

OFFICE OF THE POLICE AND CRIME COMMISSIONER (OPCC)

**Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP) meeting
held at Police Headquarters, Enderby at 1.00 p.m. on
Tuesday 3 December 2013**

Present

Mr B Millett (Chair), Ms K Daisley, Mr L Dundas, Mr I Prince and Mr L Pulford.

Also in attendance

OPCC

Mr P Stock (Chief Executive), Mrs H King (Chief Finance Officer) and
Mr E Walters (Governance Support Officer).

Office of the Chief Constable (OCC)

Ms S Morgan (T/Deputy Chief Constable) and Mr P Dawkins (Director of Finance).

Auditors

Mr D Harris and Mrs S Lane (Baker Tilly) and Mr M Jones and Ms J Copson
(PricewaterhouseCoopers).

60/13. Apologies

Apologies were received from Mr S Edens (Deputy Chief Constable) and Mr M Jones
informed that he would arrive late.

61/13. Urgent Business

There were no items of urgent business.

62/13. Declarations of Interests

The Chair invited members who wished to do so to make declarations of any interests in
respect of items on the agenda for the meeting.

No such declarations were made.

63/13. Minutes of the meeting held on 24 September 2013

The Chair pointed out that the minutes should have referred to K Daisley not "Ms H
Daisley".

The Chair asked for JARAP panel members to be provided with specific updates on
the progress of each actions arising from JARAP meetings. Mrs King confirmed
actions had been updated and the Chair would be provided with an update before the
next meeting.

Mr Harris referred to point 51/13 of the previous minutes and confirmed the Internal
Audit Charter document was available to be signed by the chair and this was
actioned at the end of the meeting.

64/13. Internal Audit Progress Report

The Panel considered a report of the Head of Internal Audit providing an update of work progress against the Internal Audit Plan 2013/14. A copy of the report marked 'A' is filed with the minutes.

Mr Harris and Mrs Lane summarised that 4 reports have been finalised, 3 were marked as amber/green and 1 advisory review. There will be no impact on the year end opinion from the reports.

In terms of timescales, there are two changes to note - the Governance work has been put back until March 2014, and Zanzibar will be delayed until May 2014 in line with national delays however no significant risks would be associated with this. It was expected that the Plan would be delivered in line with the budget.

Mrs Lane updated with regard to the Health and Safety audit where there had been a significant improvement though there was still a query in respect of the recommendation for reporting all incidents in a timely manner. There was discussion regarding the recommendation over whether the Force and statutory target of 100% should be reduced. The decision was that the 100% target will be retained.

The Change Management Programme audit review was assessed as Amber/Green and one key recommendation regarding ensuring sufficient resources and capacity was under discussion with the change programme, the OPCC and the force and will be progressed.

The Risk Management Report was discussed and Mr Prince queried how regularly risks would be reviewed. Mrs King advised quarterly as a minimum and monthly where appropriate for high risks.

The Panel AGREED to note the contents of the report.

65/13. Annual Audit Letter 2012/13

The Panel considered a report of the Head of Internal Audit introducing the Annual Audit Letter 2012/13. A copy of the report marked 'B' is filed with the minutes.

Mr Jones summarised the audit work for the year, some of which has previously been reported to the Panel in detail and unqualified opinions on the accounts were issued within the due timescales for both the Chief Constable and the Police and Crime Commissioner. No issues were highlighted on the annual Governance statements.

Mr Pulford raised a question regarding the availability of HMIC reviews regarding Force performance against other similar forces. Ms Morgan informed that it was available on the HMIC website.

Ms Daisley raised the issue of procurement and technology processes in respect of the report where the Force was reviewing future services and the Chair expressed a wish to have an item on a future agenda on procurement and technology. Ms Morgan informed that Leicestershire was one of the first forces to be reviewed and things had moved on considerably since the review. The Chair asked for this to be a main agenda item for the next Panel meeting.

Mr Jones concluded that it was a very positive Audit Letter and the Chair asked if anything could be developed further for the next year. Mr Jones replied there were already strong systems in place which could be developed further in line with work being undertaken by the OPCC.

Mr Stock updated on broader work with the regional area.

Mr Stock updated on the Home Office innovation fund and bids being put together. Ms Daisley asked for details on the nature of the bids. Ms Morgan updated on some of the proposals which were due to be finalised at both a local and national level by the 6 December 2013.

The Panel AGREED to note the contents of the report.

66/13. External Audit Progress Report

The Panel considered a report of the external auditors providing an update of work completed to date against the External Audit Plan 2013/14. A copy of the report marked 'C' is filed with the minutes.

Mr Jones informed that there were few outstanding procedural issues and would report back on in due course. He highlighted that audit planning letters are to be sent out early next year.

The report included a substantial piece of work the Force was considering regarding Priority Based Budgeting and Continuous Improvement where PWC had been involved in initial discussions which would potentially need to involve the Audit Commission if they were progressed. Mr Dawkins updated on the initial considerations where it was intended to develop a full business case in the New Year for the Chief Constable's office then the PCC. Discussions took place regarding procurement and national frameworks and the Chair suggested that this should be an agenda item for a future meeting.

Ms Daisley asked for an update of the Change Programme and Ms Morgan updated on the governance arrangements for the Force's work on the Change programme which included oversight by the OPCC. An update on the change programme would be brought to the March JARAP meeting, highlighting the governance arrangements and OPCC oversight already in place.

Mr Dundas raised the issue of the impact on citizen satisfaction and Ms Morgan informed that one of the aspects of the Change Programme was around the cultural impact and making sure there was 'buy in' from communities. Mr Dundas stated he wanted to see an increase in public expectation.

Mr Dawkins expressed his thanks for the work of the internal and external auditors and hoped for an equally successful 2014.

The Panel AGREED to note the contents of the report.

67/13. Risk Register

The Panel received a report from the Chief Constable providing information on the Corporate Risk Register, highlighting the high priority, newly registered and risks of note. A copy of the report marked 'D' is filed with the minutes.

Ms Morgan informed that there was a Force Board chaired by the Deputy Chief Constable which the OPCC attended and risks were constantly reviewed both new and old.

There was discussion regarding a risk awaiting a response from the Equality and Human Rights Commission and a reply was being sought.

Mrs King advised that in respect of stage 2 transfers, there was a local action plan and the OPCC had submitted proposals to the Home Office and were awaiting a response.

Mrs King highlighted to the Panel risks around performance.

The Chair raised the issue of crisis management. Ms Morgan informed that clear processes were in place to deal with operational issues arising, and strategic issues would be addressed in conjunction with the PCC. She added that regular governance and assurance meetings took place in this regard.

Mr Prince referred to the table at D8 and suggested that there should be two extra columns to state the date the risk was raised and the date status was obtained. Ms Morgan agreed to consider and progress this.

The Chair raised the issue of a new version of DMS for HR regionalisation and asked whether a quantitative risk assessment has been done. Ms Morgan confirmed this had been undertaken and the structure of regional governance was being reviewed.

Mr Dundas raised the issue of reputational risk. Ms Morgan informed local meetings were held, stakeholder management plans were in place to neighbourhood level strategically and tactically, and there was a local independent advisory panel.

Mr Dundas questioned how the Risk Register document was to be used particularly when issues were resolved. Ms Morgan informed that decisions would be taken at the Strategic and Organisational Risk Board whether to downgrade or remove a risk.

The Panel AGREED to note the contents of the report.

68/13. Internal Audit Function – Service Improvement Unit and Information Management Compliance Audit Function

The Panel considered a report of the Chief Constable providing an overview of Leicestershire Police's internal audit arrangements, how the work plan is developed and the strategic governance of any identified risks to the Force. A copy of the report marked 'E' is filed with the minutes.

The Panel AGREED to note the contents of the report.

69/13. Review of Performance Reporting Structures

The Panel received a report of the Chief Executive providing an overview of the performance reporting structures in place to enable the OPCC to monitor performance towards achieving the Police and Crime Plan. A copy of the report marked 'F' is filed with the minutes.

Mrs King advised provided information on performance processes and structures and highlighted the dashboard was updated daily, supported by weekly meetings and a

monthly report and discussion at the Strategic Assurance Board which was chaired by the PCC. Following a query regarding the phase2 dashboard, Mrs King advised that this was still being worked on.

Mr Stock updated on partnership working and that a large piece of work was ongoing regarding mental health which would be shared with the Panel as it progressed. Ms Daisley asked whether that fitted in with the Commissioning framework and Mr Stock replied that it did.

Ms Daisley queried the language used in the Commissioning Framework and the Police and Crime Plan and how it fits in with partners. Mr Stock highlighted that the language used in the Plan was that of partners and outcomes. He stated that partners' assistance regarding implementation of the Plan was required.

The Chair raised Op Tiger and Ms Morgan advised that it was a new initiative and results would be reviewed.

The Panel AGREED to note the contents of the report.

70/13. Review of Change Programme

The Panel received a report of the Chief Constable providing an update on the recent internal audit carried out by Baker Tilly in relation to the Change Programme, setting out the emerging findings and the implications of those findings. A copy of the report marked 'G' is filed with the minutes.

Ms Morgan stated the report captured a large amount of work and the Force was currently halfway through the Change Programme. The next challenge was to save £20.9 million and to achieve those savings the Force would need to work in a more transformational way. Officers will be empowered to use their professional judgement and processes will be streamlined. This year £800k of savings were made early for next year. The Chair expressed an intention to look into the Change Programme in more detail at future meetings.

Mr Dundas commented on some of the language and expressed a wish to move towards quantitative improvement. He was of the view that it was possible to deliver improvements whilst making cuts. Ms Morgan stated that one page of the Change Plan shows how the Force would look in 2017.

The Panel AGREED to note the contents of the report.

71/13. Audit Recommendations and Tracking

The Panel received a report of the Chief Constable updating on progress responses from business owners in relation to 'High' or 'Medium' priority audit recommendations determined during 2013/14 by external auditors Baker Tilly. A copy of the report marked 'H' is filed with the minutes.

The Chair stated that most of the issues had been covered in the earlier discussions. Mr Prince stated he still had concerns that the sickness absence audit response was too vague. Following discussion the Panel noted an update report on sickness recommendations was scheduled for March 2014 and would be reported to the Panel in line with existing arrangements.

Following a query, the Panel were advised that the change in shift patterns would come into place in January 2014.

It was AGREED to note the contents of the report.

72/13. Police and Crime Plan Update

The Panel considered an oral report from the Chief Executive updating on the Police and Crime Plan.

Mr Stock informed that the Plan was now clearer around four themes with more emphasis on partners. A lot of work was being undertaken on the offending and re-offending theme. He added that Victims and Witnesses funding would be available to Police and Crime Commissioners next October.

The Panel AGREED to note the contents of the oral report.

73/13. Commissioning Intentions Update

The Panel considered an oral report from the Chief Executive updating members on Commissioning Intentions.

Mr Stock informed that the deadline for Commissioning Intentions feedback was 6 December 2013. He stated that resource capacity within the OPCC around Commissioning was being reviewed, the OPCC were working more closely with the region and discussions had taken place with regard to supporting victims.

Mrs King stated an Equality Impact Assessment exercise had been undertaken on both the Police and Crime Plan and Commissioning Intentions documents.

Ms Daisley queried whether the PCC was re-commissioning what had been commissioned before and questioned whether it would have been better to have started from scratch. Mr Stock stated that the Multi-agency Steering Group helped inform the Commissioning Framework, had input going forward and CSPs were engaged. The Panel discussed other funding sources, match funding and where funding had been withdrawn due to financial pressures on partners. This would continue to be worked through with partners.

Mr Pulford stated it would be helpful to have a glossary. Mr Stock replied that one would be provided for future meetings.

Mr Dundas raised the issue of the PCC website, transparency and the publication scheme. Mr Stock confirmed this was being reviewed by the OPCC

The Panel AGREED to note the contents of the oral report.

Chairman

3 December 2013

1.00pm – 3.15pm