

Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP)
held virtually at 10:00am on Thursday 27 October 2022

Members received a pre-briefing from Sarah Taylor on the digital academy (L&D post-Covid with evidence of impact/improvements).

Present

Mr Luke Pulford (Chair), Ms Janette Pallas, Ms Wendy Yeadon

Also in attendance

Office of the Police and Crime Commissioner (OPCC)

Ms Kira Hughes (Interim Chief Finance Officer)
Ms Nimisha Padhiar (Policy and Compliance Officer)

Office of the Chief Constable (OCC)

Ms Kerry Smith (Assistant Chief Constable)
Mr Paul Dawkins (Assistant Chief Officer - Resources)
Mr Roy Mollett (Internal Inspection and Audit)
Mr Matthew Jones

Auditors

Mr Mark Lunn (Mazars)

102/22 Apologies

Apologies were noted for Mr Kitesh Patel, Mr Pradeep Khuti, Mr Peter Coogan, Ms Hayley Clark & Ms Abbey Dearden

103/22 Urgent Business

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

None raised.

104/22 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.

The Chair asked for clarity when the Disclosable Interest Forms need to be completed, Ms Nimisha Padhiar advised that these go out the same time as the Third-Party Financial form around April/May each year.

105/22 Minutes of the meeting held on 25 August 2022 and Rolling Action Sheet

The minutes of the meeting held on 25 August 2022, were agreed as true and accurate.

It was agreed that as numerous actions are still outstanding from August 2022, this is to be looked at offline and updates provided for the next meeting.

- 82/22 OPCC Risk Register: **Action:** Risk Register Briefing for members to be organised and included in the workplan for a future meeting date

- 99/22 Regular Collaboration Meetings: **Action:** Ms Hughes and Ms Smith to include a flowchart of meetings from Force and OPCC

106/22 Internal Audit Progress Report

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.

Mr Lunn provided a summary of the report to panel members and highlighted:

- Collaboration Audit Complaints Management Audit, Satisfactory with 2 significant recommendations
- Suite of collaboration significant assurances
- EMSOU Contingency, 1 recommendation around regular testing the Business Continuity plan
- EMSOU Risk Management Audit, Satisfactory, a couple of points were raised 1. Align policy & procedures 2. Risk Appetite which should be built into the process

107/22 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 within the report and highlighted the following points:

- **Fleet Management – Satisfactory Assurance September 2018**
4.2 Sample Check of Service Details
- **Fleet Management – Satisfactory Assurance November 2021**
4.1 Performance Information
 - Ms Yeadon expressed concerns on the number of issues affecting fleet management, especially due to the staffing issues and the impending deadlines which are listed on the actions. Ms Yeadon suggested that members could have a subjective targeted briefing because this does seem to be an area of significant vulnerability for the Force.
 - Mr Dawkins clarified that this is an area of vulnerability for the Force, but it is a managed risk at this stage. Mr Dawkins explained that they have lost 2/3 of senior management team in vehicle fleet. It was agreed that all the recommendations will be put into one place as they currently appear in two different sections of the report.
 - Mr Dawkins suggested it would be beneficial for members for have a pre-briefing on the refreshed transport strategy. The Chair agreed that a report is to be brought to the next meeting as part of the agenda. **Action:** to include the refreshed transport strategy on Jan 23 agenda (Mr Dawkins/Mr Parkes).
- **Workforce Planning – Satisfactory Assurance May 2021**
4.1 Key roles mapping
 - The Chair queried an action listed “Barriers to completion – line management commitment – no update/progress. ACC Smith was also unclear on what this means and agreed to provide an update for members **Action.**
- **Health and Safety – Satisfactory Assurance September 2022**
 - Ms Pallas asked to ensure health and safety and complaints are linked in with wellbeing also financial wellbeing (during a pre-briefing). **Action:** The Chair agreed to have a pre-briefing on HR Wellbeing in August 2023 – to include on workplan. Ms Hughes asked the Chair to email to clarify what specifically members want the briefing on to ensure they receive the correct briefing. Wellbeing briefing to be provided: To cover how staff are

supported in general, how staff are being supported through the current cost of living crisis and benefits.

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

108/22 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.

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

The Chair asked if the report could be amended to include the STR number on all risks (page 7 onwards) within the blue box to make it easier to discuss and link back to the register (**action**).

[Redacted text block]

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Inability to use current DSE training and assessment system due to IT issues

The Chair asked what the acronym DSE stood for. Mr Jones clarified this means Display Screen Equipment.

Ineffective tracking of force assets

Queries were made with regards to referencing "asset tracking across the Force is poor" yet the likelihood of it is 1. Mr Jones discussed that the Risk Manager felt it should be scored 1 due to the work that was done around Captor.

The Financial Challenge – 2022/23 – 2025/26

Ms Yeadon explained that the update said the recommended risk to increase from 8 to 12, but that isn't reflected on page 17 which states an increase to 16. Mr Dawkins provided an update on this with the current position of the pay awards to officer and same to staff which was not expected. Only 50% funding provided. Also need to reflect on the possible cuts to public services', CSR and precept to be considered. Waiting for Government announcement which has been delayed for 2 weeks. On 15th/16th December will know the outcome of the settlement. Mr Dawkins advised that a report will

be going to CGB in January 2023. Both Mr Dawkins and Ms Hughes advised that it would be good to have oversight/review from JARAP.

A further discussion also took place around Productivity. ACC Kerry Smith advised that each business unit will be looking at efficiency and innovation and also advised that more horizon scanning will be taking place. Ms Pallas stated that she was impressed by the L&D presentation during the pre-meet.

Risk of not conducting appropriate health surveillance

A question was raised round the type of surveillance that is being carried out in light of cost of living increase. ACC Kerry Smith advised that the Wellbeing offer is well rounded, and Leicestershire is one of the best forces. There is also sign-posting to financial wellbeing pages. The CC was cognizant of this and a group has been established to look at the gaps and impact on staff. **Action:** this will be included in the Wellbeing report to be presented to JARAP Aug 23

Failure to transition to the ESN

Ms Yeadon raised a question regarding the barrister strike and the impact of this. ACC Kerry Smith explained COT discussed this on 27/10/22 and an action plan has been developed. Ms Hughes also advised that a local CJB has been set up and there will be a specific Victims Support Grant round to support victims through the CJ system.

Risk associated with a transition to an alternatively fuelled fleet

Ms Yeadon raised a question linked to 2 risks, transition of fleet fuel and utility/energy power cuts and queried if the Force is looking at more than generators, such as windfarms, solar panels etc. Mr Dawkins provided detail on the contingencies that already exist also the Solar Farm to be built at FHQ – Fuel reserves from Fire and generators that are in place.



The Chair asked if there could be more detailed information included in the risk score, even if unchanged.

109/22 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.

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

The Chair explained it would be beneficial to have a detailed talk through of the risks from the OPCC and to gain an understanding about how this document is practically used. Ms Hughes explained there is a meeting in the diary to review the documents and when it comes back to the board it will hopefully be a more dynamic risk register, this will also be included in the briefing.

It was outlined that the Panel believe the Ethics Panel should be included on the risk register as the Force has been without a panel for over 12 months.

Effectiveness of the OPCC Structure

Ms Yeadon queried that a number of organisational reviews have been undertaken in August and September and asked if the JARAP could have the outcome of these reviews in a more timely manner rather than having to wait until January 23. Ms Hughes explained these reviews are ongoing at present, and once concluded an update will be provided as a separate briefing before January 23 which will also include risks. **Action:** Kira to arrange a separate briefing around the outcome of the organisational structure review and to also include a briefing on risks.

Delayed recruitment of OPCC staff impairing service delivery

The Chair queried on 6/9 a recruitment audit was being taken, and asked if this audit was completed by Mr Lunn, MAZARS. Ms Hughes clarified that a report has been produced in draft by Mr Lunn and has been shared for management feedback, and once finalised it will come to the next meeting.

110/22 Work Programme

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

It was agreed to amend the August briefing to what was been discussed.

It was agreed that the January 2023 pre-briefing will include a joint briefing on P&CP from the OPCC and Force and will also be extended in time to include a briefing on the MTFP.

111/22 Any Other Business

Nothing raised.

Date of next meeting

17 January 2023
Main Conference Room, FHQ