

**Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP) held  
at Police Headquarters, Enderby at 9:00am on  
Friday 17 March 2017**

**Present**

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

**Also in attendance**

Office of The Police and Crime Commissioner (OPCC)

Mrs H King (Chief Finance Officer), Mrs L Ainge (Resources Manager) and Miss L McDermott (Notes and Actions)

Office of The Chief Constable (OCC)

Mr R Bannister (DCC), Mr P Dawkins (ACO Finance and Resources) and Mr J Leavesley (Force Property Project Manager)

Auditors

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

**1/17 Apologies**

None were given but apologies are noted for Mrs L Saunders (Force Risk Manager) and Mrs A Perry (Head of Governance and Assurance and Deputy CEO, OPCC)

**2/17 Urgent Business**

The Chair highlighted two areas of urgent business:

Firstly to advise that he would not be taking up a full second term as Chair due to increased job commitments and to advise that he will remain in post until a successor is appointed. Both Mr Bannister (on behalf of the Force) and Mrs King (on behalf of the OPCC) thanked the Chair for his time and work with the JARAP which both the Force and OPCC appreciated.

Secondly to note that the Chair had written to the PCC raising concerns about the OPCC staffing capacity and resilience and seeking assurance. The Chair has received a response from the PCC which has been shared with members which provides assurance at present. The Chair asked Ms King to update him and Panel members on progress and Mrs King agreed to do so. Furthermore, the Panel noted Paul Stock's departure as Chief Executive and asked to note the Panel's appreciation for his work and for their thanks to be passed on.

**3/17 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.

**4/17 Minutes of the meeting held on 9 December 2016 and Rolling Action Sheet**

The minutes of the meeting held on 9 December 2016, were discussed and were confirmed as a correct record.

The rolling action sheet was discussed, with the following discussion in respect of the process:

A discussion took place regarding actions and minutes and ensuring these are treated consistently. It was agreed that all actions listed in the minutes would be added to the rolling action sheet. Actions will be removed from the rolling action sheet after they have been reported as closed and discussed as such at the meeting.

**ACTION: All actions to be included on the rolling action sheet and actions to remain on the sheet until discussed and discharged at the next JARAP meeting.**

Mr Pulford highlighted one action from the minutes which needed inclusion in the next action sheet. Mrs King advised this would be completed after the meeting.

**ACTION: Add the outstanding action on page 4 of the December 2016 minutes to the rolling action sheet.**

Updates on the rolling action sheet were discussed as follows:

**59/15** Both actions can be closed as completed

**09/16** Chair to review meeting dates – to meet with Mrs King outside of the meeting and remain open

**23/16** Action can be closed as completed

**24/16** Both actions can be closed as completed

**39/16** Action can be closed as completed

**40/16** Action relating to Phil Eaton ACO ICT to remain open, meeting to be arranged

**40/16** Five remaining actions can be closed as completed

**42/16** For the PCC risk regarding capacity to remain open

**42/16** Three remaining risks from this minute can be closed as completed

**44/16** Both actions can be closed as completed

**46/16** Action relating to member recruitment is underway, Mr Pulford is liaising with Mrs Ainge to progress the recruitment.

**46/16** Discussion regarding the Terms of Reference will be undertaken during the meeting. This action to remain open and closed following the June 2017 meeting when the Terms of Reference actions have been completed.

**60/16** Action can be closed as completed

**75/16** Following discussion after the Property Rationalisation Presentation – this action can be closed as completed.

**75/16** Five remaining actions can be closed as completed.

**76/16** Four actions relating to STR1679, STR1935, and STR473 can be closed as completed.

**76/16** STR 1519. Action can be closed as completed. Mr Prince asked if the Team, Leader could attend the meeting in JARAP September 2017 to update on the results and progress of the Information Assurance team.

**ACTION: Update by Paul Hooseman on the results and progress of new team following the OBB review. Manager to attend the September 2017 JARAP.**

**76/16** STR1970. Discussion regarding the 101 Call handling target. Mrs King confirmed the SAM Papers had been shared with members and Mr Bannister advised JARAP members that they are welcome to attend the Performance Delivery Group (PDG) monthly meetings to gain assurance in this area. Action to remain open.

**76/16** STR1940. The Chair requested that the two actions regarding the shift pattern be combined into one action. Full implementation of the shift pattern is in June 2017, therefore action to remain open.

**ACTION: Two actions regarding the shift pattern to be combined into one action.**

**77/16** Fraud and Corruption is tabled every other meeting. Mrs King advised that the draft Terms of Reference tabled later on the Agenda will need to be updated to reflect this. Action can be closed as completed

**80/16** Tri-Force Governance – sharing of Grant Thornton Report will take place after it has been released and there is an agreed direction of travel across the Tri-Force.

#### **5/17 Property Rationalisation**

The Panel received a detailed presentation on the Property Rationalisation Project by Mr Jez Leavesley, Property Project Manager. A copy of the presentation is circulated with these minutes.

A number of queries and questions were raised during the presentation which were responded to by Mr Leavesley and Mr Bannister.

Mr Dundas queried whether there were any worrying findings from Operation Halo or if there were any specific trends in respect of equipment types. Mr Leavesley replied that whilst there had been some persistent offenders in respect of property, there were no worrying trends highlighted from Halo, nor were there trends in equipment. Seized property mainly related to evidential items and were across the Board.

Mr Bannister advised the Panel that in respect of seized property, the administrative arrangements discussed at a previous JARAP meeting in respect of sensitive items had been prioritised and resolved.

The Chair queried the role of Mr Leavesley in the project and Mr Leavesley advised his role included troubleshooting and setting up of the new team and when he completes the project he will be giving assurances on the processes and arrangements.

As Mr Leavesley was in attendance, the Chair then invited questions on the Seized and Found Property Internal Audit Recommendations as detailed within Paper B attached:

The Chair advised that following Mr Leavesley's presentation, he felt that some of the responses to the Internal Audit Recommendations and Tracking had undersold the work being undertaken by the Property Project and sought fuller responses in this area moving forwards which did reflect the significant progress in this area.

The Panel then brought forward a discussion on property actions included later in the Agenda.

### **Internal Audit Recommendations and Tracking**

The following outstanding Internal Audit Recommendations and Tracking actions were discussed at this point in the meeting from Agenda Item 7/17:

**Page B1/2** – Mr Leavesley confirmed that the relevant staff training had taken place and this recommendation could be closed.

**Page D14** – Mr Prince asked specific questions in relation to safe keys and security and Mr Leavesley responded to these. Mr Prince asked for annual review of keys and access which Mr Leavesley agreed to consider further as part of the ongoing work. Mr Leavesley advised that whilst the permanent stores access had been resolved, there was still work to do in respect of temporary stores. This action to remain open.

**Page D15** – The Panel discussed that this update did not reflect that the work had been completed and asked for this to be clarified in the next update to the JARAP. This action to remain open.

**Page D16** – Keep Open

**Page D17** – The Panel felt that both the update and the discussion at the meeting gave sufficient information to close this action.

**Page D18 and D19** - The Panel felt that both the updates and the discussion at the meeting gave sufficient information to close these actions.

**Page D20** – Keep Open

**Page D21** - The Panel felt that both the update and the discussion at the meeting gave sufficient information to close this action.

Mr Prince sought clarification on the KIM milestones and Mr Leavesley agreed to provide a high level update to the Panel members on them.

**ACTION: Mr Leavesley to provide a high level update to the Panel members on the KIM milestones.**

Mr Prince asked what arrangements were in place to ensure big issues and risks did not happen during the review period. Mr Bannister explained that processes had been put in place to ensure that Risks were mitigated as far as possible to accept them.

Mrs King advised that the PCC was taking a keen interest in this area and that Mr Leavesley had provided him with a site visit of Keyham Lane stores and regular information, further supported by discussion and investment at the Change Board.

The Panel noted the significant progress in this area and thanked Mr Leavesley for his detailed and thorough presentation.

The Panel then returned to the Agenda order.

## **6/17 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 updated the Panel for which new reports had been issued: Core Financial Systems, the Victims Code of Practice, the ICT Review, and Regional Collaboration Audits for the Shared Human Resource Service Centre and the East Midlands Strategic Commercial Unit.

Mr Welch also advised that the audit plan for the year was almost complete. The final Leicestershire audit report is in draft and receiving comments and in respect of Regional Collaborations, the EMSOU Audit was just been finalised and the EMOpSS fieldwork has been completed.

Mr Dundas queried whether staff interviews from Victim First had been included in the Audit fieldwork as he felt staff interviews should form part of the fieldwork. Mr Welch was unsure but Mrs King advised that the Terms of Reference did not include auditing of Victim first as this was a service being delivered under contract to deliver PCC responsibilities whereas the audit was focussed on the Force compliance with the Victims Code.

Mr Dundas advised that it may be appropriate for him to discuss his query further with Mr Welch and Mrs King at a later stage. Mrs King and Mr Welch are open to receiving any input Mr Dundas wishes to share in this regard.

Mr Pulford queried why the report did not include the detail in respect of the Regional Collaboration Legal Services and Mr Welch clarified that it had been included in the December JARAP update.

**ACTION: Mrs King to recirculate the December 2016 Internal Audit Progress Report to members.**

Mr Welch advised that the final progress report for 2016/17 will include the outstanding reports and at the June meeting he will provide a copy of the Internal Audit Annual Report for 2016/17 in addition to the Progress Report.

The Panel NOTED the contents of the report.

## **7/17 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 2013-2017. A copy of the report marked 'B' is filed with the minutes.

Mr Bannister introduced the report and the Chair took comments. Actions completed as detailed within the report are as follows:

**B1/2, D14-D21** – As detailed within 5/14 above

**D3** - Proposed recommendation closed – no issues raised

**D4** – Mr Pulford queried whether the Payroll Manual had been finalised and Mrs King and Mr Dawkins confirmed they had been advised that Payroll actions had been completed. Mr Welch confirmed that Payroll had been audited in 16/17 and no issues had been identified. Proposed recommendation closed.

D5 – Keep Open

D6 – Keep Open

D7/D8/D11 - Proposed recommendations closed – no issues raised

D12 – Keep Open

D22 – Recommendation 4.3 – Mr Pulford queried the types of information and where it is considered. Mr Bannister advised that complaints information is publicised by the IPCC and shared with the PCC regularly at SAB. Mr Pulford asked for a little more detail to be added to this recommendation then it can be closed.

**ACTION: More detail to be added to the February update for D22, recommendation 4.3 then this recommendation can be closed.**

D22 – Recommendation 4.2 - Mr Pulford advised that this recommendation could also be closed.

D23 – Recommendations 4.6 and 4.7 – Keep open

D24/D25 - Proposed recommendations closed – no issues raised

D26 – Keep Open

D27 – recommendation 4.2 - Proposed recommendation closed – no issues raised

D27 – recommendation 4.3 – Keep Open

D28 – 4.4 and 4.5 - Proposed recommendations closed – no issues raised

D28 – recommendation 4.1 – Keep Open

D29 – Recommendations 4.2, 4.3, 4.4 and 4.5 – Keep Open

D30 – recommendations 4.6, 4.7, 4.8 – Keep Open

D31 – Recommendations 4.1, 4.2, 4.3 and 4.4 – Keep Open

Mr Dundas raised queries regarding Recommendation 4.3 and “Track my Crime” which Mr Bannister answered.

The Panel NOTED the contents of the report.

## **8/17 Internal Audit Plan 2017/18**

The Panel received a report from the Head of Internal Audit providing a draft Internal Audit Plan for 2017/18. A copy of the report marked ‘C’ is filed with the minutes.

Mr Welch introduced the report and notified the Panel that the Plan had been drafted in discussions with Mr Dawkins and Mrs King and with colleagues from Northants and Nottinghamshire to ensure good coverage and congruence from Internal Audit Plans. This would maximise the opportunity to share learning points and good practice.

Mr Welch raised the suggested inclusion of Audit Committee Effectiveness and explained how this had worked in other areas. The Panel were keen to undertake this and the Chair

suggested it is linked in to the member Appraisal day, currently booked for May 2017. This would move the audit into Q1.

Mr Prince confirmed he is not available on the May date and Mr Welch agreed Mr Prince could still undertake the questionnaire which is usually distributed two weeks before the meeting takes place.

**ACTION: Mr Welch to discuss arrangements to undertake the Audit Committee Effectiveness Audit in May 2017 with Mrs King and the Chair.**

The Panel queried whether Seized and Found property should be moved later in the programme and Mr Welch agreed to move this to Q3. Mrs King also offered to move Commissioning forward to Q3 and Mr Welch will review the timescales within the Plan.

The Panel queried whether Seized and Found Property had been considered regionally as a collaboration. Mrs King advised that all Forces were in different positions with their Property Stores but assured the Panel that Options considered by the Force in the Change Board and discussed with the PCC included reference to Regional Collaboration. However, there is little appetite across the Region to progress this in isolation of other Regional Collaborations at this point. The Panel would be advised if the operational drivers for this changed.

Mr Bannister asked about the Counter Fraud audit and Mr Welch advised this was on all 3 plans for Leicestershire, Nottinghamshire and Northamptonshire and he would ensure the Terms of Reference were shared with Mr Bannister as there is significant operational work in this area.

**ACTION: Mr Welch to review and amend the audit timescales in the 2017/18 Plan.**

**ACTION: Mr Welch to share the Terms of Reference of the Counter Fraud audit with Mr Bannister when it is drafted.**

The Panel APPROVED the Internal Audit Plan for 2017/18.

#### **9/17 External Audit Progress Report**

Discussion on this Agenda item was linked in to the discussion on the External Audit Plan at item 10/17 on the agenda.

#### **10/17 External Audit Plan**

The Panel received a report from the Head of Internal Audit providing a draft Internal Audit Plan for 2017/18. A copy of the report marked 'C' is filed with the minutes.

Mr Sohal introduced the report and notified the Panel that the Plan had been drafted in discussions with Mr Dawkins and Mrs King. Mr Sohal highlighted risks and the early discussions with Management on the Accounts work. Mr Sohal also discussed the VFM Assessment and highlighted no significant risks to report from the Interim and Planning work and he would be confident that a satisfactory VFM assessment would be likely.

In a response to a question by Mr Millet regarding the impact of any changes by the PCC in terms of priorities on the VFM assessment, Mr Sohal advised that these would be considered as part of the VFM audit work.

The Panel APPROVED the External Audit Plan.

#### **11/17 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 'E' is filed with the minutes.

Mr Bannister introduced the report and the Chair took questions as follows:

**STR 1953** – Page E8 – Mr Dundas asked for a Broad estimate of the HAY work to assess the financial impact of the Risk. Mr Dawkins replied that this work was ongoing, however, early indications showed that the net cost may be significantly lower than what was budgeted for in the 2017/18 accounts. Mr Dundas sought assurance on morale and Mr Dawkins advised that the unions were supportive of this piece of work and that usual HR policies in respect of protected salaries would apply for those staff whose roles were graded lower.

**STR1679** – Page E4 – Mr Prince sought clarification on the work carried out by the in-house Internal Audit Team which Mr Bannister responded to. In response to a question by Mr Pulford regarding where the Force are on data recording compared to other Forces and how the 83% assessment compared, Mr Bannister advised that the HMIC will be auditing this area in April 2017 and will give both a HMIC assessment for Leicestershire and nationally once the work has been concluded.

**STR1948** – Page E6 – Mr Prince queried what happens if the one node goes down and if there is a Plan how long it would take to return online. Mr Bannister advised that one node does create vulnerability and whilst there are Plans, the time online would depend on the nature of the incident, hence a second node was essential.

**STR1946** – Page E9 – Mr Prince asked if the local gap analysis referred to in the detail of the risk will be time bound. Mr Bannister advised that this will be completed as soon as is practicable.

**STR1949** – Page E9 – Mr Prince asked if other Forces nationally have this issue and Mr Bannister advised that those using NICHE do but work is progressing to resolve this.

**STR1940** – Page E12 – Mr Pulford queried the 101 call handling target and asked if the target was still 30 seconds. Mr Pulford asked if this was calculated against the national target and Mr Bannister explained that it was the Force's own set aspiration.

Mr Pulford asked if this was worked out on a percentile of calls answered. The DCC explained that it was all about tolerance and said that the Force does not need to measure against the national target as the Force know that there were 1,200 calls which took between 12-15 seconds, and 821 which took 15-17 seconds and explained that some national data was misleading which throws out the average figure.

The Panel NOTED the contents of the report.

## **12/17 Force Meetings**

Mr Bannister introduced a verbal discussion on Force meetings with the Panel and referred to the list of internal Force meetings circulated with the Agenda.

Mr Bannister advised that the Force wished to have an "open door" policy with JARAP members for Force meetings and evidenced meetings such as PDG where this attendance had proven useful and informative in the delivery of their JARAP roles.

Mr Bannister explained that the meeting he and Mrs King felt would not be appropriate for Member attendance was the Strategic Assurance Board. In respect of other meetings, Mr Bannister asked for members to coordinate which ones they wished to attend and to advise Teresa Wilcox with plenty of notice outlining the meeting they wish to attend and the objectives for doing so

**ACTION: Members to consider the Force meetings list circulated with the agenda and to advise Teresa Wilcox at an early opportunity if they wish to attend a meeting and their objectives for doing so, to ensure appropriate and timely arrangements can be made.**

Mr Dundas queried whether the Victim Code of Compliance Group could be added to the list of Force Meetings and Mr Bannister agreed to consider this and add if appropriate.

**ACTION: Mr Bannister to consider whether Victim Code Compliance Group should be added to the list of meetings and if so to do so and recirculate the list on meetings to members.**

The Panel NOTED the verbal report.

### **13/17 JARAP Terms of Reference Annual Review**

Mrs King introduced the report and DRAFT revised Terms of Reference and advised this was the annual review which takes place. A copy of the report marked "F" is filed with the minutes.

This year's proposed amendments were not significant and incorporated the lessons learned from the Chair and member recruitment currently underway and the practical experience of the appointment into a second term on the JARAP.

Mrs King highlighted that prior to the meeting, members had suggested a few amendments and Mrs King had noticed the need to amend Fraud and Corruption to every two meetings rather than every meeting as stated in the Terms of Reference.

Mr Dundas queried whether an "in-extremis" clause should be included and Mr Prince queried whether the missed meetings of two per year should be set specifically as calendar or rolling.

The Chair asked for members last comments to be forwarded to Mrs King by close of play on the 17/3/17. Mrs King would then finalise them for inclusion in the JARAP Chair and Member Recruitment Pack.

**ACTION: Members to circulate comments on the Terms of Reference to Mrs King by close of play on the 17/3/17.**

The Panel NOTED the report.

### **14/17 Procurement – National Zanzibar Update**

Mr Dawkins introduced the report. A copy of the report marked "G" is filed with the minutes.

Mr Dawkins highlighted to members how the National Zanzibar project had been ongoing for some years and that Forces had previously been required to contribute the sum of £25K towards this.

Mr Dawkins reminded members that the national process had not been useful, however, he was pleased to advise that the Home Office now concurred with this view, a refund had been obtained and the project had closed.

The Panel NOTED the contents of the report.

**ACTION: A copy of the Zanzibar letter to be circulated with the minutes.**

**15/17 Matters to Refer to the Ethics, Integrity and Complaints Committee**

Mr Bannister advised that he works closely with Angela Perry, Deputy CEO OPCC and is happy to take any referrals required.

The Panel did not highlight any issues or items to be referred to the Ethics, Integrity and complaints Committee from this meeting.

Mr Dundas reminded the Panel that he was the link with the Ethics Committee and that annual plans were shared and an annual meeting took place.

The Panel NOTED the verbal discussion.

**16/17 Items for Next Meeting**

Mr Prince advised that he had attended the health and Safety Committee and had highlighted some areas which he would email to Mrs King to bring to the attention of the OPCC.

**ACTION: Mr Prince to provide an update on his considerations from the H&S Committee to Mrs King**

No further items were noted.

**17/17 Date of Next meeting**

The Chair confirmed the next meeting was the Member appraisal and now Audit Committee Effectiveness meeting in May 2017.

The Chair and Mrs King had taken an action to liaise on this earlier in the meeting.

**Chair**

**9:00a.m – 11.20 p.m.**

**OFFICE OF POLICE AND CRIME COMMISSIONER & OFFICE OF THE CHIEF CONSTABLE**  
**JARAP – ROLLING ACTION SHEET**

Meeting Date	Minute No.	Paper	Action	Person Responsible	Target Date	Update
08/03/16	09/16	D	Chair to review meeting dates for 2017	The Chair	May 2016	<b>18.05.16-</b> Ongoing <b>28.02.17</b> – Draft dates circulated. Discussion regarding the May meeting required. <b>17.3.17</b> – JARAP Action to remain open
05/07/16	40/16	C	Meeting offline with Mr Dawkins regarding ICT audit	Chair/ Mr Eaton	September 2016	<b>09.12.16</b> - 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. <b>28.02.17</b> –This is a Force audit and the Tri-Force ACO IT is Phil Eaton for members to contact and discuss any issues where required. <b>17.3.17</b> – JARAP Action to remain open
05/07/16	42/16	D	Ensure the new PCC Risk is updated monthly rather than quarterly	Mrs King	September 2016	<b>28.02.17</b> – OPCC Risks have been reviewed as frequently as possible – but still in line with the Policy – this was monthly but has been quarterly more recently. Once OPCC staffing capacity is increased, Risks will be reviewed monthly where required. <b>17.3.17</b> – JARAP action to remain open
05/07/16	46/16		Progress the process to recruit a JARAP member outside the JARAP meeting	Chair/ Mrs King	September 2016	<b>09.12.16</b> - 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. <b>28.02.17</b> – CFO and Resources Manager have linked in with Luke Pulford and the process is underway.

						<b>17.3.17 – JARAP action to remain open</b>
05/07/16	46/16		Discuss with the PCC and the Chief Constable and consider work on the Terms of Reference as regards to the tenure of the Chair outside of the JARAP meeting	Mrs King	September 2016	<b>09.12.16 -</b> 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. <b>28.02.17 –</b> TOR on the agenda for its annual review at this meeting. <b>17.3.17 –</b> Discussed TOR at JARAP on this date– Panel propose CLOSE at next meeting after TOR discussed and updated at today’s meeting. <b>CLOSE AT JUNE 2017 MEETING</b>
09/12/16	17/16	A	The Panel asked for an update on the East Midlands Police Legal Services Management Board who had not met since March 2015. The Chair requested an update by the end of January 2017 as to whether progress had been achieved in relation to this priority 1 recommendation.	Mr Dawkins/Mrs King	January 2017	<b>17.3.17 –</b> This action had been omitted from the rolling action list so highlighted for inclusion at the meeting. <b>19.3.17 –</b> CFO to contact Derbyshire CEO and CFO for an update as they are the lead for this collaborative audit. Leics CFO emailed Derbyshire CEO and CFO for an update on 19.3.17 <b>05.04.17 –</b> Derbyshire CFO (the lead for this audit) has advised that the Management of EMPLS has been added to the Deputies Board which will take place on a bi-annual basis with the next meeting taking place on 27 September. Derbyshire FD and CFO further advise that Mr Sutherland (the Force Solicitor) has provided the DCCs with a full update and work is already underway.
09/12/16	76/16	C	STR1940 – Failure to meet 101 call handling target: 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.	Mrs Saunders	March 2017	<b>28.02.17 –</b> Update provided by Jason Ross, Contact Management Chief Inspector (risk owner):- It is difficult to identify an average time as it can change depending on the time/day, general volume of calls and staffing numbers. Whilst there is no national target, there is a force set target of answering calls within 30 seconds. However, this is being reviewed as this was set some time ago and since then the process in recording information over the phone during initial calls

						<p>has increased, increasing the average length of incoming calls. Therefore the target is being reviewed.</p> <p><b>17.3.17</b> – Discussed at JARAP – action to remain open. Member invited to attend PDG to gain assurance on how this area of performance is being monitored.</p> <p><b>22.05.17</b> – The risk owner has provided the CMD 17/18 delivery plan which includes the following:- There is a historic target in relation to 101 performance to answer 85% in 30 seconds, YTD performance stands at 61%. The primary objective in order to improve performance as outlined in previous sections is to embed the new shift pattern to better align demand and resources combined with the correct establishment supported by over-recruitment to manage attrition.</p>
09/12/16	76/16	C	<p>STR1940 – Failure to meet 101 call handling target: Change shift pattern review from existing control to an additional control with beginning and end target dates Mr Prince asked when the shift pattern review will begin and end</p>	Mrs Saunders	March 2017	<p><b>28.02.17</b> – Shift pattern review has been moved from existing control to additional control.</p> <p><b>28.02.17</b> – The shift pattern has commenced and is expected to be complete by June 2017.</p> <p><b>17.3.17</b> – discussed at meeting – two actions to be merged and action to remain open.</p> <p><b>20.3.17</b> – Actions combined into this one. This action to remain open.</p> <p><b>22.05.17</b> – The shift pattern begins on the 1<sup>st</sup> June with over 90% of staff. There are a number who we are still consulting with through the Force shift pattern review panel to agree a new pattern for those individuals.</p>
09/12/16	80/16	F	<p>Tri-Force Governance and Control Aspects – share Grant Thornton report with JARAP members</p>	Mrs King / Mr Dawkins	June 2017	<p><b>28.02.17</b> – There is a meeting of the Tri-Force PCCs and CCs on the 6/3/17 – a final Grant Thornton report has just been issued. However, this has not yet been released further than the Tri Force Board at this stage. Consideration will be given to sharing this report when it has been released and</p>

						following an agreed direction of travel on the Tri-Force.
17/3/17	4/17	-	All actions to be included on the rolling action sheet and actions to remain on the sheet until discussed and discharged at the next JARAP meeting.	Ms Wilcox	Ongoing	<b>20.3.17</b> – Process adopted  <b>PROPOSED CLOSE</b>
17/3/17	4/17	-	Add the outstanding action on page 4 of the December 2016 minutes to the rolling action sheet.  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.	Ms Wilcox	June 2017	<b>20.3.17</b> – Added to the rolling action sheet 17/16 above and update is provided there.  <b>PROPOSED CLOSE</b> to avoid duplication
17/3/17	4/17		Information Security – Update by Paul Hooseman on the results and progress of new team following the OBB review. Manager to attend the JARAP and present in September 2017.	Ms Wilcox and Mr Bannister	September 2017	<b>22.05.17</b> – Due September 2017.
17/3/17	5/17	B	Mr Leavesley to provide a high level update to the Panel members on the KIM milestones.	Mr Leavesley	June 2017	<b>22.05.17</b> – This will be included within the Audit Recommendations Tracking Paper brought forward to future meetings.
17/3/17	6/17	A	Mrs King to recirculate the December 2016 Internal Audit Progress Report to members	Mrs King	June 2017	<b>26.3.17</b> – Report circulated to Chair and Members  <b>PROPOSED CLOSE</b>
17/3/17	7/17	B	More detail to be added to the February update for D22, recommendation 4.3 then this recommendation can be closed.	Mr Bannister	June 2017	<b>22.05.17</b> – This will be included within the Audit Recommendations Tracking Paper brought forward to future meetings.
17/3/17	8/17	C	Mr Welch to discuss arrangements to undertake the Audit Committee Effectiveness Audit in May 2017 with Mrs King and the Chair.	Mr Welch, Mrs King and Mr Millett	May 2017	<b>12.5.17</b> – Self Assessments completed by members and Workshop scheduled for 17.5.17.  <b>PROPOSED CLOSE</b>
17/3/17	8/17	C	Mr Welch to review and amend the	Mr Welch	May 2017	

			audit timescales as highlighted in the minutes in the 2017/18 Plan.			
17/3/17	8/17	C	Mr Welch to share the Terms of Reference of the Counter Fraud audit with Mr Bannister when it is drafted.	Mr Welch	September 2017	
17/3/17	12/17	Verbal	Members to consider the Force meetings list circulated with the Agenda and to advise Teresa Wilcox at an early opportunity if they wish to attend a meeting and their objectives for doing so, to ensure appropriate and timely arrangements can be made.	Mr Bannister	June 2017	<b>5.4.17</b> – JARAP Meeting attendance shared with HK. HK has shared the list with the Force via Sue Walsh to ensure the relevant member is added onto the paper circulation for the relevant meeting.  <b>PROPOSED CLOSED</b>
17/3/17	12/17	Verbal	Mr Bannister to consider whether Victim Code Compliance Group should be added to the list of meetings and if so to do so and recirculate the list on meetings to members.	Mr Bannister	June 2017	<b>31.5.17</b> – This meeting is one of many that take place in the force. Members will be apprised of any relevant issues arising.
17/3/17	13/17	F	Members to circulate comments on the Terms of Reference to Mrs King by close of play on the 17/3/17.	Members	17/3/17	<b>18.3.17</b> – All comments received have been incorporated into the final Terms of Reference. Those received after this date will be considered for the next annual review.  <b>PROPOSED CLOSED</b>
17/3/17	14/17	G	A copy of the Zanzibar letter to be circulated with the minutes.	Teresa Wilcox	June 2017	<b>26.3.17</b> – Appendix A emailed to members.  <b>PROPOSED CLOSED</b>
17/3/17	16/17	Verbal	Mr Prince to provide an update on his considerations from the H&S Committee to Mrs King	Mr prince	June 2017	<b>5.4.17</b> – Mr Prince emailed HK. HK has shared this with the PCC and the DCC. The PCC and CC will consider and take this forward as appropriate through their existing governance arrangements which will assess and track these.  <b>PROPOSED CLOSED</b>