;
- establish priorities;
- establish and oversee the implementation of the annual inspection programme and commissioned and ad hoc inspections;
- decide matters of the greatest importance, including those involving significant risk and financial expenditure and the nature and conduct of HMIC's relations with external bodies (including political entities);
- establish and disseminate to staff in HMIC the long-term vision of HMIC;
- ensure that the most senior people in HMIC have the information they need;
- maintain oversight of financial arrangements and value for money;

- maintain oversight of significant inspection activity, including the risks, issues, potential and actual resource implications, learning, and findings; and
- maintain oversight and provide assurance that work in relation to the change programme is on-track.

HMIC's board will deal with high-level business, and the weightiest matters, having established a scheme of delegation which allows delegation of decision-making on other more detailed matters to other groups within HMIC.

In addition, HMIC's Board is specifically responsible for:

- establishing and pursuing the aims and objectives of HMIC;
- ensuring that the Home Secretary is kept informed of any changes which are likely to have a material effect on the strategic direction of HMIC or on the attainability of its inspection programme, and determining the steps needed to deal with such changes;
- ensuring that any statutory or administrative requirements for the use of public funds are complied with; that the HMIC Board operates within the limits of any delegated financial authority agreed with the sponsor department, and in accordance with any other relevant conditions relating to the use of public funds; and that, in reaching decisions concerning financial probity, procurement or HR, the HMIC Board takes into account guidance issued by the sponsor department;
- ensuring that the HMIC Board receives and reviews regular financial information concerning the management of HMIC; and provides positive assurance to the department that appropriate action has been taken on such financial concerns; and
- demonstrating high standards of corporate governance at all times to help the HMIC Board to address material financial and other risk.

HMCIC

HMCIC has the following leadership responsibilities:

- formulate the HMIC Board's strategy;
- ensure that the HMIC Board, in reaching financial decisions, takes proper account of guidance provided by the Home Secretary or the Home Office;
- promote the efficient and effective use of staff and other resources;
- attain and maintaining high standards of regularity and propriety;

- represent the views of the HMIC Board to the general public; and
- encourage HMIC Board members to reach a consensus in relation to decision-making on corporate matters. If a consensus cannot be reached, the Chair shall make the final decision.

HMCIC also has an obligation to ensure that:

- the work of the HMIC Board and its members are reviewed and are working effectively;
- the HMIC Board has available to it a balance of skills appropriate to directing HMIC's business, as set out in the Government Code of Good Practice for Corporate Governance;
- HMIC Board members are fully briefed on terms of appointment, duties, rights and responsibilities; he or she, together with the other HMIC Board members, receives appropriate training on financial management and reporting requirements and on any differences that may exist between private and public sector practice; and
- he or she assesses the performance of individual HMIC Board members.

HMIs as Board members

Individual HMIC Board members should:

- act in accordance with HMIC's values as set out on page 2;
- comply at all times with the terms and conditions of their appointments, which are in line with the expectations of public appointees in public bodies;
- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations;
- comply with the HMIC Board's rules on the acceptance of gifts and hospitality, and of business appointments; and
- act in good faith and in the best interests of HMIC.

COO

The COO is responsible for:

- advising the HMIC Board on the discharge of HMIC's responsibilities as set out in this document, in relevant legislation and in any other relevant financial instructions and guidance (insofar as they concern matters of financial probity, procurement and workforce planning) that may be issued from time to time;
- advising the HMIC Board on HMIC's performance compared with its aims and objectives;
- ensuring that financial considerations are taken fully into account by the HMIC Board at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed; and
- taking action as set out in paragraph 3.8.6 of Managing Public Money if the HMIC Board, or HMCIC, is contemplating a course of action involving a transaction which the COO considers would infringe the requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, is of questionable feasibility, or is unethical.

Meetings

There will be at least ten meetings of HMIC's Board every year, or as required by the Chair.

Meetings will be scheduled for the coming year, in the last quarter of the preceding year.

If the Chair is unable to perform his or her duties (e.g. he or she is unable to attend a meeting), the remaining members present shall elect one of themselves to chair the meeting.

If a member of HMIC's Board is unable to attend a meeting, he or she may nominate an individual to represent him or her at the meeting.

The quorum necessary for the meetings shall be HMCIC, at least three HMIs and the chief operating officer. HMIs and the chief operating officer will be entitled to nominate alternates to attend in their places. It will also be permissible for the quorum requirement to be waived by HMCIC in relation to his or her own attendance.

Meetings will be conducted on a formal basis and be minuted.

Meetings will have standing agenda items, including:

- minutes of the previous meeting;
- updates from portfolio directors in relation to inspection activity (including risks, issues, potential and actual resource implications, learning, and findings);
- HMIC dashboard including a highlight report for the change programme;
- HMIC's financial position; and
- HMIC's management accounts.

Administration

The Board Secretariat shall administer meetings of HMIC's Board, including preparing and circulating the agenda, supporting papers, and minuting meetings.

The minutes from each meeting shall record:

- the date of each meeting;
- attendees, and apologies received;
- agenda items discussed;
- actions (including responsibility); and
- decisions made.

Papers for all meetings shall be provided to the Board Secretariat one week in advance of each meeting.

The agenda for all meetings shall be reviewed and approved by the Chair, or in his or her absence the COO, and provided to HMIC Board members four working days in advance of each meeting;

Papers for all meetings shall be made available to HMIC Board members four working days in advance of each meeting. They shall also be made available on Huddle.

The Board Secretariat shall record the minutes of each meeting, and submit them in draft to the Chair, or in his or her absence, the COO. The minutes will be provided to HMIC Board members four working days in advance of the next meeting, for approval at that meeting, including a review of the actions outstanding.

The Board Secretariat shall duplicate the record of decisions made and actions in a separate document. This document shall be provided to staff in HMIC no later than six working days after each meeting, subject to approval by the Chair, or in his or her absence the COO. The document shall be provided to staff as part of HMIC's weekly News Brief.

Evaluation of Board performance

HMIC's Board shall undertake a formal and rigorous annual evaluation of its performance, and that of its committees, on at least an annual basis. The review may be facilitated by an independent body if the Chair considers it appropriate. This review should be supported by board development as and when appropriate.

Reviews of the Board terms of reference

These terms of reference shall be reviewed by HMIC's Board at least every two years.

20 September 2016