

Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP)
held via Microsoft Teams at 10:00am on Wednesday 29 July 2020

Pre-briefing: 09:00 – 10:00: update on the Target Operating Model (TOM) presented by Mr Andrew Elliott (Leicestershire Police)

Present

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

Also in attendance

Office of the Police and Crime Commissioner (OPCC)

Mr Paul Dawkins (Chief Finance Officer)
Ms Kira Hughes (Resource Manager)
Ms Abbey Dearden (Business Staff Officer)

Office of the Chief Constable (OCC)

Mr Roy Mollett (Inspection Liaison & Project Officer)
Mr Paul Dawkins (Chief Finance Officer)
Mr Matt Jones (Health & Safety Advisor)
Ms Ruth Gilbert (Head of Finance)
Ms Samantha Lamb (Finance)

Auditors

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

12/20 Apologies

Apologies were noted for Mr Rob Nixon (Deputy Chief Constable) & Paul Hindson (Chief Executive OPCC).

13/20 Urgent Business

The Chairman invited members who wished to do so to raise any items of urgent business.

No items of urgent business were raised.

14/20 Declarations of Interest

The Chairman 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.

15/20 Minutes of the meeting held on 22 January 2020 and Rolling Action Sheet

The minutes of the meeting held on 22 January 2020, were discussed and confirmed as a true and correct record.

The rolling action sheet was discussed:

- 06/20: pre-briefing to take place during October 2020 meeting and to include HR, Recruitment and Learning and Development linked to demand management

- 06/20: VCOP briefing to take place during October 2020
- 06/20: no update to provide – affected by COVID; Mr Dawkins to provide an update during the next meeting
- 04/19: Paul Dawkins confirmed the link was shared to panel members back in December/January and confirmed there will be a new questionnaire this year which will be shared with members
- 17/19: agreed to leave open until October '20
- 33/19: IICSA due to recommence in October '20, exact date TBC

Members agreed on accepting and closing the following actions:

- 25/19

ACTION: January 2021 pre-briefing to include IT & Digital as it would be beneficial for members to see the three key areas.

ACTION: Internal Audit Report to be distributed as a word document not PDF (to ensure members have access to embedded documents)

16/20 Internal Audit Recommendations & Tracking

The panel received the Internal Audit Recommendations and Tracking report from the Chief Constable and Chief Finance Officer (OPCC). A copy of the report marked 'B' is filed with the minutes.

The report was introduced by the Force Inspection Liaison Officer, Mr Mollett. The panel considered the detailed recommendations contained in Appendix A within the report and highlighted the following points:

- **Victims Code of Practice - January 2017**
Significant – 4.3 Communication with Victims
 - Mr Prince queried that this recommends close, but can't see the compliance and confirmed he would like to see some indication/evidence of the test of success and suggested to leave open
 - Janette agreed that the report is to be brought to the next meeting with a view to close
- **Payroll – February 2019**
Significant – 4.1 Performance
 - Proposed closed
- **Custody Arrangements – August 2019**
Significant – 4.2 Demand Management
 - Proposed closed
- **Recruitment – September 2019**
Significant – 4.1 Retention of recruitment documentation
 - Mr Prince noted that dip sampling is taking place quarterly: asked for an update on how it's going and queried what is being measured
 - Mr Mollett agreed to get an update on the dip sampling and will report back at the next meeting and to also be included within the pre-briefing

Significant – 4.3 Reporting of all agreed KPIs

 - Ms Pallas stated the panel were pleased that the department have been flexible with working hours and wants to pass on their thanks
 - Asked to include these in the HR/Recruitment pre-briefing

ACTION: To distribute a copy of the individual risk assessment form which has been developed by HR (Working From Home)

- **Budget Monitoring - December 2019**
Significant – 4.1 Financial Handbook
 - Proposed closed
- **Leadership and Management Development**
Housekeeping – 4.2 Performance Development Review
 - Ian Prince queried why there's no measure of outcome for PDRs. Roy Mollett clarified that they do monitor the completion of PDRs and reminders are set to individuals.

Subject to the comments made above, the panel were happy to close all the recommendations that had been proposed for closure.

17/20 Risk Register

The panel received a report from Mr Jones on the Risk Register. The report marked 'C' is filed with the minutes.

Mr Jones provided the following updates:

- There are 28 new risks (19 of these are related to COVID-19 and are updated weekly through the Op Talla Gold Group)
- 16 High priority risks
- 13 risks have been archived since JARAP last met in January 2020

Mr Pulford asked for more historical reference on previous progress/updates. Mr Dawkins provides clarity that within each risk it provides those details. Matt Jones confirmed that the risks that are relating to COVID are not in as much detail as non-COVID risks, this is due to the fact that the COVID risks are reviewed twice a week. Paul Dawkins suggested to take this topic offline and have a broader discussion at the next SORB meeting.

Mr Pulford queried why there are no OPCC risks showing. Mr Jones confirmed that there was a workshop taking place that day with the OPCC and plans to get this actioned by close of play. Once confirmed by the PCC it will be shared with JARAP members.

ACTION: share the OPCC risk register with JARAP members once finalised

Inability to Meet Regional Occupational Health Demand (STR0127)

Ms Pallas queried the impact and likelihood score as they are both scored a 4. Mr Jones confirmed the likelihood should be 3. Ms Pallas also pointed out issues around the additional COVID-19 vaccines and testing and if this will increase the risk, clarification was provided that they don't anticipate there being a huge change in the risk but are working closely with occupational health.

Mr Dundas asked what targets are in place with regards to the IT system, and queried when the review will take place.. Mr Jones updated members informing them that due to COVID, some longer term places don't have specific time scales yet. SORB to agree specific timescales/actions in early September.

Risk of an information security breach when staff are working from home during COVID-19 (STR0173)

Mr Pulford highlighted that numerous other organisations have noticed a significant increase in referrals to Occupation Health for things such as muscular skeletal problems as a result of working from home. Mr Jones updated Luke and confirmed that the data has been analysed in HR and during the last Op Talla Gold Meeting they were able to confirm there is no trend or increase in muscular skeletal related referrals – but it is being tracked and monitored.

Current JES non-equalities compliant and the implementation of new JES scheme carries risk (STR380)

Mr Dundas questioned if the Job Evaluation Scheme is a national endeavour. Mr Dawkins confirmed that it's not. The JES has been looked at for around 4/5 years in Leicestershire and is still a work in progress and confirmed that the implementation won't be during this financial year.

Mr Pulford requested a short overview of the risks that have been archived and the reasoning.

ACTION: Mr Jones to produce a summary document of risks which have been archived. Going forward the Panel would like a summary to form part of the papers to show which risks have been archived and why at each meeting.

18/20 Feedback from SORB

Mr Jones provided an update on the recently held SORB meeting. He updated the panel verbally on the following points:

- The amount of risks on the risk register has increased as there are a number of COVID-19 related risks
- The risk register is changing on a daily basis
- Currently there are 41 risks, of which 14 are COVID related – so 41 strategic risks
- 18 risks have been archived in the last 5 months (5 COVID related)
- 9 new risks

It was AGREED that Ms Pallas or Mr Bhayat will share the SORB meeting minutes with JARAP members.

ACTION: SORB meeting papers to be shared with JARAP after the meetings.

19/20 Annual Governance Statement

The panel received a report from Mr Dawkins on the Annual Governance Statement. The report marked 'E' is filed with the minutes.

Mr Dawkins highlighted that the covering report provides clarity on why this report needs to be produced and noted that the appendices are draft copies for both Police and Crime Commissioner and the Chief Constable which sets out the retrospective roles.

Mr Dawkins reiterated that they are both draft and are subject to external audit by Ernst & Young.

Mr Dundas asked a question around the planning for extending the Crime Plan into 21/22 in terms of transitions and if there are any legal issues around the automatic extension. Mr Dawkins clarified that due to the elections being cancelled in May 20, legislation was altered to allow existing PCCs, should they wish to, to continue with their term in office until May 2021 – which Lord Bach has agreed to do. Lord Bach's Police and Crime Plan covers 2021. Regardless of what he has done with his team, he is required to refresh the current Police and Crime Plan and some of the key objectives to ensure it is still fit for purpose.

20/20 Statement of Accounts

The Panel received a report from Mr Dawkins on the Statement of Accounts. The report marked 'F' is filed within the minutes.

My Dawkins highlighted that the statement of accounts is draft as it has not yet been approved. It was noted that there has been a few changes this year due to COVID-19, one being that the date for the annual report to be published has moved from 31 July 2020 to 30 November 2020.

Ms Gilbert highlighted that there has been a reduction in value for buildings of the OPCC. This doesn't have a significant impact on the value, but it did reduce the value slightly. Ms Gilbert also drawn attention to the defined benefit pension scheme, which has increased by around 12 million pounds – this is a technical valuation due to changes in CPI rates etc.

Mr Bhayat queried if it would be beneficial to show last year's expenditure as a pie chart against this years to be able to compare easily.

Mr Dundas highlighted that there has been a significant increase year to year on the number of employees in the pay bracket £50,000 - £54,000 and wanted clarification how this has occurred. Ms Gilbert clarified that each year pay awards are issued, and this year in particular numerous people have tipped over the £50,000 band, whereas last year they may have just been slightly under this amount.

Mr Dundas also queried that given that the pension is run on a cash basis, what happens when suddenly over the next couple of years there ends up being more cash flow into pension accounts from the number of employees. Ms Gilbert provided clarification that what happens with the pension holding account is if Leicestershire Police were in a deficit so spending more on Police officers pensions than they've received through contributions, then the Home Office provide a grant to top this money up. If their contributions start to increase, then the amount of grant would reduce year on year.

Mr Dawkins expressed thanks to Ms Gilbert, Ms Lamb and Ms Hughes for their tremendous amount of effort put into this report, to Mark at Mazars for the internal audit work and also to Neil at Ernst & Young who have had a challenge this year.

21/20 Corporate Governance Framework

The Panel received a report from Mr Dawkins on the Corporate Governance Framework. The report marked 'G' is filed within the minutes.

My Dawkins highlighted that this report went to the Police and Crime Commissioners Strategic Assurance Board last week but was not signed off as the PCC wanted a further briefing on the some of the details. It was noted that this is the first time this document has been updated in the last 5 years and unfortunately hadn't been looked at for a long period of time. It was discussed that this meeting will go back to the Strategic Assurance Board in September, and there is the opportunity for members of JARAP to feedback comments.

Mr Pulford highlighted that within the paper it notes that the last ToR were updated in 2018, and there has been a review since. It was noted that there's a typo as the ToR were last updated in 2019.

ACTION: Mr Dawkins/Ms Hughes to update the document accordingly to reflect ToR reviewed in 2019

22/20 Internal Audit Progress Report

The panel received a report from Mr Lunn (MAZARS) on the Internal Audit Progress Report. The report marked 'H' is filed with the minutes.

Mr Lunn noted that regarding the 19/20 report:

- All the Leicestershire specific audits within the plan are marked complete
- Learning & management development, payroll provider, benefit realisation all have satisfactory audit opinions – details are within the recommendations
- In terms of collaborations (19/20), performance management has been finalised. The H&S audit has been issued in draft and was discussed at the regional CFO meeting but requires further clarification. Business continuity was slightly delayed due to COVID, but confirmed they are currently working with the two lead CFOs.

Mr Prince discussed that Q1 is complete, moving into Q2, how much impact have they felt in terms of COVID? Mr Lunn, noted that in terms of 2021 progress, regular discussions have been taking place in terms of getting 2021 work up and running and is pleased to report that they are currently undertaking their first audit (procurement). It was noted that planning meetings are booked in for two other audits and a date agreed for the next one.

Mr Pulford asked for clarification on page 7; the graphic highlights there are 2 significant priorities and 1 housekeeping priority and the text says the opposite. **ACTION: Mr Lunn to confirm figures**

23/20 Internal Audit Annual Report

The panel received a report from Mr Lunn (MAZARS) on the Internal Audit Progress Report. The report marked 'I' is filed with the minutes.

Mr Lunn discussed that Paper I consists of 2 documents. The first paper: draft internal audit plan which has been discussed and circulated and agreed with Mr Dawkins – left in draft to get JARAP's confirmation.

The second paper is internal audit annual report which is a very positive outlook from Leicestershire's point of view with no weaknesses highlighted throughout the plan. Mr Lunn thanked Mr Dawkins for hosting the audits throughout the year.

24/20 19-20 Audit Planning Report & External Audit progress update

The panel received a report Mr Harris on the External Audit Planning Report. The report marked 'J' is filed with the minutes.

Mr Harris took the panel through the report and drawn members attention to the overview of the audit strategy (section 1). It was noted that the audit strategy has been updated in light of COVID-19 to consider those factors that may inform judgements in the financial statements and highlighted they are anticipating additional disclosures from management as a result of COVID-19 and also that a lot of the strategy was developed pre-COVID.

26/20 Work Programme

The panel received a copy of the work programme up to October 2021 which was presented by Mr Dawkins.

Mr Dawkins invited members to make comments on the proposed Work Programme and noted that throughout the year, the work plan may change but we will use it as a working document.

Mr Pulford suggested to amend the work programme to identify two pre-briefings and to add an additional ideas section into the document.

27/20 Any other Business

Mr Prince commented on the allegations of Modern Slavery in Leicester and queried if any thoughts have been given to this as a potential risk.

Date of next meeting

Friday 16 October 2020
10:00am – 12:00pm
MS Teams




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JARAP – ROLLING ACTION SHEET

Meeting Date	Minute No.	Paper	Action	Person Responsible	Update
19/09/18	45/18	C	Mr Dawkins to provide information on the job evaluation process when the exercise has been finalised.	Mr Dawkins	<p>27.11.18 – The job evaluation continues and is overseen by a Gold Group chaired by the DCC. Negotiations are underway with staff representatives. The exercise has not been finalised and therefore more information will be provided when it is completed.</p> <p>11.12.18 – Action ongoing. Hays job evaluation, DCC currently working through negotiation strategy and awaiting data from Unison.</p> <p>02.04.19 – HAY job evaluation process still ongoing</p> <p>20.05.19 – HAY job evaluation process still ongoing</p> <p>10.10.19 – HAY job evaluation process still ongoing</p> <p>23.10.19 -Timeline is being finalised to April next year due to issues with Unison locally and nationally. Data finalised and submitted to Unison with offer of protection for those affected and should be resolved by April 2020.</p> <p>23.01.20 – Queried if still on track to resolve by April 2020. DCC confirmed the data sets have been sent to Unison which are still in negotiation. A gold group its taking place early Feb relating to HAYS. DCC confirmed they now also have an ACO which have joined the Force for HR. who is getting up to speed with the HAYS journey and has met with Unison. Action ongoing.</p> <p>16.10.20 - HAY job evaluation process still ongoing</p>

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11.12.18	54/18a	B	DCC Nixon to have further discussions with Mr Dundas on victim led work as there is a keen interest to get victims more involved especially with work around Single Online Home.	DCC Nixon	<p>03.04.19 – Discussions held and as TOM evolves this will be included in the framework</p> <p>10.10.19 – Still in work in progress linked to the TOM</p> <p>05.10.20 - SOH is a national project and therefore any updates are national rather than local. The SoH team are running a pilot for DA reporting, which they hope to have a go live date early in 2021. We are linking in with one of the pilot forces in order to see if it is suitable for Leicestershire and provide feedback.</p> <p>The “contact us” section within SoH is being reviewed by the NPCC leads and will be sent out for feedback. This part of SoH will be included within the Contact Strategy as to how we can better communicate with victims of crime.</p>
25.04.19	04/19	A	Mr Henry to circulate draft budget consultation once it has been prepared for the financial year 2020/21.	Mr Dawkins	<p>30.05.19 – This cannot be addressed just yet and will be carried forward.</p> <p>10.10.19 – Once a draft questionnaire has been put together it will be shared – target date Nov 2019</p> <p>23.01.20 – Questionnaire is complete. Abbey to distribute the link to JARAP members.</p> <p>29.07.20 – Mr Dawkins confirmed the questionnaire was distributed and the panel will receive one this year for the financial year 21/22.</p> <p>16.10.20 – Actioned</p>
25.04.19	05/19	B	Future Annual Collaboration updates to this panel would take the form of a written report and include an update on the regional audits.	DCC Nixon	<p>10.10.19 – Number of Regional Audit conducted details of which are included in the Mazars progress report</p>

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25.04.19	17/19	K	Mr Nixon to liaise with Mr Dundas in order for him to be involved in the victim user workshops.	DCC Nixon	<p>23.01.20 – outstanding</p> <p>29.07.2020 – Leave open until October</p> <p>05.10.20 - The VRN have been contacted. They do not run any victim workshops. Victim First have been contacted to see if Mr Dundas can assist in this area – awaiting reply.</p>
24.07.19	24/19	B	Summarise the direction of travel on audits that have taken place over the last four years using the Audit Annual Report	Mr Welch	<p>10.10.19 – Update to be provided at the meeting on 23.10.19</p> <p>23.01.20 – To provide a trend line at the end of each year.</p>
24.07.19	27/19		Mr Nixon to send the panel members details of all of the initiatives that are taking place in relation to workforce wellbeing once they have been collated	DCC Nixon	<p>05.10.20 - Each strand of Wellbeing has a Superintendent lead. Three meetings have taken place this year with the next one at the End of October. During COVID-19 HR have been in contact with every officer and staff who are self-isolating, completed surveys as well as having webinars to answer questions, concerns and share good practice. Risk assessments for staff who are shielding have been completed prior to any return to work. Meetings have taken place with plans to amalgamate all the gym across the NPA's into one membership allowing staff to use any gym they choose.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Financial Wellbeing and Resilience Plan or </div> <div style="text-align: center;">  Wellbeing on a slide.pptx </div> <div style="text-align: center;">  Physical wellbeing on a page.pptx </div> </div>
24.07.19	33/19		Mr Dakwins to send round the IICSA public inquiry website link.	Mr Dawkins	<p>23.01.20 – Decision to be made end of February 2020.</p> <p>29.07.20 - IICSA due to recommence in October (exact date TBC). Once confirmed with be shared with members.</p> <p>16.10.20 – Inquiry recommenced. https://www.iicsa.org.uk/</p>
23.10.19	41/19	C	<u>Recommendation 4.3 Communication with Victims</u>	DCC Nixon	<p>05.10.20 - Caroline Barker emailed. Job specifications were sent last year (2019)</p>

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			<p>Mr Nixon to share the VCOP audit methodology to the JARAP panel.</p> <p><u>Recommendation 4.4 Spot checks of accidents /incidents</u></p> <ul style="list-style-type: none"> Mr Nixon to review the Health & Safety policy i.e. section on directorate for Health & Safety and provide Ian Prince the job specifications for the Deputy Chief Constable, Heads of Directorate, Head of Health & Safety and the Commander of new property store. Peter Coogan to ensure Ian Prince is invited to the upcoming Executive Health & Safety Committee meeting. <p><u>Recommendations to be closed</u></p> <ul style="list-style-type: none"> The Health & Safety recommendation 4.4 can be closed. 4.1 Complaints Management 4.2 Case Closures 4.1 Governance 		<p>06.10.20 - Currently, the team audits compliance to the Victims Code twice a year. The audit looks at a sample of 100 crimes that have been open for 28 days or longer, and 50 crimes that have been open for less than 28 days. The audit looks at whether the victim has been given written details of their crime number, whether the VPS/IBS has been explained to the victim and also whether the victim has been updated every 28 days (or within the time period the victim has requested). This part of the audit can only be completed by manually reading through each OEL within the crime report, currently there is not a way in which this information can be extracted from Niche.</p> <p><u>Future plans</u> This work will now be undertaken by performance analysts who are working on getting the information into a monthly report via Power BI. The information they can get includes:</p> <ul style="list-style-type: none"> Was a VCOP report created Has the victim been signposted to support services and explained the expectations around criminal justice services Has a needs assessment been completed? <p>This information is fed back through the VCOP Delivery Group.</p>
23.10.19	43/19	D	<p><u>Ineffective Tracking of Force Assets (STR0078)</u></p> <ul style="list-style-type: none"> Mr Nixon to check the progress of recording captor on the asset tracking system and update JARAP. <p><u>Back-up Generators (STR0083)</u></p>	DCC Nixon/ Ms Jebson- Hambly	<p>05.10.20 - There is now a new policy and procedure in place.</p> <ul style="list-style-type: none"> Working Group identified a loophole in processes whereby canisters retained evidentially were eventually being disposed of without INCA being updated. Solution put into place to address this.

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			<ul style="list-style-type: none"> Mrs Jebson-Hambly to present all new risks in a way that is identifiable and clearly separated from the high risks i.e. colour coded. 		<ul style="list-style-type: none"> Working Group identified security concerns in disposal processes. Solution identified – the company who supply us the canisters now have the contract to dispose of the old ones. Working Group identified issues around creation of users on INCA. IT processes now being scrutinised to ensure JML process is fit for purpose. Concerns raised in Working Group about security arrangements in Supplies. Funding obtained from SSD, meaning that both new and old canisters at FHQ will be housed under appropriate security Progress still needs to be made regarding replacement asset tracking (multi asset?) in the medium/long term. Equitrax has been ruled out as the supplier will not support it.
23.10.19	47/19	G	<u>Work Programme</u> <ul style="list-style-type: none"> Ms Hughes and Ms Dearden to prepare the 2 years' work programme for the next JARAP meeting and should be a future looking document onwards. 	Ms Hughes	19.12.19 - Work programme draft complete – future dates have been signed off. 16.10.20 - Actioned
23.01.20	04/20		Power Bi demonstration towards the end of 2020	Ms Dearden	
23.01.20	05/20		Circulate the Governance framework to JARAP members for comments	Mr Dawkins / Ms Hughes	29.07.20: Actioned 16.10.20: EMPLS and PCC reviewing legal aspects.
23.01.20	06/20		Arrange HR & recruitment during a pre-briefing	Mr Dawkins / Ms Dearden	29.07.20: to be arranged for October 2020 and to include HR, Recruitment and Learning and Development linked to demand management. Panel members to share details of how much information they require with Paul Dawkins.

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					16.10.20: Postponed and replaced with Covid 19 briefing
23.01.20	06/20		<u>Victims Code of Practice – Jan 17</u> Clarity on the date for completion and a briefing of TOM	Mr Nixon	29.07.20: members pre-briefing on TOM. VCOP pre-briefing to take place in October 2020. 05.10.20 - New guidance to VCOP priority changes was published on the intranet on 13/08/20. Oct 20 -Victim Information booklets are currently being distributed to NPA's
23.01.20	06/20		Update on Civicas resource at the next meeting	Mr Dawkins	29.07.20: no update to provide, has been affected by COVID. Paul Dawkins to chase an update and provide feedback. 07.10.20: Civica the external supplier have appointed Paddy Chadderton as account Manager. Project Management is being handled by Lucy Bowie and now Siôn White as the previous contact left Civica's employ.
23.01.20	08/20		Use of mean/average numbers to be included in the next report	Mr Jones	
29.07.20	15/20		Organise pre-briefing: IT & Digital for January '21	Ms Dearden	
29.07.20	15/20		Meeting papers to be distributed as a word document rather than PDF (to view embedded documents)	Ms Dearden	
29.07.20	16/20		<u>Internal Audit Recommendations & Tracking</u> To distributed a copy of the individual risk assessment form which has been developed by HR (WFH)	Mr Jones	31.07.20: Actioned and distributed to members
29.07.20	17/20		<u>Risk Register</u> To share the OPCC risk register once finalised Mr Jones to produce a summary document of risks which have been archived	Mr Jones	09.09.20: Actioned and distributed to members

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29.07.20	18/20		SORB meeting papers to be shared with JARAP after the meetings take place		
29.07.20	21/20		<u>Corporate Governance Framework</u> To update the document accordingly to reflect that the ToR were reviewed in 2019	Mr Dawkins/Ms Hughes	24.09.20: Actioned
29.07.20	22/20		<u>Internal Audit Progress Report</u> To confirm figures on page 7 (significant & housekeeping priorities)	Mr Lunn	