

**Minutes of the Joint Audit Committee 26<sup>th</sup> January 2022 at 2pm held via remote video link**

**Attendees:**

Paul Brown (Chair) – Chair of Meeting  
 Rachel Evans (RE)  
 Lorna Harnby (LH)  
 Graham Lancaster (GL)  
 Patrick Molineux (PM)  
 Paul Roberts (PR)

Lisa Townsend (PCC) – Surrey Police and Crime Commissioner  
 Alison Bolton (AB) – Chief Executive – Office of the Police and Crime Commissioner  
 Kelvin Menon (KM) – Treasurer – Office of the Police and Crime Commissioner  
 Sarah Gordon (SG) – Office of the Police and Crime Commissioner (Minute taker)

Gavin Stephens (CC) – Chief Constable – Surrey Police  
 Peter Gillett (PG) – Commercial Finance Director – Surrey & Sussex Police  
 Anthony Croxford (AC) – CDIO – Surrey & Sussex Police (PART)  
 Clare Simkin (CS) – ACO for SERIP and Surrey Sussex ERP Programme  
 Sally Wilson (SW) Head of Corporate Development – Surrey Police  
 Helen Bayliss (HB) – Head of Service Quality – Surrey Police (PART)  
 Lucy Parsons (LP) – Head of Equality, Diversion & Inclusion – Surrey Police (PART)  
 Matthew Green (MG) – Head of Health & Safety – Surrey & Sussex Police (PART)  
 Maureen Cherry (MC) – Building the Future Programme Director – Surrey Police (PART)  
 Neil Watts (NW) – Head of Procurement - Surrey & Sussex Police (PART)  
 Steve Schulten (SS) – T/Superintendent – Head of PSD – Surrey Police (PART)  
 Ian Kirkwood (IK) – Head of Strategic Forensic Services – Surrey & Sussex Police (PART)  
 Elizabeth Jackson (EJ) – Associate Partner, External Audit - Ernst and Young  
 Justine Thorpe (JT) – Ernst and Young  
 Karen Shaw (KS) – Chief Internal Auditor - Southern Internal Audit Partnership

<b>Action No.</b>	<b>Meeting date</b>	<b>Item</b>	<b>Action</b>	<b>Owner</b>
31	Jul-21	Item 17 - Update on Policy Management	For the next iteration of the report the Committee would like some information on how the Force gains assurance that the policies are being read and understood.	HB
37	Jan-22	Item 5 - Annual Assessment of the Effectiveness of the Committee	See action list contained with report	Chair/ KM

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38	Jan-22	Item 5 - Annual Assessment of the Effectiveness of the Committee	CC/PCC to detail how they work together to gain assurance of the effective governance of both organisations (see detail in minutes)	CC/ PCC
39	Jan-22	Item 6 - JAC Annual Report	Publish report on PCC/Surrey Police website	SG
40	Jan-22	Item 6 - JAC Annual Report	Force to provide a written response to the report	PG
41	Jan-22	Item 6 - JAC Annual Report	Next iteration of report to fit in with the financial year	Chair
42	Jan-22	Item 9 - 2021/22 Mid-Year Treasury Management report	To include detail of how TM is reviewed at the CFO Board meetings	PG/ MK
43	Jan-22	Item 9 - 2021/22 Mid-Year Treasury Management report	Committee to be provided with Force's finance report and SCC's TM audit report	PG/ MK
44	Jan-22	Item 10 - Surrey & Sussex Joint EDI Policy	Committee to see comparable data in relation to stop and search and use of force	LP
44a	Jan-22	Item 10 – Surrey & Sussex Joint EDI Policy	Evidence that stakeholders see the Policy and can contribute their views	LP
45	Jan-22	Item 11 - Health and Safety report	Committee to receive revamped report for April meeting	MG
46	Jan-22	Item 11 - Health and Safety report	PG to circulate details of Estates timescales	PG
46a	Jan-22	Item 11 - Health and Safety report	Committee to receive regular reports on level of compliance	PG
47	Jan-22	Item 11 - Health and Safety report	TO include H&S/Estates as a standing item to future JAC until issues are rectified	PG/ MG
48	Jan-22	Item 13 - Review of governance of arrangements for making grants to third parties	Report to be presented to future JAC	SG/ OPCC
49	Jan-22	Item 14 - Force Performance report	To be included in new 'For information' section at future JAC meetings	SG
50	Jan-22	Item 15 - Updates from CC and OPCC	SG to circulate Police and Crime Panel papers for 4th Feb meeting to Committee members	SG
51	Jan-22	Item 17 - ERP Programme Update	Joy Chant to attend next JAC to describe how the Force would use the new Totara system	JC
52	Jan-22	Item 17 - ERP Programme Update	Members to decide whether they would like to keep ERP as a	Chair

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			standing agenda item on future JAC agendas	
53	Jan-22	Item 20b - Progress report on ICT audit recommendations	Committee to be provided with further detail on investments made in, and actions taken on, cybersecurity.	AC
54	Jan-22	Item 21 - Waivers and Breaches	To include future reports in new 'For Information' section of agenda	SG
55	Jan-22	Item 22 - OPCC Risks	Health and Safety to be added to OPCC risk register	AB
55	Jan-22	Item 22 Force Strategic Risks	To ensures risk relating to ICT, H&S, finance and estates were appropriately added to risk register following discussions at the next ORB meeting	SW
56	Jan-22	Item 23b - OPCC Whistleblowing report	To amend last paragraph of report to change word 'assurance'	AB
57	Jan-22	Item 4b - Actions from previous meeting	Update from Vetting re: 5 step vetting plan (as mentioned by CC at October meeting)	CC

**PART ONE - IN PUBLIC**

**01/2022 WELCOME & APOLOGIES FOR ABSENCE (Item 1)**

Apologies had been received from John Moyles.

The Chair welcomed all attendees to the first meeting of 2022 and commented on the good progress from all stakeholders with respect to the areas of improvement suggested 12 months ago. He also commented on the good quality of reports supplied to this meeting and noted in particular the concerns identified in the Health and Safety report which will be discussed later on the agenda

The Chair also commented that the Committee could not provide complete assurance on all issues, which was sometimes expected. They could only comment on those areas of which they had knowledge

Finally, in order to reduce the number of papers coming to each meeting, it was proposed that the following items be taken off the meeting agenda and added to a “for information” section.

- Force Performance
- Breaches and waivers
- Quarterly finance update

**02/2022 URGENT MATTERS (Item 2)**

None.

### **03/2022 DECLARATION OF INTERESTS (Item 3)**

The Chair asked members if they had any interest to declare and emphasised the importance of declaring potential conflicts of interest for the meeting. No declarations were made.

### **04/2022 MINUTES OF THE MEETINGS HELD ON 26<sup>th</sup> October 2021 AND ACTION TRACKER (Item 4)**

The minutes were accepted as a true and accurate record.

It was noted that three actions were missing from the action log from the previous meeting:

- Vetting procedures – the committee asked for an update following the introduction of the 5-step vetting plan
- ‘Speak up’ procedure – the committee asked for an update. The CC said that this would be covered in today’s Whistleblowing report.
- BTF – lessons learned – this would be covered in today’s BTF report.

### **05/2022 ANNUAL ASSESSMENT OF THE EFFECTIVENESS OF THE COMMITTEE (Item 5)**

The Chair presented the report which provided an overview of the performance of the Committee for the past year and incorporated views from the PCC, Chief Constable, other Force and OPCC colleagues and also the internal auditor. The consensus was that the Committee worked effectively and made an important contribution to ensuring that the organisations operate with good governance, apply appropriate accounting and audit standards and adopt appropriate risk management arrangements. The CC commented that this was the first time he had seen such a report and welcomed it as a positive step forward

**A number of improvement areas had come out of the review which would be actioned throughout the next year and in time for the next iteration of the report due in January 2023. PB to discuss with KM outside of the meeting**

One of the actions related to a more detailed look at high level governance. The Committee asked for detail of how the PCC and CC work together to gain assurance on the effectiveness of the governance in both organisations. The PCC CEX **agreed that the PCC/CC could set out what the legislation says, how this is actioned in practice via policies, procedures and committees to the “Board” including how the PCC scrutinises the Force at her regular meetings with the CC and his senior team. The JAC will specify their expectations in more detail LH/AB**

### **06/2022 JOINT AUDIT COMMITTEE ANNUAL REPORT (Item 6)**

The Chair presented the report which set out a review of the activities of the Committee during the past calendar year.

PG welcomed the report and **agreed that it should be published on the PCC/Surrey Police website for transparency purposes**. He would also give some thought about how to keep the report as a live document and **confirmed that the Force would provide a response which was good practice for such pieces of work**. KM also praised the report and said that it would support the annual governance statement. As a consequence it was agreed that the reporting period should align with the financial year and so it was agreed that the report would be resubmitted to the April meeting and would include any risks arising in the period from Jan to Mar 2022.

#### **07/2022 INTERNAL AUDIT (Item 7)**

KS presented the report. The internal auditors were on track to complete work in time for the annual opinion. Work was progressing well alongside Force and OPCC colleagues.

The area of IT was still being monitored and although there were still a lot of open actions there were no issues to be noted at present as these were being worked through. The committee asked if the lack of resources which had delayed the security audit was a concern and were told that this was almost complete, the auditors were just waiting for some last pieces of information. There had been some tweaks to the escalation process to enable messages to get to the correct people quickly.

The Committee supported the proposal to move the days allocated to ERP risks to focus on risks with legacy systems

#### **08/2022 EXTERNAL AUDIT (Item 8)**

##### **a) Procurement of External Auditor Services from 2023/24**

The JAC endorsed the recommendations as set out in the report. It was noted that the same approach was being taken in Sussex.

##### **b) Updated Audit Results Report 2020/21**

EJ presented the report which set out the final audit results report for 2020/21. The Committee had previously seen earlier versions and were pleased to see the final report. The report highlighted where the changes to the earlier reports had been made and none of those changes raised any new questions or challenges from the Committee.

It was noted that two further adjustments had been made to the previous report:

1. £13.85m of IT assets had been disposed of prior to the 2020/21 financial year
2. Disclosure note - £10,466 PPE 'Assets under Construction' – were reclassified to the correct category line as some didn't need to be placed in the 'Assets under Construction' category.

Both of these adjustments were presentational and had no impact on the overall results which had been presented at the previous meeting

Everything else was concluded and there were no other issues to raise.

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The Committee were content with the final report and looked forward to the accounts being signed as soon as possible. Liz Jackson, the EY partner, confirmed it was her intention to sign within 2 weeks

### **09/2022 2021/22 MID-YEAR TREASURY MANAGEMENT REPORT (Item 9)**

KM presented the report. The Committee asked how the OPCC audited SCC to ensure they were managing risks appropriately. KM said that he and the Force's finance team had no concerns in respect of SCC and that SCC also provided their treasury management audit report as and when it was available for further assurance.

**PG also said that treasury management was discussed at the CFO Board and that the details of discussions could be included in the future reports. It was agreed that the Committee would be provided with the Force's finance report and the SCC treasury management audit report, when available, at their future meetings.**

The Capital Strategy was also presented to the meeting and the Committee enquired about the process by which capital projects are evaluated, approved, and monitored via stage-gates or equivalent and questioned why this was not included in it. PG and KM to consider including for future

### **10/2022 SURREY AND SUSSEX JOINT EQUALITY, DIVERSITY AND INCLUSION POLICY (Item 10)**

LP presented the report. The revised joint (Surrey & Sussex) Equality, Diversity and Inclusion (EDI) policy went live in July 2021. It is a jointly owned document by Surrey and Sussex forces. It will be subject to a one-two year review where multiple internal stakeholders will look at its content and recommend any changes to be made. The Chair of the Surrey Coalition who is also a member of Surrey Police's IAG reviewed the policy before it was published. The Force engages in a number of initiatives to progress equality and inclusion including; becoming HeForShe Thematic Champions for UK Policing, participation in the Disability Confident Scheme; signing up to Business in the Community's Race at Work Charter.

The EDI policy is located on both Force's intranet pages so all staff have access to it at all times. Prior to a new member of staff joining the organisation they have to access a portal where a number of policies have to be reviewed, completed and returned prior to their start date and the EDI policy is included in this.

The Committee were very impressed with the report which was the first they had received on this subject. They had raised some issues after reading the paper ahead of the meeting and these were addressed by the ACO for People Services in a separate email before today's meeting.

The Committee asked how the Force would know how effective the policy was. LP said that it would be reviewed during the one-two year period as mentioned above. Dip checks were also made into different areas and checks were made to see that the PSED and Equality Act were being adhered to. The Force was able to see comparable data

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on the Use of Police Powers which included stop and search and use of force. **The Committee asked if they could be provided with such data.**

The Committee felt that it was important that relevant stakeholder groups saw the policy and were able to contribute their views on what they would like to see in it – **they would like to be kept updated that this had been done.** The CC said that internal staff networks are very active and have links within the policy and that current colleagues as well as new ones are actively encouraged to view the policy.

The OPCC report was noted.

### **11/2022 HEALTH AND SAFETY SERVICE REPORT (Item 11)**

MG presented the report. He said that the next iteration of the report would have the change of focus the Committee have requested for the last 12 months in particular a risk register with the key H&S risks and proposed mitigations along with analysis of the underlying causes of the various types of incidents . **The Committee thanked MG for his open presentation of the report and issues arising asked that they receive this new report at their April meeting.**

This report contained the usual statistics but there were concerns on the decrease in reporting of incidents in Surrey compared to an increase in Sussex. Actions were being taken to address these differences.

The committee raised concerns about issues they had heard about in respect of staffing of Estates and Facilities Team and they were surprised these had not previously been raised as a risk.

PG referred to the issue of compliance levels in respect of Construction, Design and Management Regulations 2015; Confined Space Safety Compliance; Electrical Safety Compliance; Fire Safety Compliance. The Force takes compliance very seriously and although levels have dropped focus was being made to improve. There was a greater monitoring regime in place to ensure standards were met. The additional paper provided by PG ahead of the meeting gave up to date information and showed an improved status on MG's statistics of July 2021 and proved that real improvements were underway. He would ensure that Surrey had a greater level of resilience and would build on the good practice currently used in Sussex. A dedicated resource was to be put in place and weekly update meetings were being arranged to address the issues.

The Committee expressed their considerable concern in this whole area and suggested that the report makes it appear that the the Force are knowingly not complying with any of the aforementioned legislation and if so then the activities should cease immediately whilst the compliance is achieved. If for example people knowingly continue to enter confined spaces without complying with procedures then this would be dangerous and negligent and would put individuals and consequently the PCC at great risk

MG said that implementing the new structure would be a key factor to addressing and rectifying the issues.

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KM said that the issues only came to light because the Committee asked for the report. The PCC was already addressing some deficiencies within the Estates team. There was a risk of accidents happening and it needed addressing straight away. The PCC agreed that a number of issues had come to light that were unacceptable and would be tasking the issue up formally with the CC. PG and his team were aware of the gravity of the situation and that it needs to improve ASAP.

**ACTION: PG to circulate details of timescales in relation to the Estates.**

**ACTION: The Committee to be provided with regular reports on the level of compliance**

**ACTION: To add H&S/Estates issues to the JAC agenda until the Committee are comfortable that it is being addressed.**

### **12/2022 RISK MANAGEMENT FRAMEWORK (Item 12)**

HB presented the report. The new risk management framework officially went 'live' in December 2021 with the introduction of the new joint risk management platform. The project was on track to diversify the risk register to include external audit and HMICFRS risks. The platform now provided full visibility of all risks across the Force. The Policy and Strategy documents were for internal consumption and were duplicated across both forces with Sussex due to take them onboard soon. They would then be published.

The Committee acknowledged the great improvement in how risk was now managed across the Force and commended the work that had been carried out to get to this point. They did however express some concern about the treatment of issues which normally arise when a risk is not managed,

They also were concerned that having overlapping risk policy and risk strategy documents might cause confusion and further definition of the content and audience would be useful.

### **13/2022 REVIEW OF GOVERNANCE ARRANGEMENTS FOR MAKING GRANTS TO THIRD PARTIES (Item 13)**

AB updated the Committee that the OPCC arrangements for grant making were currently being updated as per the PCC's new Police and Crime Plan and would be presented to the Committee at a future meeting.

**ACTION: To add to work plan for future JAC meeting.**

### **14/2022 FORCE PERFORMANCE REPORT AND SCORECARD (Item 14)**

The report was noted. **It was agreed that future JAC meetings would contain a 'For Information' section where this report and other relevant reports would be included and any questions on these reports will be raised under AOB**

## **PART TWO – IN PRIVATE**