

**Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP)  
held at Force HQ at 14:00pm on Thursday 25 August 2022**

**Present**

Mr Luke Pulford (Chair), Ms Janette Pallas, Mr Kitesh Patel, Ms Wendy Yeadon, Mr Pradeep Khuti

**Also in attendance**

**Office of the Police and Crime Commissioner (OPCC)**

Ms Kira Hughes (Interim Chief Finance Officer)  
Ms Georgina Mitchell-Jones (Minute Taker)

**Office of the Chief Constable (OCC)**

Mr David Sandall (Temporary Deputy Chief Constable)  
Mr Paul Dawkins (Assistant Chief Officer - Resources)  
Mr Peter Coogan (Principal Health and Safety Advisor)  
Mr Roy Mollett (Internal Inspection and Audit)

**Auditors**

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

**87/22 Apologies**

Apologies were noted for Ms Nimisha Padhiar.

**88/22 Urgent Business**

The Chairman invited members to raise any items of urgent business that they felt necessary.

None raised

**89/22 Declarations of Interest**

The Chairman invited members to make declarations of any interests in respect of items on the agenda for the meeting, should they wish to do so.

Kira Hughes informed the panel that new forms had been distributed and members were advised to return these as soon as possible.

**90/22 Minutes of the meeting held on 20 January 2022 and Minutes of meeting held on 27 April 2022 and Rolling Action Sheet**

The minutes of the meeting held on 20 January 2022, were agreed as true and accurate. Kira Hughes explained they were brought to this meeting due to now being in the corrected edited format.

- 48/21 Ms Janette Pallas asked for clarity on partnerships now that the OPCC are working with changes in Personnel; Kira Hughes noted a meeting will be created to discuss the partnership landscape
- Mr Patel raised that some of the documents embedded within the rolling action sheet and in within the tracking document were not accessible and asked the

OPCC to follow this up. **ACTION: To ensure embedded documents are accessible**

## **91/22 Rolling Action Sheet**

The Chair confirmed if the item is marked 'proposed close' and is not discussed, to close the item.

- 22/20 Leadership and management development – Ms Pallas highlighted this is proposed close, but queried what were priority 2 and priority 3 recommendations; Mr Lunn clarified it is an admin point and no action needed to be taken. Therefore, proposed closed.
- 37/20 Annual Collaboration Update – The Chair noted there is still appetite for Chairs to meet annually. He furthered all local government audit and risk panels will be in attendance to a series of meeting moving forward, the first being in September and then regularly from November moving forwards. The impact of these meetings on JARAP will be limited and will be limited to positive feedback chains with regards to best practices. **ACTION: A JARAP panel member to attend the September meeting and then to feedback to JARAP with any key notifications**
- 24/21 Annual Report. The Chair confirmed that this would be beneficial and useful for the members. Mr Dawkins asked for clarity on what members would like to see as previously presentations have been shown and papers made. The Chair asked if this report could be made available before the JARAP Annual Report. Ms Pallas suggested through the use of Power Bi, for a report to be produced to show how it is at present compared to historic data. **ACTION: To ensure the Fraud and Corruption report is included in the workplan prior to the Chairs JARAP annual report**

The Chair stated that anything proposed close on the rolling action sheet may be closed unless otherwise discussed.

## **92/22 Internal Audit Progress Report and Draft IA Annual Report 21/22**

The panel received a report from Mr Lunn (MAZARS) on the Internal Audit Progress Report and Draft IA Annual Report 21/22 The report marked 'B' is filed within the minutes.

The Chair highlighted that for future meetings, as there are two reports, please can they either be marked as two different papers or sent as two separate files as it can get confusing. **ACTION: ensure papers are sent individually. Papers may need to be distributed via more than one email.**

Mr Lunn summarised the key points in his paper and opened the discussion out to Members.

Mr Patel raised a question regarding the crime data integrity being deferred, and that the Force have received assurance. Mr Lunn confirmed internal force audits have been complete and links into HCMIRFS, Mr Mollett agreed and explained further.

Mr Lunn then summarised the Internal Audit Progress Report to the Panel and opened the paper out for discussion

- Governance: Mr Khuti asked if on recommendation 2, within the table please can there be review dates for all listed titles as Police Staff Standards of Professional Behaviour and Diversity Inclusion and Fairness Strategy 21-25 review dates are not inserted. **ACTION: Mr Lunn to share review due dates after the meeting**
- IT Risk Management 21/22: Ms Pallas highlighted the risk listed and questioned this was raised during COVID and asked if there is going to be a test. Mr Dawkins confirmed there will be yes, everything is tested on a regular basis

- Collaboration: EMSOU Wellbeing 21/22: Ms Pallas questioned if developing apps is in the plan (recommendation 4) for Power Bi. Mr Sandall confirmed that it is in the plan for Power Bi along with a lot of other data. The Chair questioned if the timescales listed within the report have been met. Mr Sandall explained he is not sure, and will obtain and update from Paul Gibson who leads this at EMSOU and report back prior to October's meeting.

### **93/22 Internal Audit Recommendations & Tracking**

The panel received a report from the Chief Constable on the Internal Audit Recommendations & Tracking Report. The report marked 'C' is filed with the minutes.

The panel considered the detailed recommendations contained in Appendix A within the report and highlighted the following points:

- **Vetting – Satisfactory Assurance February 2021**  
4.1 Internal Vetting Guidance
  - Proposed close. Agreed.
- **Seized Property – Satisfactory Assurance January 2022**  
4.1 Movement of Property
  - Proposed close. Agreed.
- **Fleet Management – Satisfactory Assurance November 2021**  
4.1 Performance Information
  - Ms Pallas queried about electric cars and the Force. Mr Dawkins explained that the Force has one hybrid car at present but no fully electric vehicles. The Force is in the process of slowly moving into this.
- **Wellbeing – Satisfactory Assurance February 2021**  
4.1 Review of Policies and Procedures
  - Ms Pallas commented that it was good to see progress as she is aware of the backlog, however there is a deadline of August, and this is now outdated. Mr Sandall explained that a review needs to take place and due dates amend.
- **Workforce Planning – Satisfactory Assurance May 2021**  
4.1 Key roles mapping
  - Ms Pallas commented that it was good to see progress. Mr Khuti questioned if there will be any difficulty progressing. Mr Sandall explained that the Force are in a good place but have numerous challenges in workforce and recognise this as a risk.

The Chair agreed anything proposed close that is not discussed is able to be closed.

### **94/22 External Audit 2020-21 Progress Update**

The panel received a verbal update from Mr Harris on the External Audit Progress Update.

Mr Harris discussed:

- Apologised to the finance dept for the delay of the Audits
- Circulated final version yesterday which will be shared with members
- Explained that the person taking over his role will produce a final annual audit report

Mr Dawkins thanked Mr Harris for his hard work and getting it over the line and wished him well in his new role. Mr Harris highlighted that Hayley Clarke will take over the audit going forward.

The Chair thanked Mr Harris for getting the final reports complete and thanked him for the many years of service alongside JARAP.

#### **95/22 Force Risk Register**

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

The Chair agreed to take the report as read and answer any questions the panel may have.

Mr Sandall highlighted the following key points:

- 40 risks
  - 15 high risks
  - 3 risks archived
  - 3 risks have had a change in score (Pensions, Force Assets, Auditing)
  - 1 new risk (inability DSE training)

The Chair queried how regularly the risk statuses are reviewed, are high risks review monthly or three-monthly as the document suggest and queried if they are reviewed every three months, why aren't they not reviewed more often.

Mr Coogan clarified that the force's risk management procedure required that strategic risks were reviewed at least quarterly. In practice, due to the health and safety unit's attendance at senior management team meetings, risks of this type were usually reviewed more frequently. The requirement that strategic risks are reviewed quarterly is the absolute minimum and in reality, strategic risks, especially those that were high risk would be reviewed more frequently than this.

#### **96/22 OPCC Risk register**

The panel received a report from Ms Hughes on the OPCC Risk Register. The report marked 'E' is filed with the minutes.

Ms Hughes highlighted the following key points:

- 40 risks
  - 24 live strategic risks
  - 3 proposed close
  - 13 high risks (5 new)
  - 5 risks have had a change in score
  - 5 new risks

The Chair highlighted that within the report provided by the Force, there is a section which shows the date the risks was reviewed and that would be useful to have within this document also. Ms Hughes explained that the register is reviewed every month but will include dates going forward.

Ms Yeadon suggested it would be beneficial for the JARAP and the public for an narrative/explanation as to why the score is as it is (so it is able to be understood easily).

It was agreed to close those that are proposed close.

#### **97/22 Annual Report of JARAP**

The panel received the Annual Report of JARAP which was presented by the Chairman. A copy of the report marked 'F' is filed with the minutes.

The Panel noted the content of the report.

#### **98/22 Statement of Accounts (Inc. Annual Governance Statement)**

The panel received a report from Mr Dawkins and Ms Hughes on the Statement of Accounts. The report marked 'G' is filed with the minutes

Mr Dawkins and Ms Hughes both provided a summary update of the CC/PCC Statement of Accounts.

Ms Yeadon questioned if the Force have got their grading for SOC (discussed on page 6), Mr Sandall explained that the Force have still not had their outcome but expect that it will be graded, good – outstanding.

The Chair ask for clarity on increases in exit packages. Ms Hughes agreed to produce a summary of costings per year on exit packages (upon arrival of a new PCC's).

#### **99/21 Force Meetings 2022**

The Panel received a verbal update from the Chief Constable on the Force meetings for 2022.

Ms Yeadon requested a flow chart of meetings to enable JARAP members to identify which boards they may wish to attend.

**ACTION: Mr Sandall agreed to distribute a diagram highlighting the different levels of meetings within the Force**

#### **100/22 Work Programme**

The Panel received a report from Ms Hughes on the Work Programme. The report marked 'H' is filed within the minutes.

Ms Hughes explained future dates for the next two years will be arranged and the work programme will be updated accordingly. The Chair requested 'Fraud & Corruption' to be put into the main body of the meeting not as a pre-briefing - planned for April / October (6-monthly).

Ms Hughes explained that the pre-briefing which is due to take place in October may be extended to be able to cover the topics listed.

The Chair asked how the meetings will be held going forward, Ms Hughes clarified that the JARAP will be a combination of virtual/face-to-face depending on room availability.

#### **101/22 Any Other Business**

Nothing raised.

#### **Date of next meeting**

Thursday 27 October  
Microsoft Teams (Virtual)

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

*Last updated: 11/09/2022 – Abbey Dearden*

Meeting Date	Minute No.	Action	Person Responsible	Update
19.09.18	45/18	Mr Dawkins to provide information on the job evaluation process when the exercise has been finalised.	Mr Dawkins	<p><b>27.11.18</b> – 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><b>11.12.18</b> – Action ongoing. Hays job evaluation, DCC currently working through negotiation strategy and awaiting data from Unison.</p> <p><b>02.04.19</b> – HAY job evaluation process still ongoing</p> <p><b>20.05.19</b> – HAY job evaluation process still ongoing</p> <p><b>10.10.19</b> – HAY job evaluation process still ongoing</p> <p><b>23.10.19</b> -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><b>23.01.20</b> – 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>

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

				<p><b>16.10.20</b> - HAY job evaluation process still ongoing. Alistair Kelly joined as new ACO who is leading on this work. An offer was sent to Unison last year, which they subsequently responded with a number of request. Some of which are easy to meet and achieve and others are complex. Mr Nixon highlighted that he is unable to provide a target date for completion as some further work still needs to take place.</p> <p><b>26.1.21</b> – no change, currently in process of doing some further work for further evaluation so this will run down for at least another 12 months is the current thinking.</p> <p><b>27.4.21</b> – dedicated HR team to progress new pay assimilation modelling during 2021/22. Outcome and implementation time scales are currently unknown.</p> <p><b>21.7.21</b> – No change to 27.4.21</p> <p><b>26.10.21</b> – Remodelling of pay assimilation has begun. Estimated 6 month completion time before consultation resumes.</p> <p><b>25.8.22</b> - Remodelling of pay assimilation continues. No estimated completion time currently as consultation is ongoing.</p>
16.10.20	37/20	<p><u>Annual Collaboration Update</u>            Mr Dawkins and Chair to meet to discuss annual collaboration meeting of JARAP Chairs</p>	<p>Mr Dawkins /            Mr Pulford</p>	<p><b>27.4.21</b> – Confirm this meeting still required ?</p> <p>27.4.21 – Mr Pulford expressed it would be good to formalise and to link in with Mr Dawkins to discuss what the meeting would be required to achieve: meet audit panel chairs once a year to discuss ongoing issues, shadow learning and best practice.</p> <p><b>21.7.21</b> – meeting being arranged</p> <p><b>26.10.21</b> – date to be confirmed</p>

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

				<b>25.8.22</b> – Need to confirm regional Audit Committee Chairs appetite for this moving forward. Chair to confirm if other Chairs still meet annually. A meeting is taking place in September a member of JARAP is to attend and then feedback to JARAP with any key notifications
27.04.21	24/21	<u>Fraud and Corruption</u> Chair to confirm if members would like a written report on fraud and corruption (annually – after a HMIC inspection)	Chair / Panel	<b>26/10/21-</b> The Chair confirmed a written report was required.  <b>25.8.22</b> – Chair to confirm information required. Agreed that this report is to be included in the workplan prior to the Chairs JARAP annual report.
26.10.21	48/21	<u>Partnership Landscape</u> Update on partnership landscape to be provided outside of the meeting	Ms Hughes	<b>10/08/22</b> – Members to bring their diaries along to the August meeting so date can be set for a briefing.
26.10.21	57/21	<u>Police and Crime Plan</u> Response to questions raised and a briefing to be provided to JARAP Members	Ms Hughes	<b>04.08.22</b> – Included on the work plan as a briefing for the meeting in January.
20.01.22	63/22	<u>Governance and Risk Briefing</u> Governance and Risk Structure Briefing to be added to the workplan. Meeting to be arranged with the chair, Mr Peet and Ms Hughes to discuss the content of the briefing	Mr Peet/Ms Hughes/Mr Pulford	<b>10/08/22</b> – Members to bring their diaries along to the August meeting so date can be set for a briefing.
20.01.22	64/22	<u>Seized Property Audit</u> Mr Lunn to share full seized property report including the appendix with Mr Patel	Mr Lunn	
20.01.22	71/22	<u>L&amp;D Succession planning Briefing</u>	Mr Nixon	<b>25.08.22</b> - Remains ongoing.



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

		Mr Nixon to arrange a L&D succession planning briefing with the members offline		
27.04.22	79/22	<u>Seized Property Recommendation</u> Update to be provided to the chair on the frequency of audits on seized property by one member of staff	Ms Debenham	<b>25.08.22</b> - Audits within the EPAC are being reviewed alongside the Corporate Audit regime. Procedures are being revised and a detailed audit regime is being compiled for the EPAC.
27.04.22	79/22	<u>Evidential property review</u> Update on the recruitment as part of the evidential review recommendation to be included for the next meeting	Mr Mollett/Ms Debenham	<b>25.08.22</b> - 3 FTE post are with the agency for recruiting in to. 1 FTE are in pre-employment checks, with another 1 agency staff member starting within the role on the 8 <sup>th</sup> August. The Active Resource Management team are aware of the need for 3 FTE restricted officers.
27.04.22	82/22	<u>OPCC HR Data</u> Ms Padhiar to provide recruitment and HR data for the OPCC to Mr Pulford	Ms Padhiar	
27.04.22	82/22	<u>OPCC Risk register</u> Meeting to be arranged with Mr Pulford to discuss the OPCC Risk register in more detail.	Ms Hughes/Ms Padhiar	<b>10/08/22</b> – Members to bring their diaries along to the August meeting so date can be set for a briefing.
27.04.22	84/22	<u>Rich Picture Briefing</u> Rich picture briefing to be added to the workplan	Ms Hughes	<b>04.08.22</b> – Included on the work plan as a briefing for the meeting in January as part of the Police and Crime Panel Briefing.
25.08.22	90/22	<u>Minutes of the meeting</u> To ensure that any embedded document is accessible	Ms Dearden	<b>17/08/22</b> – Complete, to send some documents in word format
25.08.22	91/22	<u>Rolling Action Sheet</u> A new panel has been created with local audit/risk panel members – the first meeting is taking place in September and a JARAP member is to attend and feedback to JARAP with key notifications	JARAP members	

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

25.08.22	92/22	<u>internal Audit Progress Report</u> Governance: Recommendation 2 – to share review due dates within the table	Mr Lunn	
25.08.22	92/22	<u>internal Audit Progress Report</u> Collaboration: EMSOU Wellbeing 21/22 – to obtain an update from Paul Gibson if the timescales listed within the report have been met	Mr Sandall	
25.08.22	96/22	<u>OPCC Risk Register</u> <ul style="list-style-type: none"> <li>• To include date reviewed within the risk register</li> <li>• A narrative/explanation to be included as to why the score is as it is (to enable the public to easily understand)</li> </ul>	Ms Padhiar	
25.08.22	98/22	<u>Statement of Accounts</u> To provide summary of costings per year on exit packages (new PCC)	Ms Hughes	
25.08.22	99/21	<u>Force Meetings 2022</u> Distribute a diagram highlight the different levels of meetings within the Force (to enable JARAP members to highlight which they wish to attend)	Mr Sandall	