

**Minutes of the Joint Audit, Risk and Assurance Panel (JARAP) meeting held
at Leicestershire Police Headquarters, Enderby at 10:00am on
Wednesday 20 June 2018**

Present

Mr Luke Pulford (Chair), Ms Janette Pallas, Mr Ian Prince and Mr Ashif Bhayat

Also in attendance

Office of the Police and Crime Commissioner (OPCC)

Mr Martin Henry (Chief Finance Officer)

Office of The Chief Constable (OCC)

Mr R Nixon (Deputy Chief Constable), Mr P Dawkins (Assistant Chief Officer Finance and Resources), Ms Suzanne Nicholls (Force Liaison Officer)

Auditors

Mr Neil Harris (Ernst and Young), Mr Mark Lunn (Mazars)

14/18 Apologies

Mr Leon Dundas (JARAP Member)
Ms Helen Henshaw (Ernst and Young)
Mr Brian Welch (Mazars)

15/18 Urgent Business

The Chair invited members to declare any urgent business in respect of items on the agenda for the meeting.

No such declarations were made.

16/18 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.

17/18 Minutes of the meeting held on 21 February 2018 and Rolling Action Sheet

The minutes of the meeting held on 21 February 2018, were discussed and agreed as a true and accurate record.

The rolling action sheet was discussed.

The Panel AGREED to close the following rolling actions:

- 05/18 – Seized and found property report
- 05/18 – Counter fraud report
- 05/18 – Payroll update
- 11/18 – Additional meeting arranged.

The following actions remain open:

40/16 –Action ongoing. The draft ICT strategy is to be completed w/c 25th June 2018 which will go through the appropriate Governance Boards to be signed off and assessed by internal auditors in July 2018. A 'plan on a page' will be shared at the next full JARAP meeting in September.

76/16 –Action ongoing. The Force to provide an update to show 101 call handling target is being met and 6 months statistical evidence of consistency in performance with a proposed view to close this action at the next full meeting.

57/17 –Action ongoing. The Force to provide a two page document on their victim survey regime as well as current and historic themes arising from these surveys to show progress and impact of the new operating model.

06/18 –Action ongoing. The Chair, DCC Rob Nixon and Martin Henry will meet to discuss and find the most appropriate way to progress the reporting of risk management and progress against internal audit recommendations and make recommendations to panel members.

11/18 –Action ongoing. The panel requested two elements:

- A list of meetings within the force and across the region. Mr Prince has raised some queries on the 'in-force' list which are being progressed with Ms Pabari
- Risk management approach. This is the paper being referred to in action 06/18 referred to above.

18/18 Internal Audit Progress Report (Mazars)

The Panel received a report from the Internal Audit on the Internal Audit Progress Report. The report marked 'A' is filed with the minutes.

Mr Mark Lunn introduced the Internal Audit Progress Report and confirmed that since the last meeting the Seized & Found Property, Payroll Provider and Counter Fraud final reports have been issued. Also the Proceeds of Crime Act draft report was issued w/c 11th June 2018.

Ian Prince questioned the number of audits carried out before the firearm discrepancy was identified and also queried what action was taken against staff involved.

Ian Prince questioned the outcome of the discrepancies with the BB gun identified on the Seized and Found Property audit report.

The panel made queries on whether the staff member involved has been identified and dealt with individually.

The panel had further discussions on enforcement such as introduction of verbal warning by the Evidential Property Manager.

(a) ACTION: Rob Nixon to provide an update on the PSD outcome of the missing BB gun and any possible organisational learning.

The Chair discussed the consistent low level response to the fraud surveys which is the lowest among all other Forces.

The panel discussed the use of video messages, frequent reminders, offering staff incentives and use of a tracking software to monitor the open rate on surveys by email.

The Chair discussed the need for a report on how future surveys will be conducted before going live.

Rob Nixon responded that there were a significant number of surveys received by the police, all of which take time and resource to fill in for no value. Therefore the important surveys will be endorsed by senior management which will provide a far better response rate than the discretionary surveys.

(b) ACTION: In response to the outcome of the fraud surveys, in future Rob Nixon, Martin Henry and Paul Dawkins will highlight important surveys that they are aware of in order for their completion to be highlighted by senior staff in order to achieve a higher response rate.

Ian Prince raised questions on the agreed plan for Health & Safety to be given time to complete their actions from the last audit.

(c) ACTION: Mark Lunn to check and ensure that Health & Safety audit is put back to allow more time to implement changes from the last audit.

The Chair made a request for the future annual Internal Audit Plan to show the total number of days by each audit at every meeting going forward.

(d) ACTION: Mark Lunn to show a breakdown of the total number of days for each audit on the Internal Audit Plan going forward.

The Panel DISCUSSED the contents of the report.

19/18 Internal Audit Recommendations and Tracking

The Panel received a report from the Deputy Chief Constable providing an update on the Internal Audit Recommendations and Tracking. A copy of the report marked 'B' is filed with the minutes.

It was agreed that all of the 'Proposed closed' recommendations in the report should be closed with the exception of:

- Body worn video – Recommendation 4.7 on Page 11 of the report where it was agreed that Mr Nixon would check if this has been implemented and is working.
- Performance data – Recommendation 4.9 on page 14. Reference made to an attachment but that has not been circulated. Once circulated this can be closed.

It was agreed that Roy Mollett should attend future meetings as it is his report that is considered.

Discussion took place about the format of the report and it was agreed that Rob Nixon and Martin Henry would produce a paper for panel members to consider about how the management of risk and this report could be considered in future.

- (a) **ACTION: Rob Nixon to arrange for all 'propose closed' recommendations to be closed with the exception of the two referred to above.**
- (b) **ACTION: It was agreed that Rob Nixon would check if Recommendation 4.7 on Page 11 had been implemented and was working satisfactorily.**
- (c) **ACTION: It was agreed that Rob Nixon would circulate the information referred to in Recommendation 4.9 on Page 14.**
- (d) **ACTION: Roy Mollett to be asked to attend future JARAP meetings when this report is discussed.**
- (e) **ACTION: Rob Nixon and Martin Henry to prepare a proposal for consideration on how Risk Management and Internal Audit Recommendations are reported to the panel.**

Ian Prince reiterated the need for assurance on seized & found property storage.

- (f) **ACTION: In relation to the missing firearm audit recommendation, Rob Nixon to chase the current position on the CCTV and movement trackers in the temporary stores to give some assurance that the necessary measures are in place.**

Ian Prince raised concerns on the new procedure and assurance that staff is complying with the audit requirement around handling and storage of seized cash.

- (g) **ACTION: In relation to the handling of seized cash audit recommendation, Rob Nixon to ensure that the current compliance regime on the new policies aligned to the audit and gives assurance around these requirements.**

Ian Prince raised concerns that the performance data was not attached and the panel needs to see the details.

Ian Prince queried the root cause of the financial delegation bypass on transaction 3040555. Paul Dawkins confirmed that the root cause was a software fault and the suppliers were called on site to alter the workflow and the problem was resolved. The panel agreed that the following audit recommendations could be closed:

Seized and found property 3.14/15
 Safe Key Storage 4.1
 Safe Audit Regime 4.2
 Procedure Amendments 4.3
 Insurance for Transportation of cash 4.4
 Courier Collection 4.5
 Safe Specifications Insurance 4.6
 Assessment of Safes/Retention Policy 4.7
 Recording Movements and Location 4.8
 Cash Storage 4.2
 Unknown Cash amounts stored 4.3

Compliance to Procedure 4.5
 Update of Property Management System 4.6
 Communication 4.2
 Governance 4.4
 Accident Investigations 4.7
 Building Surveys 4.10
 RIDDOR Reporting 4.11
 IT/ICT Strategy 4.1

Information Asset Owners 4.4
Security & Vetting Team: Internal Appeals 4.6
Service Desk Call Handling 4.1
User Management 4.2
Assessment of the Effectiveness of the JARAP 4.1
JARAP Terms of Reference 4.2
Panel Induction Training 4.6
Audit Committee Chair Forum 4.8
Authorisation of Payments 4.2

Subject to the above actions the Panel NOTED the contents of the report.

20/18 Risk Register

The Panel received a report from the Deputy Chief Constable on the Risk Register which highlighted high priority, newly registered and risks of note. A copy of the report is marked 'C' is filed with the minutes.

DCC Rob Nixon gave a brief outline of the risk register and explained the risk status which is overseen through the internal Strategic Organisational Risk Board (SORB).

DCC Rob Nixon discussed the improvement in recording crime from 75% to 88% which is a sharp improvement and the Force is complying with the audit regime which is in alignment with HMIC recommendations. The Chair made a request for the stats to be included in the report.

(a) ACTION: Rob Nixon to ensure that the statistical evidence on the improved missed opportunities is included in the updates of the risk report.

Rob Nixon updated the panel on the current issues around management of archive provision which is currently a high risk and the Force is putting measures in place to ensure the archive strategy is fit for purpose. Ian Prince queried the archive tapes and assessment of potential risk of loss of evidence and current measures to mitigate the risk particularly in high profile cases.

(b) ACTION: In regards to management of archive provision, Rob Nixon to ensure the appropriate measures are in place to mitigate the potential loss of high profile archive evidence.

Martin Henry commented on the two risks relating to the OPCC and explained that all risks for the OPCC are being looked at afresh and a report on OPCC risks would be brought back to the September meeting of JARAP.

(c) ACTION: Martin Henry to generate a comprehensive list of all the strategic risks relating to the OPCC and provide a report at the JARAP meeting in September 2018.

Rob Nixon discussed the current status on the transition to the National Emergency Service Network (ESN). The transition to ESN continues to slip backwards which could have significant financial implications. The Force is working hard to identify the black spots and ensure there is sufficient development around those key sites enable total coverage when we eventually go live.

Ms Janette Pallas queried the replacement of the risk management software package, Orchid. Rob Nixon updated the panel on the plans for Adam Streets in Corporate Services to assess the cost of the new software and possibly find an alternative system already in place that can be utilised instead.

(d) ACTION: Rob Nixon to provide the panel with an update on the plans to move forward from Orchid and Ms Janette Pallas would to be a part of the evaluation making panel.

The Panel DISCUSSED and NOTED the contents of the report.

21/18 Draft Annual Report of JARAP

The Panel received a report from the Chair on the Draft Annual Report of JARAP. A copy of the report marked 'D' is filed with the minutes.

Ms Janette Pallas provided an update on the processes in place for JARAP annual planning and the different responsibilities.

The Panel NOTED the contents of the report.

22/18 JARAP Terms of Reference Annual Review

The Panel received a report from the Chief Finance Officer from the Office of the Police and Crime Commissioner in relation to the JARAP Terms of Reference Annual Review. A copy of the report marked 'E' is filed with the minutes

Martin Henry gave an update on the JARAP Terms of Reference which is an annual review which tracks through the changes from the previous version and the covering report gives the purpose of the meeting. There are only two changes to the terms of reference which relates to giving more notice to panel members in terms of second terms and non-second terms.

The Panel DISCUSSED the contents of the report.

23/18 Internal Audit Annual Report 2017/18

The Panel received a report from Internal Audit on the Internal Audit Annual Report 2017/18. A copy of the report marked 'F' is filed with the minutes.

The Chair queried the 2 limited assurance reports in 2017/18, 'Seized & Found Property' and 'Health & Safety' and whether other Forces are struggling with this as well. Mark Lunn confirmed that Seized & Found Property is a common issue in other Forces but not necessarily Health & Safety.

The Panel DISCUSSED the contents of the report

24/18 External Audit Plan

The Panel received a report from External Audit on the External Audit Plan. A copy of the report marked 'G' is filed with the minutes.

Mr Neil Harris gave an overview of the audit strategy report and commented positively on the quality and timeliness of the accounts that had been produced.

Paul Dawkins and the panel members thanked Neil Harris and his team for their support on site especially recently with the publishing of accounts for the Force on the internet by the 31st May 2018 deadline.

Martin Henry recorded his thanks to Ruth Gilbert and the rest of the finance team who had managed to prepare the accounts in an extremely professional and timely manner.

The Panel NOTED the contents of the report.

25/18 External Audit Progress Update

The Panel received a verbal update from External Audit on the External Audit Progress Update.

The Panel NOTED the contents of the report.

26/18 Annual Plan and Work Programme

The Panel received a report from the Chief Finance Officer on the Annual Plan and Work Programme. A copy of the report marked 'H' is filed with the minutes.

Martin Henry discussed the annual work plan for the panel which has to be updated at every meeting on an ongoing basis.

(a) **ACTION: Martin Henry to add the following to the September agenda:**

- **OPCC risk management approach**
- **Victim survey report**
- **Update on Orchid risk management database**

The Chair discussed the usefulness of this work plan which gives a visualisation of upcoming tasks and the long term plan is to make this a live document that everyone can update.

The Panel NOTED the contents of the report.

27/18 Force Management Statement and Force Planning Cycle

The Panel received a verbal update from the Deputy Chief Constable on the Force Management Statement and Force Planning Cycle.

DCC Rob Nixon discussed the Force planning document which sets out the context of the Force and also breaks down each of the departmental directorate. Each department have their own departmental plan which fits in the Force planning cycle. This planning cycle was submitted to HMIC and their feedback has been really positive.

The Force planning cycle will go to Chief Officer meeting to be refined going forward.

The Chair requested a copy of the Force planning cycle and suggested a colour coding scheme for ease of reference.

(a) **ACTION: Rob Nixon to provide the Chair a copy of the Force planning cycle.**

The Panel NOTED the contents of the report.

28/18 Fraud & Corruption

The Panel received a verbal update from the Deputy Chief Constable on Fraud and Corruption.

DCC Rob Nixon gave an update on corruption which is handled by the Counter Corruption Unit within the Professional Standards Department. The Force has invested heavily in technology and is very proactive with robust mechanisms around Counter Corruption. The Force recognises it as a significant issue with investment in dedicated

staff trained at the highest level to go through all Counter Corruption type accreditation training. The Force has invested infrastructure with the business processes in place and there is external audit in place to provide that specialist assurance. HMIC recently made a request for the Force to provide 100 items of corruption intelligence that came into the Counter Corruption Unit within the past 2 years. Meetings are being arranged to identify and review the cases before they are submitted to HMIC.

Ian Prince requested a copy of the final document to be submitted to HMIC and any feedback from HMIC that the panel needs to be aware of.

(b) ACTION: Rob Nixon to provide the panel a copy of the final document submitted to HMIC on corruption intelligence.

DCC Rob Nixon also gave an update on fraud which is an emerging issue for law enforcements. The Home Office has launched the National Action Fraud line where people can report directly and 10% of reported cases feeds back to the Force. Leicestershire is one of 10 Forces approached and inspected recently by HMIC on our approach to fraud. HMIC provided feedback that Leicestershire is recognised as a rapidly improving Force with significant online presence with handling fraud. Out of the 10 Forces inspected Leicestershire is in a good position, there is good judgement and oversight taking place around fraud. There is a new Detective Chief Inspector to oversee Leicestershire's digital, cyber and economic crime and our digital offering is one of the best in the country. The Force is now looking at how we can develop our capability to address fraud by linking with organised crime groups and networks.

29/18 Any other business

The Chair made a request for the next meetings dates to be added to the agenda for the future meetings.

(a) ACTION: Ms Pabari to ensure the next meeting date is added to the agenda for future meetings.

The Chair made a request for the attendees list at the bottom of the agenda to be updated for each meeting and anyone with apologies be removed from the list.

(b) ACTION: Ms Pabari to ensure that anyone with apologies is removed from the attendees list at the bottom of the agenda.

Date of Next meeting

Tuesday 24 July 2018

9:30am

Olympic Room.