

**Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP) held
at Police Headquarters, Enderby at 1:00pm on
Friday 9 December 2016**

Present

Mr B Millett (Chair), Mr I Prince and Mr L Pulford

Also in attendance

Office of The Police and Crime Commissioner (OPCC)

Mrs H King (Chief Finance Officer) and Miss T Wilcox (Minute Taker)

Office of The Chief Constable (OCC)

Mr P Dawkins (ACO Finance and Resources) and Mrs L Saunders (Force Risk & Business Continuity Advisor)

Auditors

Mr A Sohal (Ernst and Young), Mr B Welch (Mazars) and Mr M Lunn (Mazars)

69/16 Apologies

Apologies were received from Mr L Dundas, DCC R Bannister (Deputy Chief Constable) and Mr P Stock (Chief Executive).

70/16 Urgent Business

There were no items of urgent business.

71/16 Declarations of Interest

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.

72/16 Minutes of the meeting held on 19 September 2016 and Rolling Action Sheet

The minutes of the meeting held on 19 September 2016, were discussed and were confirmed as a correct record.

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The rolling action sheet was discussed, with the following updates:-

39/16 – DCC confirmed that safes have arrived and have been installed. The Chair asked if the segregation of duties had happened and Mr Dawkins said he will go ahead and check. The Panel asked for this action to remain open.

40/16 – Mrs King explained that there had recently been some staff changes within the OPCC and said that she will pick this up on the Monitoring Report for the Internal Audit recommendations and also in terms of the risk register as she wanted to talk about an increase in risk there. Mrs King notified the Panel that Supt Newcombe had left the

OPCC and Mr Stock was on leave. She said that the PCC had reviewed partnerships with a different approach to partnerships with his strategic partners.

59/15 – Mr Prince asked if this could be closed due to it being two years old and panel members were monitoring the reports. Mrs King confirmed that this could be now closed.

40/16 – Mr Prince confirmed that he had attended a meeting with the DCC to gain understanding of Human Resources tracking and said that this action can be closed.

40/16 – Mrs King informed the Panel that the DCC had provided an update on cyber security considerations. The Chair asked Mrs King if the audit for cyber essentials plus was happening today and Mrs King and Mr Dawkins both confirmed that it was. The Panel asked for this action to be kept open until the outcome of the audit was received.

40/16 – Mr Dawkins asked Mrs King if the offline meeting regarding the ICT audit had taken place. The Chair confirmed that the meeting had not taken place and requested that this action is kept open for further update.

42/16 – Mrs King confirmed that the First 100 Days of the PCC was discussed at September's meeting. The Panel agreed to close this action.

44/16 – Mrs King confirmed that Panel members had responded with comments on the contents of the Annual Report. The Panel agreed to close this action.

44/16 – Mrs King confirmed that the Annual Report went to the Strategic Assurance Board and that there was a letter in draft which will shortly be coming to JARAP. She proposed that this action be closed and the Panel agreed.

46/16 – Mrs King notified the Panel that the recruitment of a JARAP member could now go ahead and that she had a draft recruitment pack for sharing with Panel members. Mr Pulford asked for a timeline and Mrs King said she would like to place the advert after Christmas.

46/16 – Mrs King confirmed that the Panel produced updated Terms of Reference at last meeting and said that they will be revised and are in the Annual Plan for February.

74/16 Internal Audit Progress Report

The Panel received a report from the Head of Internal Audit providing a summary of progress against the Internal Audit Plan 2016/17. A copy of the report marked 'A' is filed with the minutes.

Mr Welch introduced the report and notified the Panel that three final reports had been issued in respect of Vetting Procedures, Pensions Provider and Payroll. Mr Welch also notified the Panel that work was currently in progress with regards to Information Technology review and that the audit of Victims Code of Practice was due to start in December and that audits in respect of Seized and Found Property and Payroll Provider are scheduled to be carried out in quarter four.

The Chair asked if the Victims Code of Practice had actually started and Mr Welch said it will on Monday 12 December and Mr Welch informed the Chair that the IT audit had been carried out this week.

The Panel raised concern that the East Midlands Police Legal Services Management Board had not had a meeting since March 2015 and the Chair requested an update at the end of January as to whether or not timescales have been achieved in relation to the Priority One recommendation.

The Panel NOTED the contents of the report.

75/16 Internal Audit Recommendations and Tracking

The Panel received a joint report from the Chief Constable and Chief Finance Officer providing update progress responses from business owners and external auditors Baker Tilly and Mazars for the period 2013-2016. A copy of the report marked 'B' is filed with the minutes.

Mr Dawkins introduced the report and the following points were raised:-

Seized and Found Property

The Chair asked about the new lost/found property procedure which was going to be launched end of November and questioned, as this was a December update, whether or not it had been carried out. Mr Dawkins said he will make enquiries and provide an update.

ACTION: Enquire about the new lost/found property procedure, provide an update and if it exists circulate to the Panel.

The Chair asked for bullet points of milestones to be added to the report.

ACTION: Add bullet points of milestones.

The Panel asked for Property Rationalisation to be added to the next agenda and Mr Dawkins suggested that an invitation is sent to Mr Jez Leavesley to present a short focus presentation.

ACTION: Add Property Rationalisation to next agenda and invite Mr Leavesley to attend meeting.

Mrs King suggested that one JARAP becomes a lead for "deep diving" into the property area.

Partnerships

The Chair expressed concern at several names and dates that had be "crossed out" and asked for these to be removed and not to be shown as tracked changes. The Chair also expressed concern over some of the wording under the December 2016 update ". . . it is likely . . ." . Mrs King explained that the new PCC has a different view and approach to partnerships and the previous audit undertaken looked at partnerships in the previous way of working.

Payroll

The Chair asked how assurance is achieved that there are no issues for fraud to happen with a manual intervention. Mr Dawkins explained that checks and balances around controlled expenditure are still in place. The Chair asked for some bullet points to be added stating that adequate controls are in place to ensure there are no weaknesses.

Seized and Found Property Safe Management Audit

Mr Prince would like Mr Jez Leavesley to assure the Panel that access to safe keys are actually restricted to those who should have them and are the keys to the safes securely stored at all times, as it has been six months since the fundamental recommendation was made.

Complaints Management

Mr Pulford asked for evidence that the Force briefing has been issued regarding additional allegations before closing this audit. Mr Pulford also commented that the December update listed under 4.2 was too vague, who is Terri Hipwell, when will the dip sampling be carried out and asked when the Panel will be able to see the results.

The Panel felt that as this meeting is a public one, more and clearer information needed to be provided within the report.

76/16 Risk Register

The Panel received a joint report from the Chief Constable and the Police and Crime Commissioner providing information about the corporate risk register, highlighting high priority, newly registered and risks of note. A copy of the report marked 'C' is filed with the minutes.

Mrs Saunders advised that there were currently 38 police strategic risks and 9 OPCC strategic risks with 3 high priority risks and 2 new risks, 4 risks of note due to a change in risk rating and 3 risks that have been archived since the last JARAP meeting.

High Priority Risks

- STR1844 – Transition to ESM: Chief Superintendent Helen Chamberlain is now the new responsible officer. Moving forward as a region to the transition window in 2017 it has been decided to have consistency across the region that every Force has a risk replicated within their own strategic register with somebody within the Tri-Force collaboration who has the oversight.
- STR1329 – Transforming services: originally a high risk when looking at savings to 2017, is now looking at savings for 2020 and has come down to medium through a very positive programme of works and change management in place.
- STR430 – Disability related harassment: remains low. The latest update is that the Equality and Human Rights Commission are planning to revisit the enquiry early next year however have not received anything from them yet, neither have other agencies who are involved in the original enquiry.
- STR1679 – Missed opportunities: still sitting as a high risk, same controls in place and the responsible officer, Sergeant Barker feeds into the Get It Right First Time Group which has a dedicated delivery plan and meet on a regular basis Chaired by the DCC as the crime lead.

The Chair asked if the Force were achieving their targets and Mrs Saunders said the last time she was privy, the Force were achieving 80% and said she will check and provide a more accurate and up-to-date figure.

- STR1935 – Management of seized and found property provision: still sitting as a high risk, huge programme of work ongoing with many workstreams. There were 84,000 items recorded in August and at the last check there were 67,500 items retained. Items of property where no responses are received when reminders are sent out and the officer in the case cannot be identified is also reduced from 8,300 in August to 5,600 and work is ongoing. Work is ongoing to identify a single site location.

The Chair asked if this was actually a new risk previously and Mrs Saunders said it is the first time at JARAP and Mrs King asked if it was an increased risk or a new one and was it highlighted. Mrs Saunders then confirmed that in fact this risk should have a previous rating of High.

The Chair asked if there was a threshold target for numbers and Mrs Saunders said she was not aware of there being one but will find out and provide an update.

Risks of Note

- STR473 – Organisational risk of not complying with the ACPO Vetting Policy: last time rated as high, now down to medium. Concern was around the Force's ability to meet the national policy in terms of who should be vetted and to what level.

The Chair asked for clarity around the different levels of vetting and asked where the levels fit in the nationally recognised vetting criteria. Mrs Saunders said she will provide clarity outside the meeting.

- STR1910 – Lack of resilience and foreseeable attrition in RTI-PNC: previously rated as medium, now sitting at low.
- STR1519 – RMADS resilience for information security: originally sat under medium, now listed at low.

The Chair challenged the scoring given that information security and cyber risk is one of the UK's number one risks. He asked whether the rating should be higher given the shortfall. Mrs Saunders said that the Output Based Budgeting review was still ongoing and she could go back to the risk owner and reflect on the process together with the Chair's comments to see if the overall rating could be reviewed. Mrs Saunders said she will bring back the scoring with a rationale as to why it was selected.

- STR1917 – Failure to comply with Building the Picture HMIC recommendations: previously rated as medium, now sitting at low. Information Manager, Mr Hooseman is leading on this piece of work for the Tri-Force collaboration as the workstream lead.

New Risks

- STR1940 – Failure to meet 101 call handling target: sitting as medium at the moment and has been categorised as a reputational risk. Call handling for 101 at the moment is below the intended target of 80% with Leicestershire achieving an average of 65-70%. Some controls are in place, one of which is a shift pattern review.

The Chair asked what the average time was to answer a 101 call, if calls were not being answered within 30 seconds. Mrs Saunders said she would find out and provide a response and Mrs King said she will share a report which went to a Strategic Assurance Board meeting with the Panel.

Mr Prince asked when the shift pattern review will begin and end. Mrs Saunders said she thought this should be an additional control not an existing control so it would then have beginning and end target dates associated to it.

- STR1939 – Transition to new Contact Management phone platform: medium risk at the moment.

Archived Risks

- STR1904 – Safe keeping of property within force safes: although has been archived does remain a workstream of the wider property project and risk and has been linked to an existing risk.
- STR 1861 – Risk of disclosing redacted information: no further occurrences and no further concern.

The Chair said he would like to revisit risk STR1694 – Lack of resources and capacity available to the OPCC which has a last review date of 23 November 2016. The Chair said he was surprised that the risk was where it was if it had been revised. Mrs King confirmed that this risk has not been discussed by the OPCC Strategic Management Team yet and confirmed that she has highlighted as one that is under scored significantly.

The Panel discussed the contents of the report and noted the current state of risk arrangements.

77/16 Fraud and Corruption

The Panel received a verbal report from Mr Dawkins who confirmed that since the last JARAP meeting no issues have been brought to attention in relation to fraud and corruption.

Mr Dawkins asked the Panel if they would like to receive an update paper on Fraud and Corruption at every second JARAP meeting

The Panel AGREED to note the contents of the verbal update and to receive an update paper every other JARAP meeting.

78/16 Annual Audit Letter 2015/16

The Panel received a report from the Head of Internal Audit introducing the Annual Audit Letter 2015/16. A copy of the report marked 'D' is filed with the minutes.

The Panel had no questions.

The Panel discussed the contents of the report and noted the contents.

79/16 JARAP Annual Plan (Draft)

The Panel received a report from the Office of the Police and Crime Commissioner asking members to consider its draft annual plan which includes standing items, schedule regular reports and areas suggested for further scrutiny and assurance following JARAP feedback. The report also seeks input from JARAP members to enable further items for scrutiny and assurance for inclusion on the agenda. A copy of the report marked 'E' is filed with the minutes.

Mrs King explained that she had already picked up two items to add to the Annual Plan from this meeting: seized and found property and suggestion on output based budgeting.

Mrs King suggested that members annual appraisal takes place in May, or perhaps a workshop or a review of the annual work against the code required for audit committees and she said that the national survey recently carried out has highlighted some areas that the panel might consider.

The Chair suggested that Panel members discuss the Annual Plan outside of the meeting and will feedback after Christmas.

The Panel agreed to discuss the contents of the report and to consider the areas suggested and to identify further areas for inclusion in the JARAP Annual Plan.

80/16 Tri-Force Governance and Control Aspects

The Panel received a report from the Office of the Police and Crime Commissioner providing an update on Tri-Force Governance and Control Aspects. A copy of the report marked 'F' is filed with the minutes.

Mrs King notified the Panel that the Tri-Force Collaboration work is ongoing and there was originally some intention to try and link the Tri-Force work into the overall collaborations for all of the regions so it would be covered at overall regional meetings which all of the PCCs were signed up to do. However the Design Authority felt that

progress was not quite at the stage for this to happen and they were some things still on the Tri-Force that they wanted to work through.

Mrs King notified the Panel that work was continuing on the Call Management Department side, the enabling services back office side, NICHE side and some smaller other workstreams. Mrs King said there was a meeting on the 9 January who will be looking at workstream progress and there is an Enabling Services meeting taking place next week and Grant Thornton had carried out a piece of work which will be reported at the meeting.

The Chair asked if JARAP would receive sight of the key points from Grant Thornton and Mrs King and Mr Dawkins said they would be happy to share with the Panel.

The Panel AGREED to note the contents of the report.

81/16 Development Day for Police Audit Committee Members

The Panel received a verbal report from JARAP member Mr Luke Pulford. Mr Pulford said the day was really interested and useful and he met with lots of regional JARAP Members. Mr Pulford provided an overview of the day and said he was surprised by the variety of roles that other Panel members carried out and the differences in Terms of Reference. Mr Pulford also said that there appeared to be different levels of audit work. He went on to say that a piece of work was delivered to present delivery of good governance and the three main areas to ensure that everyone was on top of. Mr Pulford said they discussed balancing current financial challenges with long term planning, achieving good practice with low resource levels and working across collaborative arrangements.

Mr Pulford notified the Panel that there was a very interesting presentation from the Metropolitan Police Risk Manager on emerging risks and since the presentation Mr Pulford had met with Mrs Saunders to discuss.

Mr Pulford asked if anyone from the Force usually attends the Excellence in Policing Conference and Mrs King confirmed that they did.

Mr Pulford closed by saying his main takeaway points were the value of collaboration and communication externally with Forces most similar and making sure that auditors and others are engaging with their colleagues to ensure similar themes are fed back.

The Panel AGREED to note the contents of the report.

82/16 Draft Police and Crime Plan Update

The Panel received a report from the Office of the Police and Crime Commissioner presenting the draft Police and Crime Plan 2017-2021 for Leicestershire in accordance with Sections 5 and 6 of the Police Reform and Social Responsibility Act 2011 (PRORA). A copy of the report marked 'G' is filed with the minutes.

Mrs King explained that this was the first draft of the Police and Crime Plan that the PCC took to the Police and Crime Panel (P&CP) on Monday 5 December 2016 and that the reason for this was because the P&CP have a role to provide a report on his Police and Crime Plan when he submits it as final. Mrs King informed the Panel that the PCC will be looking to submit his Plan in February 2017 and she said there were some really good comments at the P&CP that the PCC wants to take forward.

Mrs King informed JARAP that the PCC has decided to not have a lot of performance targets in his plan and that the Panel pushed him on this regard. Mrs King went on to

explain that before drafting his Plan the PCC carried out some consultation with the public which is included in Appendix A of this report.

Mrs King notified the Panel that the PCC has made clear in his consultation and in his Plan that he intends to go and maximise the precept throughout the life of his tenure.

Mr Pulford said he would like to see information around the under representation of certain demographics and said he was disappointed that this appears to be a repeat of the last consultation carried out and that it has not been pro-actively solved. Mrs King confirmed that this was an area of concern for the PCC and was also challenged at the Police and Crime Panel meeting.

Mr Pulford raised an issue around the initial funding for increasing of the precept and the levels of support around that. Mr Pulford spoke about reactions he has seen on various digital media sites and stated that the majority of people did not want a precept increase which is not reflected in the report.

The Panel AGREED to consider the draft Police and Crime Plan and provided their views

Chair

1:00 p.m. – 3:22 p.m.