

**Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP)
held in the Main Conference Room on Wednesday 27th August 2025 at 14:00 hrs.**

Members received a pre-briefing: Update on The Transport Strategy

Present

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

Also in attendance

Office of the Police and Crime Commissioner (OPCC)

Mrs Claire Trewartha (Chief Executive Office)
Mrs Kira Knott (Chief Finance Officer)
Mrs Lizzie Starr (Director of Governance & Performance)
Ms Charlotte Chirico (Deputy Police & Crime Commissioner)

Office of the Chief Constable (OCC)

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

Auditors

Ms Laurelin Griffiths (Grant Thornton)
Mr Alexander Campbell (Forvis Mazars)

30/25 Apologies

Roy Mollett (Inspection Liaison and Project Officer), Ms Sarah Knowles (Mazars)

31/25 Urgent Business

The Chair invited members to raise any items of urgent business.

None raised.

32/25 Declarations of Interest

The Chair invited members to make declarations of interest in respect to items on the agenda.

None raised.

33/25 Minutes from the meeting held on 14th May 2025.

Previous minutes were verbatim. These have since been amended to the correct format.

34/25 Rolling Action Sheet

Anything proposed closed and not discussed are accepted as closed.

Action 45 – contained within the CIPFA Audit Committee update there are a number of suggested questions for audit committee member. Ms Pallas state that the panel will be writing to Forvis Mazars for a response to the questions. Ms Pallas stated that that the guidance suggests training for internal auditors, external auditors and the panel and requested a recommendation on what the panel should be doing.

ACTION: Panel to write to Forvis Mazars with the questions based on CIPFA guidance and Forvis Mazars to provide a response by writing.

Mr Campbell invited panel members to a seminar for audit committee members on the 9th September at Forvis Mazars Nottingham office or via Teams.

Action 44/46 – Mr Patel queried whether the actions were close to closure as they had a due date of August 2025. Action 46 the update is included in paper G – Force risk Register. T/DCC Kerr provided a verbal update for action 44. First force wide wellbeing survey was completed early in the year and included stress management standards. There was over 1200 responses (26% response rate) – less than previous engagements. Disparity between business areas on responses – large proportion from Local Policing Directorate (>30% of individuals) but lower from business areas (<1%). Other low responses from other directorates such as prevention and PSD. Key themes were high workload demand, wellbeing offer appreciated, some positive management responses but also some felt lack of support. More support around existing mental health programmes and criticism of Health Assured (Commissioned provider). Areas of focus include better action planning, actively looking at workload management, prioritise productivity and efficiency work, use of AI and technology and looking at brave decision making to support good policing. Not able to increase resource within the Police staff – only flexibility is with police officers due to budgetary constraints and grant conditions. Ms Pallas suggested an update on wellbeing as a pre-meeting rather than a written report. **ACTION – Add wellbeing update to the workplan.**

Action 48 – Ms Yeadon suggested this action remains open as there is an upcoming meeting which may provide further information.

35/25 Internal Audit Progress Report

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

Mr Pulford request that the contents were expanded with page numbers and refer to individual audit reports for ease of reading. It was also requested that the report is structured so the summary of findings for each report is immediately followed by the

corresponding detailed findings rather than lumping all the summary of findings together followed by all the detailed findings.

Mr Patel asked for feedback on the sample checks carried out as part of the custody governance audit. Mr Campbell explained that it is difficult to obtain a true statistical representative sample within the time frame. Select across a wide variety of conditions and cases to get a feel of the different impacts on reporting and where checks are being carried out in cases of children and vulnerable women. Whilst they can not extrapolate within this case, the report is based on the sample that has been selected. Whilst there are issues with sample testing and where possible moving towards whole population testing and data analytics it is dependent what reporting can be got out of systems and whether it is useful.

T/DCC Kerr explained that there are a number of other external audits taking place in the custody space so findings can be triangulated with national inspections. The force have identified the need to strengthen the approach to young people and women/girls in custody. A bespoke delivery plan is in place around those areas as part of the force's enabling strategies. If the force could do a larger sample size or different methodology it would be useful but there are other mechanisms in place to provide assurance on best practice and internal performance. T/DCC Kerr was assured that alongside the internal dip sampling and quality assurance regime there is a high level of assurance but if investment opportunities become available to further strengthen this area that would be valuable.

Mr Pulford praised the positive outcome from the core financials audit which gives assurance to the panel.

In relation to the OPCC GDPR audit Mr Patel queried whether the OPCC were aware of the weaknesses/challenges recognised in the audit and were these identified as part of the self-assessment undertaken in 2024. Ms Starr explained that the self-assessment was undertaken in line with the ICO tracker in 2024 and followed up with the audit. The self-assessment highlighted the same areas of weakness as the audit so fully aware of the issues prior to the audit commencing. Mr Patel queried whether the action dates for the recommendations were appropriate. Ms Starr explained that where possible the OPCC have tried to align to the Force in particular relating to retention periods and the migration to SharePoint. The areas of priority are the ROPA and Information Asset Register and due end of this year. The OPCC has been on a journey over the last 2-3years with GDPR and as part of the self-assessment the OPCC had completed approximately 85% of the actions, the outstanding actions were picked up as part of the audit.

Ms Starr explained that one of the actions related to the risk register which was assessed based on the 85% completion of the self-assessment actions and not on the severity of the actions outstanding. The risk has been reviewed as part of the outcome from the audit. The OPCC are in a better position compared to three years ago in that more knowledge across the team, tracking of training in GDPR and assurance that there have been no data breaches which is tracked at the OPCC delivery Board. The OPCC will be in

a strong position once the Information Asset register and ROPA are in place and it will be embedded into the OPCC governance structures.

Ms Trewartha added that the balance is between embedding the recommendations of the internal audit along with the risk of a breach. Ms Trewartha stated that the level of personal details held by the OPCC is limited therefore the level of risk is very low.

CLOSED SESSION – REDACTED

OPEN SESSION

Ms Pallas queried whether the implementation of a contract manager has made any significant differences to the issues as outlined in the contract management audit. Mr Dawkins explained that there is a procurement strategy in place and the contract manager is now in place. The test will be when internal audit come back and re-audit the procurement processes.

Ms Pallas queried the recent briefing that the panel received in relation to workforce planning and now there appears to be more challenges. T/DCC Kerr explained that the panel received an early briefing last meeting which outlined the approach the force were taking in relation to workforce planning. The approach has been signed off and the succession plan is being implemented. The update would have been on the approach and the mapping undertaken.

36/25 Internal Audit Annual Report 2024/2025

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

Mr Campbell highlighted that although there is an unsatisfactory audit relating to GDPR and the data held by the OPCC is limited, the risk is low so the impact is low. Therefore the overall audit opinion for 2024/25 is moderate.

Mr Pulford requested that the report is broken down into OPCC, Force and audits that are for both. **ACTION – Mr Campbell to break the report down into OPCC, Force, and audits that are for both.**

37/25 Internal Audit Recommendations and Tracking

The panel received a report from Mr Roy Mollett on the Internal Audit Recommendations and Tracking. The report marked 'E' is filed within the minutes.

The Chair confirmed any proposed closed which are not discussed are agreed as closed.

Ms Yeadon raised a concern about files being stored on personal SharePoint location as disclosed in the wellbeing update recommendation 4.2 on page 10. **ACTION – T/DCC to look into the issues of files being stored on personal Sharepoint.**

Ms Yeadon queried setting the compliance rate for anti-fraud, bribery and corruption training as outlined in the Counter Fraud update recommendation 4.1 on page 15. T/DCC Kerr stated that she would obtain advice from TLA colleagues on an acceptable compliance rate. **ACTION – T/DCC Kerr to set compliance rates for anti-fraud, bribery, and corruption training in consultation with TLA colleagues.**

Ms Pallas queried closure of recommendation 3 of the contract management update when recommendation 4 isn't yet completed. Ms Pallas stated that the two should go hand in hand and without the policy how can the contract manager complete the training. It was agreed to keep recommendation 3 open and an update to be given in the next meeting. **ACTION – update to be provided at the next meeting.**

38/25 2024/25 External Audit Progress Report

The panel received a report from Ms Laurelin Griffiths (Grant Thornton) on the Joint Audit Progress Report and Sector Update. The report marked 'F' is filed within the minutes.

Report noted.

39/25 Force Risk Register

The panel received a report from Mr Matt Jones on the Force Risk Register. The report marked 'G' is filed within the minutes.

Mr Jones raised a concern with sensitive information within the public domain in relation to force risks. Mr Jones requested views of the panel and it was agreed that the agenda would be amended to include a closed section to discuss information which is deemed sensitive. Anything deemed sensitive would not be uploaded to the OPCC website and any members of the public who attend will be asked to leave whilst the closed session is held. **ACTION – Mr Jones to inform Ms Knott if there are any past reports that need to be redacted from the OPCC website.**

Mr Jones stated that the Strategic Organisational Risk Board meeting is on 11th September. There are 23 strategic risks, of which 12 are high priority risks. There are 4 risks currently proposed for archive, 4 risks have had a change of score and 2 new risks. STR0489/STR0546 - Ms Yeadon queried the proposed closure of STR0489, the opening of STR0456 and whether there is still an issue with vetting provided by Warwickshire Police. T/DCC M Kerr explained that STR0498 is around vetting for external contracts which were delaying the programme. The vetting of contractors is undertaken by Warwickshire and vetting was taking longer than agreed as part of the SLA. This risk has dissipated and the projects are back on track which is the rationale for closure. STR0546 relates to vetting of our own internal staff and the vetting arrangements which is undertaken in house. Currently recruiting a new vetting manager.

STR0383 – Ms Pallas queried whether downgrading the risk to the departmental risk register rather than the strategic would downgrade the profile of the risk. Mr Jones explained that it would be regularly reviewed at SORB as a live risk on the CAID risk register and would be brought back to the strategic risk register if required.

STR0545 – Mr Patel queried how they can ensure that outcomes are accurate when AI is being used and ensuring data is being used appropriately and data is not leaked. Mr Jones stated that the risk is new and has not had its first review yet but an update will be provided in the next meeting.

40/25 OPCC Risk Register

The panel received a report from Ms Dharmista Dave on the OPCC Risk Register. The report marked 'H' is filed within the minutes.

Ms Knott noted that there are 11 strategic risks, 2 high priority risks and 1 proposed closed. The OPCC have undertaken an annual risk review which continues in coming days in which the OPCC are looking at reopening 1 new risk and 2 new risks.

OPCC031 - Mr Pulford queried how the risk is remaining high considering the positive audit reports that have been received and the review date states last review was undertaken in May. Ms Knott explained that a number of updates seem to be missing from the report but the report will be amended to reflect the recent updates. Ms Knott explained that the risk remains high from an OPCC perspective as although the spending review took place it was very high level and the MTFP is still based on a number of assumptions. The Police officer pay award has been agreed but not the police staff pay award and there are still a lot of unknowns and uncertainties around future funding.

Mr Patel stated that risk 14, 20 and 21 are relatively low-level risks and queried why these were not closed. Ms Knott explained that there are still some controls that are not yet in place. In relation to OPCC020 the Police and Crime plan is a multi-year plan and although on track to deliver the plan, by keeping it on the risk register it keeps SMT alive to the risk and at the forefront of discussions. It remains on the strategic risk register rather than a departmental risk register as it is the overarching strategy and therefore stills at a strategic level.

41/25 2024/25 Draft Statement of Accounts and Annual Governance Statements

The panel received a report from Mr Paul Dawkins and Mrs Kira Knott on the draft statement of accounts and annual governance statements. The report marked 'I' is filed within the minutes.

The draft statement of accounts is currently being audited by the external auditors.

Reports noted

42/25 Force Management Statement and Force Planning Cycle

The panel received a report on the Force Management Statement and Strategic Planning Cycle. The report marked 'J' is filed within the minutes.

Reports noted

43/25 Force Meeting Structure

The panel received a report on the Force Governance Structure. The report marked 'K' is filed within the minutes.

Ms Yeadon requested a bullet point list of what each meeting is about to understand which meetings were best to scrutinise from a JARAP perspective.

ACTION - T/DCC Kerr to arrange for a bullet list of meetings content to be composed and circulated, together with the timing of each meeting.

44/25 Future Work Programme

Wellbeing update to be added to the work programme.

45/25 Any Other Business

Ms Pallas queried whether the VCOP paper would be a report or a presentation. Ms Knott confirmed that it is going to be a report which will be provided in the next meeting.

Date of next meeting

24th November 2025 – Main Conference Room