

**Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP)
held at FHQ on Thursday 26 October 2023 at 10:00hrs**

*Members received a pre-briefing from Claire Trewartha, Kira Hughes and Nimisha Padhiar
OPCC.*

Present

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

Also in attendance

Office of the Police and Crime Commissioner (OPCC)

Ms Kira Hughes (Chief Finance Officer)
Mrs Rani Mahal (Deputy Police and Crime Commissioner)
Ms Claire Trewartha (Chief Executive)
Mrs Nimisha Padhiar (Policy and Compliance Officer)

Office of the Chief Constable (OCC)

Mr David Sandall (Deputy Chief Constable)
Mr Paul Dawkins (Assistant Chief Officer - Resources)
Mr Matthew Jones (T/Head of Safety, Sustainability and Risk)

Auditors

Ms Hayley Clark (Ernst Young)
Ms Sarah Knowles (Mazars)
Ms Laurelin Griffiths (Grant Thornton)

46/23 Apologies

Apologies were noted for, Mr Pradeep Khuti (JARAP Member), Mr Roy Mollett (Inspection Liaison and Project Officer) and Ms Abbey Dearden (Business Staff Officer).

47/23 Urgent Business

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

None raised.

48/23 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.

None raised.

49/23 Minutes of the meeting held on 1 August 2023 and Rolling Action Sheet

The minutes of the meeting held on 1 August 2023 were discussed and agreed as a true accurate record.

Rolling action sheet

- **Action:** Updates to be provided on all outstanding actions with target dates between August and October 2023

- 43/23 Presentation on Strategy and Transport plan to be included into the Transformation Strategy due to be presented January 2024 **Action.**
- 48/21: Covered within the OPCC pre-briefing.
- 5/23.1: Mr Patel requested an update on the JARAP Teams channel. Discussions took place around the various options as MS Team's channel is not available. Ms Hughes to explore the different options and provide an update. **Action.**
- 8/23.4: The Chair requested a flowchart/overview on what makes a strategic risk and what is a departmental risk. **Action.**
- 33/23: Ms Pallas queried "Agreement with external consultant terminated". Ms Hughes advised that the consultant had been terminated and no payments had been made. Ms Trewartha confirmed that the work had been completed in-house.
- 36/23: Ms Pallas and the Chair requested an interim report from Mazars. Ms Pallas confirmed that a verbal update was provided at the previous meeting. Ms Hughes to provide a copy of the Commissioning report. **Action.**
- 33/23: – Regional Collaboration Ms Hughes sought confirmation that this action could be closed. The Chair agreed.
- 45/18 Mr Dawkins requested to consider whether to close this action. Ms Pallas queried whether there were any reasons that could impact on this. DCC Sandall confirmed that there were. DCC Sandall provided an update on current position. The Chair confirmed action to stay open and for an update report to be produced prior to implementation.

It was agreed anything proposed closed which was not discussed is agreed closed.

50/23 Internal Audit Annual Report 22/23

The panel received a report from Ms Sarah Knowles (MAZARS) on the Internal Audit Annual Report. The report marked 'B' is filed within the minutes.

Ms Knowles provided an overview of the report:

- Audit opinion for the year is moderate which is the second highest level of assurance (out of four levels of assurance)
- The actions in the limited assurance reports were accepted and it was noted that action plans are in place to mitigate the risks
- It was noted that work has begun on the 23/24 audits
- DCC Sandall provided an update on vetting
- It was highlighted that the definition for "assurance and priorities" will be changed for 23/24 – details are included within the report

The Chair thanked Ms Knowles for the summary and the following questions were raised:

- **Action:** Mr Patel requested a covering report for the Internal Audit report. Ms Hughes explained that due to absence this had not been done for this meeting.
- Mr Patel queried whether the workforce planning audit had been completed. DCC Sandall provided an update on current position.
- Mr Patel requested details of the sample used for Contract Management report. Ms Knowles explained that the contract register would have been looked at together with the high risks and high value contracts. Mr Patel requested a report on the bases of the sample used for this audit.
- Ms Hughes advised that a consultant had been brought in to look at the OPCC's processes and procedures. There would have been a few sat with the same issue. Ms Hughes confirmed that VRN 003 that the contractor started the service as there was a delay in getting the contract issued. **Action.**
- Ms Pallas asked whether the processes discussed in the pre-briefing also related to partnership. Ms Hughes confirmed that this was the case.
- The Chair asked for clarity around the structure for Commissioning. Ms Hughes detailed the structure and advised that the Director of Strategy, Partnerships and Commissioning was due to start 1st November 2023. The Commissioning Manager role that appears in the current structure resigned and this post will not

be recruited to until the Director of Strategy, Partnership and Commissioning is in place and is able to access the needs of the team.

- **Action:** The Chair requested that the IT Strategy to be included on the January 2024 Transformation briefing.
- Mr Patel highlighted that the environmental review can be challenging, so it must be pragmatic. Mr Dawkins confirmed that this was the approach being taken. Mr Jones also confirmed that the post of Environmental Officer was being recruited into.
- Ms Pallas queried whether without the timelines, the public should be consulted at this stage. Mr Dawkins confirmed that when the new Environmental Officer was in place, communication will be scaled up re the Environmental journey.
- Ms Pallas highlighted that Leicestershire are paying more money into the (EMSOU) collaboration and questioned if there should be clearer arrangements.
 - DCC Sandall confirmed that the collaboration was set on a funding formula.
 - All other collaborations are now 'in-house'
 - Lessons learnt will be fed-back
 - DCC Sandall confirmed that S22 agreements were in place and explained the difficulties around the legal aspect of the agreements
 - Assurance was provided that EMSOU collaboration is reviewed on a regular basis
 - Further collaborations may arise where there is a need
 - Mr Dawkins confirmed that the disaggregation of EMSOT had already taken place early 2023
- The Chair requested clarification on how frequent the estates survey is carried out. Mr Dawkins confirmed the survey is undertaken every two years. Mr Dawkins noted that the estates department were still carrying a vacancy
- Ms Pallas queried the failure to recruit for an electrical engineering contractor, and whether there was an on-call contract to manage surveys. Mr Dawkins confirmed that this was in place however, there was a requirement for someone to manage the arrangement for the contractors. The reason for the difficulty in hiring is the competitiveness of the salary and the market changes for specialist skills.

Action: Change the Commissioning paper to read OPCC rather than Force

51/23 External Audit Planning Report 2021/22

The panel received a verbal update from Ms Clark (EY) on the External Audit Progress update.

Ms Clark discussed:

- A meeting had been held with Mr Dawkins, Ms Hughes, and Ms Gilbert in September 2023. The report provides updates on significant areas of work and findings that were been identified to date. Ms Clark also advised that the report included management responses which were highlighted within the report.
- Mr Dawkins expressed his thanks to Ms Clark for producing the report and provided an overview on the challenges that remain and the reasons for the delays.
- The Chair asked whether the 2022/23 audit had been signed off as monies had been issued for the year. Mr Dawkins advised that fees are paid in advance of service.
- EY are looking at prioritisation of how many audits can be completed within a set period and are looking at the issue from a firm-wide rather than a local issue.
- Ms Pallas raised the issue that due to the lack of risk assessment, this was impacting Leicestershire as the final reports had not been received. Ms Pallas asked whether EY had not considered these risks i.e. recruiting staff, delivering the contracts. Ms Clark explained that the risks identified were evaluated but, this did not account for the sudden impact of: COVID, increasing regulatory

requirements and inspections findings that were driving up the work needed by both authorities and auditors.

- Ms Pallas posed the question to Grant Thornton, whether they should be taking on fewer audits and questioned how they would be mitigating risks. Ms Griffiths confirmed that they plan on undertaking fewer audits.
- Ms Pallas queried whether a handover process had been agreed. Both Ms Griffiths and Ms Clark confirmed that a handover process was not yet in place, the reason for this is that until the government provided guidance, it's difficult for a handover to take place. Ms Griffiths confirmed that they were waiting for the outcome of the ministerial decision. Currently, there is no timeline for EY for the completion of audits. At this stage Grant Thornton and EY are both the auditors.
- Ms Pallas asked that there could be some preliminary work that could be undertaken. Ms Clark advised that the scope of audits may change. Ms Clark advised that there are number of things being looked at:
 - Potentially reductions in the scope of the audits
 - Possibly changes to the CIPFA code to make it easier for the preparation of the accounts
- Mr Dawkins stated that if the previous year's audits were a write-off what would happen to the fees that have already been paid. Mr Dawkins made observation around the public sector purse where the private sector has not had the ability to deliver and where this leaves the organisation in terms of refund.

Ms Clark advised that this was a point that PSSA were looking at and forms part of the work stream. The Chair queried whether PSSA are engaging with both organisations, both Mr Dawkins and Ms Hughes confirmed.

The Chair asked whether this is an area that the PCC could raise. **Action:** Ms Trewartha advised that the PCC's view will be taken this would be based on the political position.

52/23 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 Patel made a general point for both risk reports around the gross and net risk scoring to be included on the report. Mr Jones advised that there were different methodologies, and this is not one used by the Force currently. Mr Jones went through the process of risk scoring and mitigations the Force undertake currently.

STR0454: Redacted

STR0459: Capacity within the Safety, Sustainability and Risk Unit

Mr Patel requested the details of the impact and consequences of the risk. Mr Jones provided an update of the current structure, namely three assistants, a deputy and Head of unit. One member of the team is on secondment, another member of team went on long term leave which has left one assistant who is not yet qualified. Mr Jones advised that a new structure is being reviewed by HR which will see roles changing.

DCC Sandall advised that managers will be supporting the team around H&S, building control and thus there would be no loss in traction around health and safety.

STR0457: Risk that the SNAP Survey software will fail as it is no longer supported

The Chair asked whether this risk should not be appearing on the operational risk register rather than strategic. DCC Sandall advised that the risk was considered as strategic risk as Leicestershire was providing the service to other Forces.

Discussions took place around contracts for these systems and the changes in technology. DCC Sandall advised that the IT department manages the contract, and the review dates.

STR0423: Plymouth review – requirement to revisit around 1,000 firearms licence reviews

The Chair questioned the deeper checks around the Plymouth review. DCC Sandall advised that the duration of time to complete the review was the reasoning for the risk. The Chair advised that there were other companies that could do this work.

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

53/23 OPCC Risk register

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

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

Ms Hughes informed the panel two redacted risks were discussed in the panels closed session.

Ms Yeadon asked both the Force and OPCC, on the risks around the potential change in the governing party. Ms Trewartha confirmed that the following election risks were being considered:

1. Potential change of party could lead to a change in direction with regards the Police and Crime Plan. At present there are two candidates standing for the PCC election. Mitigation around this risk: staff have been asked to monitor both manifestos/campaigning and informed to be prepared for any change in leadership
2. The stability of the OPCC. The OPCC is non-political and there is usually a churn in staff when there is a change in political party. Mitigation that is being looked at is the flexibility and agility of staff to minimise the roles one person can do. This will enable the office to be flexible post-May 2024

Action: Ms Trewartha confirmed that the risks will appear in the next OPCC Risk Register report.

OPCC014: Failure to meet the General Data Protection Regulations (GDPR)

- Mr Patel stated that given the number of controls in place, should the risk movement be more positive. **Action:** Mrs Padhiar advised that the controls will be reviewed by Senior Management Team, and the change in movement will be seen in the next report.
- The Chair also highlighted the typo deadline should read March 24 not March 23. **Action:** Mrs Padhiar to change for the next report

OPCC032: Risk of Cyber attack

- Ms Hughes confirmed that this was a mirror risk with the Force.
- Ms Pallas asked whether this risk was needed on the OPCC Risk Register. Ms Hughes confirmed that this showed that the OPCC were actively looking across the board capturing risks that affects both organisations. Ms Hughes also confirmed that this was something the panel had requested at a previous meeting.
- Ms Trewartha confirmed that the controls were around staff training and the OPCC are accountable for ensuring that their staff had completed the training.

OPCC059: Staff Shortages within the Commissioning Team

- Mr Patel asked what the actual impact of the staff shortages was on the team. Ms Hughes advised that she was currently fulfilling the role of Director of Strategy, Partnership and Commissioning until the appointed candidate was in place on 1 November 2023.
- Ms Hughes also advised that a consultant is working with the team and reviewing the commissioning process and policies. Ms Trewartha also advised that a risk-

based approach in relation to workload prioritisation was being undertaken. Contracts have been RAG rated from green to those that are high risk, high value rated being red.

- The Chair raised the OPCC risk action plan which was agreed to come to each meeting. Ms Hughes advised that this was still the intention however with Ms Trewartha coming in this was being reviewed to assess whether this was still fit for purpose.

Action: The action log will be presented at the next meeting.

54/23 Annual Report of JARAP

The panel received a report from the Chair on the Annual Report of JARAP.

55/23 Annual Governance Statement

The panel received a report from Ms Hughes & Mr Dawkins on the Statement of Accounts and Annual Governance Statement.

Ms Hughes explained the Annual Governance Statement was presented at the previous meeting without the internal audit statement. This has now been included and brought to this meeting for review.

Mr Patel queried the section on “Serious and Organised Crime” - grade to be confirmed in 2022. DCC Sandall confirmed that the grade given was ‘outstanding’. The result was within the EMSOU report. Each of the forces received an individual grading and Leicestershire’s was outstanding.

56/23 Work Programme

The Panel received a report from Ms Hughes on the Work Programme. The report marked ‘K’ is filed within the minutes.

It was agreed:

- **Action:** IT report to be included into the January 2024 report transformation briefing.
- **Action:** New section on the workplan tracking things that is required to go into the next years audit plan.

57/23 Any Other Business

Ms Hughes advised that 2025 dates will be updated shortly.

Date of next meeting

31 January 2024
Main Conference Room, FHQ

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

Last updated: 24/1/24

Meeting Date	Minute No.	Action	Person Responsible	Target Date	Update
19.09.18	45/18	Mr Dawkins to provide information on the job evaluation process when the exercise has been finalised.	Mr Dawkins	April 2024	<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 / 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. 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>26.1.21 – 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>

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					<p>27.4.21 – dedicated HR team to progress new pay assimilation modelling during 2021/22. Outcome and implementation time scales are currently unknown.</p> <p>21.7.21 – No change to 27.4.21</p> <p>26.10.21 – Remodelling of pay assimilation has begun. Estimated 6-month completion time before consultation resumes.</p> <p>25.8.22 - Remodelling of pay assimilation continues. No estimated completion time currently as consultation is ongoing.</p> <p>17.4.23 – Remodelling complete. Agreed implementation April 2024</p> <p>1.8.23 – No change</p> <p>26.10.23 – No change</p> <p>31.01.24 – Implementation now moved to September 2024</p>
26.10.21	48/21	<u>Partnership Landscape</u> Update on partnership landscape to be provided outside of the meeting	Ms Hughes	October 2023	<p>10/08/22 – Members to bring their diaries along to the August meeting so date can be set for a briefing.</p> <p>28.02.23 – Ms Hughes to arrange a briefing from the Director of Partnership, Strategy and Commissioning.</p> <p>17.07.23 – Director of Strategy, Partnerships and Commissioning has returned to the force and post has gone out for recruitment. Briefing to be arranged once post is filled and postholder is up to speed with the Partnership landscape.</p> <p>24.01.23 – Abbey added briefing to the workplan for a future meeting.</p>

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					Propose Close
17.01.23	5/23.1	Ms Hughes to explore if a Teams channel could be created to ensure all documents are easily accessible	Ms Hughes	August 2023	<p>30.03.23 – Ms Hughes explored the option with the IT department however due to information security this may be difficult to implement. Ms Hughes to liaise with Information Management to explore further options.</p> <p>17.07.23 – Due to information management access to teams for JARAP members is not viable and therefore will continue with the current process.</p> <p>1.08.23 - Ms Hughes agreed to speak to IT to see what other options are available. It was noted that all documents are readily available from the OPCC website.</p> <p>26.10.23 – Ms Hughes explained that the Force is unable to create a teams channel to include external contacts at this stage. Ms Hughes agreed to explore different options and provide an update at the next meeting</p> <p>24.01.24 – Working with the force to explore the use of Egress.</p>
17.01.23	5/23.4	<p><u>Counter Fraud – 4.3 Lack of Fraud Training</u></p> <p>Dip sampling of evidence to be provided to show that the work is being carried out and is working</p>	DCC Sandall	August 2023	<p>16.03.23 - The force's comprehensive prevention campaign which centred on training/development inputs in relation to the 'Ten Standards of Professional Behaviour for Police Officers and Staff' [including Fraud] concluded recently.</p> <p>Dip-sampling is planned to take place within the 2nd quarter of 2023 and reported mid-July 2023.</p> <p>03.07.23 - Dip-sampling results delayed due to other competing workstream demands – results of dip-sampling anticipated end September 2023. To be reported at the next JARAP meeting.</p> <p>04.07.23 – This report is due mid-late July, it should be ready for the next meeting.</p>

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					<p>06/10/23 – Due to a short notice HMIC Inspection notification in September dip-sampling has regrettably been delayed and will take place in October for reporting at the next JARAP panel meeting.</p> <p>22/01/24 – Further delay due to inspection/Audit commitments. This work has now been prioritised. Sample spreadsheet now received from the Force HR Analyst; from this a random sample of officers and staff will be selected.</p> <p>Question set being finalised in conjunction with the head of department and the force survey specialist.</p> <p>Dip-sampling of officers and staff to commence shortly. Reported results anticipated March/April 2024.</p> <p>Barriers to completion – None anticipated.</p>
17.01.23	8/23.3	<p><u>OPCC020 Delayed recruitment of OPCC staff impairing service delivery</u></p> <p>Going forward the report is to include statistics to see where the OPCC are at in terms of headcount, void rate, turnaround, vacancies etc</p>	Mrs Padhiar	April 2023	<p>28.12.22 – Service improvement currently working on upgrading reporting model. Force dashboard should be complete end of Jan/beginning of Feb then OPCC version to be created.</p> <p>18/10/23 OPCC Templates have been created for Shortlisting and Interviews deadline for completion of guidance Nov 23.</p> <p>24/1/24 – Statistical breakdown requested will update at next meeting.</p>
17.01.23	8/23.4	A document / agreement to be produced to lay out which risks would be contained within the OPCC risk register, and which other risks would be recorded elsewhere (so there is no slippage between the two)	OPCC		<p>24.01.24 – Update given as part of OPCC risk management briefing in October 2023</p> <p>Propose close</p>
1.08.23	33/23	Ms Hughes to react out to the Regional Collaboration Manager to schedule a collaboration meeting for JARAP	Ms Hughes	October 2023	3.10.23 – Abbey contacted Elaine Grocock to set up the meeting.

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		Chairs (to see if there is appetite for a meeting)			24.01.24 – Chairs meeting took place in November 2023. Regional Collaboration Admin team are looking at scheduling these annually/bi-annually.
1.08.23	33/23	Chair to provide Mr Dawkins with EM Regional Contact details for (DASA)	Chair	October 2023	
1.08.23	25/23	Health and Safety Satisfactory Assurance September 2022 <u>4.1 Completion of manager violent incident follow up</u> - Agreed to bring back to October meeting to be formally signed off	Mr Jones Changed from Mr Mollett-25/10/23	October 2023	
1.08.23	25/23	Payroll Significant February 2023 <u>4.1 Expenses claims</u> - Mrs Gilbert to share outcome of her meeting regarding the development of the payroll/finance system	Mrs Gilbert	October 2023	4.10.23 - This relates to being able to report on the number of overtime / Travel and Expenses claims rejected within the Claims Management System. Initial discussions have been held with developer whose view is that it would be feasible to write a script to collect this information. This requirement will be added to a number of other enhancements that we are looking to progress. 24.1.23 - The enhancement to the Claims Management System to bring in this functionality has now been ordered, it should be available for testing in February and March with go-live in new financial year.
1.08.23	25/23	Commissioning Satisfactory Assurance January 2023 <u>4.1 Evidence of Governance Meetings</u> - Ms Hughes agreed to share notes with JARAP members (not to be put in public domain – confidential)	Ms Hughes	October 2023	
1.08.23	36/23	Ms Pillay agreed to provide a letter summarising the information provided to the panel on 1/8	Ms Pillay	August 2023	

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1.08.23	36/23	Ms Pillay/Ms Clark to provide timeframes for the 22/23 audits in writing. The Chair noted this is urgent and essential to provide assurance to the Panel.	Ms Pillay / Ms Clark	September 2023	
1.08.23	40/23	OPCC Risk Action Plan: Agreed to move the completed actions to the back of the document, keep live actions at the front, along with actions completed since the last meeting	Ms Padhiar	October 2023	24.01.2024 – report updated – Propose closed
26.10.23	49/23	Request for updates on all actions for the next meeting (with target dates of August – October 23)	All		Propose close
26.10.23	49/23	Presentation on Strategy and Transport plan to be included into the Transformation Strategy briefing in January 2024	Ms Dearden	January 2024	24/1/24 – complete Propose close
26.10.23	49/23	The Chair requested a flowchart/overview on what makes a strategic risk and what is a departmental risk	Mrs Padhiar / Ms Hughes	April 2024	
26.10.23	49/23	Ms Pallas and Mr Pulford requested an interim report from Mazars. Ms Pallas confirmed that a verbal update was provided at the previous meeting. Ms Hughes to provide a copy of the Commissioning report	Ms Hughes	January 2024	24.01.24 – Report sent out during the meeting on 26/10/23 Propose close
26.10.23	50/23	Covering reports to be provided for all reports.	OPCC		24/01/2024 – noted Propose close
26.10.23	50/23	Change the Commissioning Report to read OPCC rather than Force	Mazars	January 2024	

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26.10.23	53/23	<p><u>OPCC014: Failure to meet the General Data Protection Regulations (GDPR)</u> Mrs Padhiar advised that the controls will be reviewed by Senior Management Team, and the change in movement will be seen in the next report.</p> <p>Mr Pulford also highlighted the typo deadline should read March 24 not March 23.</p>	Mrs Padhiar	January 2024	24/1/24 – OPCC risk register updated risk reduced to an overall score of 8.
26.10.23	53/23	OPCC Risk Action plan to be presented at the next meeting	Mrs Padhiar		24/01/2024 – Action plan updated and circulate as part of the agenda bundle Propose close
26.10.23	56/23	To update the workplan to include items which could be included in next years audit plan	Ms Dearden		