

## JOINT AUDIT PANEL

**Date:** 15<sup>th</sup> January 2020

**Time:** 15:45 – 17:00

**Venue:** Room 434, Fourth Floor, Greater Manchester Police Headquarters, M40 5BP

**Attendees** Peter Morris (Chair)  
Foluke Fajumi (Panel)  
Ian Cayton (Panel)

Assistant Chief Officer Lynne Potts (GMP)  
Janet Moores (GMP – Head of Finance)  
Colin Carey (GMP – Head of Information Services)  
Candice Simms (GMP – Minutes)

Steve Wilson (GMCA – Treasurer)  
Sarah Horseman (GMCA – Head of Audit and Assurance)  
Cath Folan (GMCA - Audit Manager (Police and Crime))

Mark Dalton (Mazars - Partner (Public Services))

**Apologies** Chief Constable Ian Hopkins (GMP)  
John Starkey (Panel)

### **M053/JAP Welcome & Apologies for Absence**

The Chair opened the meeting by welcoming attendees and noting apologies for Panel member John Starkey. The Chair also advised that an appointment had been made to the Panel and thus the Panel would return to a full complement of five.

### **M054/JAP Urgent Business (if any) at the discretion of the Chair**

None raised.

### **M055/JAP Declarations of Interest**

None raised.

### **M056/JAP Approval of previous minutes and actions**

The Panel approved the previous minutes as a true and accurate record.

Following on from October's meeting minutes, GMP provided a detailed update on the progress the Force has been making with regards to the Integrated Operational Policing System (iOPS). The update highlighted that successful improvements of the systems have been made in line with the pre-planned stages of a series of enhancements. It was noted that;

- major enhancements such as security and system control have been successfully implemented to achieve the Force's objectives;
- further improvements have been made with regards to Custody and the processing of prisoners;
- the Force is working towards the final scheduled pre-planned enhancements, inclusive of the intelligence space efficiencies;
- once the systems have been delivered against the last scheduled enhancements, the Force's primary focus is to improve performance of the systems overall and deliver service improvements;
- enhancements around Mobile Working will soon be delivered, which will integrate biometrics, fingerprint recognition and the additional capabilities within iOPS; and,
- further improvements to the Data Warehouse will enhance reporting.

Members were advised of an early benefit realisation with regards to iOPS and a restructure of the City of Manchester (CoM) district. GMP noted how using a modern platform has allowed the Force to restructure at a faster pace in comparison with what would have been possible with the old systems.

Members discussed how their tour around the Operational Communications Branch (OCB) at GMP has given them a greater insight into one of the new iOPS systems, ControlWorks. Members were reassured the Force is working with staff who use the systems less frequently, ensuring help is offered at ground level.

It was noted the Force has recorded an underspend in the Information Security Transformation Programme (ISTP), and the Force is now moving into an integral part of the Governance arrangements, whereby;

- the ISTP will formally close;
- the Post Implementation Review (PIR) of ISTP will commence; and,
- the next phase 'iOPS Futures 1' will begin with a new Project Board and budget for consideration of the Deputy Mayor.

The Chair requested an update for all members regarding the iOPS report from the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection. It was noted the first draft has been received and is currently being reviewed for factual accuracy. GMP assured members that all problems identified within the report were already known to the Force and much work has been done since the inspection to improve on those areas.

#### **M057/JAP      Terms of Reference**

It was noted that the Terms of Reference have been discussed at member training and will be reviewed by GMP\GMCA and Internal Audit.

ACTION: GMP\GMCA and Internal Audit to work together in reviewing the current Terms of Reference.

#### **M058/JAP      Audit Fees Consultation for 2020/21 / Update on Audit Planning 2019/20**

The Chair provided an overview of the report to members, highlighting the problems external auditors had in giving their opinions on 2018/19 accounts in line with the required timescales, the reasons for this, and the likely pressure for increasing audit fees. There were 3 main factors:

- insufficient audit resources skilled in LA accounts;
- the quality of draft accounts; and,
- more technical issues and increasing complexity of accounts.

External Audit advised there is a new Code of Audit Practice to be published by the end of January 2020, which should be implemented by 2020/21 onwards. Challenges within the audit sector have been recognised and there are currently several options being discussed to overcome these.

Another important review being currently undertaken is a review of financial reporting and audit in Local Government, led by Tony Redmond. Management Judgement is important in account preparation, and it's important for the external auditor to understand how these judgements are applied and challenged where appropriate.

Members were advised there are limited opportunities to recruit due to the shortage of trained and skilled auditors in the public sector job market and a solution is yet to be determined. It was noted that GMP's External Auditors did relatively well in terms of audit output in 2018/19 and performance will be maintained going forward.

#### **M059/JAP Corporate Risk Management Arrangements in GMP**

GMP provided details on the background of Corporate Risk Management Arrangements in GMP. Since the April 2019 meeting, the Force has implemented a number of workshops to look through all assurance statements to consider any risks that were flagged, and to define the Force's key strategic risk areas. Further research identified the need for all branches and districts to hold their own Risk Registers.

GMP advised the refreshed draft Strategic Risk Register is pending approval and has five key themes;

- workforce;
- change and finance;
- information technology and management;
- the nature of crime and demand; and,
- neighbourhood policing.

It was noted that each theme contains risks, whereby each risk has;

- a Chief Officer owner;
- an explanation of the cause;
- an explanation of the impact; and,
- a summary of the mitigation action being taken.

GMP defined a variety of risks contained within each theme.

GMP assured members that the new Risk Register consists of no material changes when compared with the old Risk Register, as the risks are very similar. A great amount of work and effort has gone into the new Risk Register across the Force, which has been the cause of the delay. It was noted that new Risk Register, which illustrates a much clearer and better articulation of the risks, will be brought to the April 2020 meeting.

#### **M060/JAP GMP Anti-Fraud Policy Update**

In December 2019, a meeting took place between Internal Audit and the Professional Standards Branch (PSB) at GMP. Members were advised that PSB are currently working with Internal Audit to update the Force's Anti-Fraud Policy documents so they are in line with similar GMCA policies. Internal Audit noted that the intention is for PSB to submit the policy documents in the April 2020 meeting following consultation.

#### **M061/JAP Progress against the Internal Audit Plan 2018/20**

Internal Audit provided an update on the progress of the delivery of the Audit Plan 2018/20, which reflected the changes agreed at the previous meeting in October. It was noted there has been a period of staff sickness which will affect delivery of the audit plan. Internal Audit confirmed they were working with GMP to understand how this can be achieved whilst still providing an appropriate programme of assurance. Any subsequent changes to the plan will be directed to the Chair before the next meeting.

GMP provided an overview of the challenges faced by GMP in relation to the issues identified in the Cyber Security Internal Audit Report. The Head of Information Services provided Members with an update on the broader context within which GMP are operating, and the various activities which are ongoing to improve and strengthen the current arrangements in relation to Cyber Security. The Head of Information Services assured members that given the limitations of older systems, and taking into account the ongoing work in relation to Cyber Security, the Force is confident they are performing well to reduce the risk in relation to Cyber Security.

Members were assured the Cyber Security audit report will go to the Force's Information Assurance Board (IAB), where progress against implementing the agreed actions will be independently monitored.

Internal Audit noted that going forward, the new Risk Register will be used to triangulate and assess the different risks and mitigating actions, whilst being cognisant of the risk tolerance level for each risk. This will be used to inform internal audit planning and individual reviews.

The Panel reiterated their position on the importance of maintaining an internal audit function that reflected the scale and complexity of GMP; and provided reassurance on internal control arrangements and value for money, including effectiveness and efficiency. This would be taken account of and reflected in preparing the 2020 Audit Plan.

#### **M062/JAP Internal Audit Action Tracker Report**

The Panel noted a detailed history of two previous Health and Safety internal audit reports and a discussion took place regarding the delayed timescale in reporting the progress for one outstanding action following the cessation of the previous Joint Audit Panel and the reporting of the action tracker to the current Joint Audit Panel.

It was acknowledged that updates on this outstanding action had been provided to the previous Panel in March 2018, as the June and July 2018 meetings focussed on the draft and final statement of accounts. The current Panel first met in December 2018; however, they did not receive the action tracker report until the second meeting in April 2019. Members have received subsequent updates on this action in July 2019 and again at the January 2020 meeting.

Internal Audit assured members that the action tracker report will be submitted to the Panel on a quarterly basis and that the format of the report and how the information is presented to Members will be enhanced to enable Members to assess and challenge the progress of outstanding actions.

Members discussed how the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) was overlooked by the Health and Safety Committee and was not satisfactorily monitored.

GMP assured members that the January 2020 RIDDOR Accident Reporting Internal Audit Report illustrates the Force is now complying with RIDDOR, although the Force are not currently meeting the timescales set out in RIDDOR. It was noted by Internal Audit that the manual processes around RIDDOR reporting increases the risk that the strict timescales set by RIDDOR may not be met. GMP advised a Project team has been set up to establish if a technical solution can be found to enable the Force to comply with RIDDOR timescales. Members agreed to monitor the progress of delivering a new solution.

#### **M063/JAP External Audit Progress Report and Sector Update**

External Audit provided an overview of the report. Members were assured that external audit is on track and there are no matters to bring to attention.

It was noted that members would benefit from a discussion on the impact of Article 1 (pg. 47) in the April 2020 meeting, regarding the new Code of Practice going forward.