



## JOINT AUDIT PANEL

<b>Date</b>	Monday 28 <sup>th</sup> November 2022
<b>Time</b>	13:45 – 15:30
<b>Venue</b>	Room 515, Fifth Floor, GMP Force Headquarters, Central Park, Northampton Road, Manchester, M40 5BP
<b>Attendees</b>	<p>Peter Morris (Chair)</p> <p>Ian Cayton (Panel Member)</p> <p>John Starkey (Panel Member)</p> <p>Foluke Fajumi (Panel Member)</p> <p>Hilary Pogson (Panel Member)</p> <p>Ian Cosh (GMP - Assistant Chief Officer)</p> <p>Janet Moores (GMP - Head of Finance)</p> <p>Terence Bradley (GMP – Information Security and Risk Lead)</p> <p>Richard Mcnamara (GMP - Superintendent - Inspectorate and Strategic Performance)</p> <p>Phil Duffy (GMP – Superintendent - Professional Standards Branch / Investigations)</p> <p>Hannah Gamage (GMP - Minutes)</p> <p>Lauren Smith (GMP - Minutes)</p> <p>Sarah Horseman (GMCA - Head of Internal Audit)</p> <p>Mark Dalton (Mazars - Partner (Public Services))</p>
<b>Apologies</b>	<p>Stephen Watson (GMP - Chief Constable)</p> <p>Steve Wilson (GMCA – Treasurer)</p> <p>Rt. Hon Baroness Beverley Hughes (Deputy Mayor of Greater Manchester)</p> <p>Cath Folan (GMCA - Audit Manager (Police and Crime))</p>

**M245/JAP      Welcome and Apologies for Absence**

The Chair welcomed all attendees and noted apologies.

**M246/JAP      Urgent Business (if any) at the discretion of the Chair**

The Chair requested for the new Deputy Mayor to be invited to the Panel once in post.

**M247/JAP      Declarations of Interest**

GMP provided an update on the work which has taken place since the Data Centres Internal Audit.

The Panel were also informed of GMP's progress regarding the Police Uplift Programme (PUP). The Force is confident the target will be met as control mechanisms are now in place. It was agreed this would be discussed in greater depth at a future meeting.

The Chair requested the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Report 'An inspection of vetting, misconduct, and misogyny in the police service' is on the agenda for January 2023. A meeting is scheduled with the GMCA to discuss how Internal Audit can provide assurance on this subject matter.

Members were advised of a multi-agency activity currently taking place in Cheetham Hill, Operation Vulcan. This is to address the criminality occurring which impacts the community, with the aim to disrupt criminal activity and replace it with positive outcomes for the area. Significant investment has been outlined to assist with this.

It was noted GMP's attrition of staff is within the national average, which is an improvement from previous years.

In relation to the stop search data (pg. 23), the Panel sought a breakdown of vehicle only searches, what percentage were not recorded, and why they were not recorded. GMP advised the absence of data is due to IT systems and officer error. However, work is ongoing to correct this through officer training and the Force's new computer system. Also requested was a comparison of the stop search data from the previous year and the complaints withheld data. It was agreed GMP would send this data to the Panel following the meeting.

Establishment of Independent Scrutiny Panels was raised, in line with the Police Race Action Plan. GMP has an action plan in place to address this. The Force's Diversity, Equality, and Inclusion (DEI) Lead can attend a future meeting to provide an overview.

**ACTION:** GMP to provide an update regarding the HMICFRS 'An inspection of vetting, misconduct, and misogyny in the police service' report at the January 2023 meeting.

**ACTION:** GMP to provide Panel members with a data comparison of stop searches from the previous year to the current year, along with the data regarding complaints which are withheld.

**ACTION:** GMP to outline the plans to address the establishment of Independent Scrutiny Panels, in line with the Police Race Action Plan at a future meeting.

#### **M248/JAP      Approval of September 2022 minutes and actions**

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

A correction was raised by the Chair, that the minutes read 'Approval of June 2021 minutes and actions', which should have been 'Approval of July 2022 minutes and actions'.

A044/JAP – The GMP Governance Handbook will be shared with the Panel, however, it is a draft version as two of the boards are yet to be established, alongside their Terms of Reference (ToR).

A048/JAP - The Chair discussed a meeting he had attended with GMP and GMCA to propose an increase in the number of internal audit days, and a mechanism for gaining support if needed for IT related matters. The concept of Value for Money (VfM) was discussed in regard to internal audit. The Chair noted the arrangements would be agreed for the next Panel meeting. GMP advised this would be linked to the Force's business planning arrangements, ahead of a decision being made. GMP has recruited a new Assistant Chief Officer (ACO) for IT, and the Chair requested that he attends the next meeting to discuss the challenges and priorities.

A052/JAP – GMP advised there has been an uplift in police officer and staff numbers in 2021/22 and an increase in overtime to assist with the need to cover workforce absences and the ability to meet demand. For 2022/23, a narrative section will be included on the Income and Expenditure Analysis to demonstrate the

change from one year to the next. It was noted the PUP has increased officer overtime due to double crewing whilst officers are trained, and overtime will be reduced once performance is at an acceptable level. There is a recruitment plan for the Force Contact Centre (FCC), however, until this is established, overtime is assisting with the need to meet demand.

A053/JAP - GMP advised the next pension evaluation is due in 2024. The 2020 and 2016 evaluations are not where they should be due to issues with the implementation of the pension remedy and the cost cap.

ACTION: GMP to ensure ACO Dougie Henderson attends the January 2023 meeting.

#### **M249/JAP      Current GMP issues, including Force progress map**

As HMICFRS formally removed GMP from the 'engage' phase of force monitoring, it was noted there is still the need to maintain the momentum of work as further HMICFRS inspections are planned for the new year.

The Chair asked how the Force are gauging the morale of its staff. GMP recognises there are improvements to be made and work has been undertaken to address this. The Force aims to embed a new structure in 2023/24 to measure staff morale, which will incorporate a staff engagement mechanism.

The second Manchester Inquiry Report has now been published, which sets out the findings and recommendations on the emergency response to the attack. The Force set up a Gold structure to run throughout the inquiry to prepare for the outcome of the report. The Chair queried if the same event occurred again, how the Force would respond. GMP noted the aim of embedding a Gold structure is to evaluate business continuity plans and ensure measures are in place, including personnel training. Testing of these measures will also take place regularly. Members were advised the fire service now links in with the FCC Hub, and the Manchester Arena scenario is modelled to assist with preparations for future events. GMP advised this will be visited in more detail at the January 2023 meeting.

#### **M250/JAP      Current Financial Position**

Members were provided with an overview of the financial challenges for GMP in 2022/23, such as:

- Areas of spending which GMP cannot control, including energy and the cost-of-living increases.
- Fuel costs.
- The police staff pay award, which creates costs and funding pressure.
- Overtime.

Mazars advised financial sustainability will be looked at as part of VfM responsibilities, and the arrangements that are in place for this. This will be discussed in the January 2023 meeting. Mazars will evaluate the level of reserves, the medium-term financial plan, and its sustainability over a three to five year time scale.

#### **M251/JAP      Chief Constable's Final Statement of Accounts 2021/22**

GMP's Head of Finance provided an overview of the accounts and highlighted the accounts will not be signed off within the usual timeframe.

The accounts are substantially completed, and no major changes have been made. Reference to the Manchester Arena Inquiry has also now been included, along with the final Annual Governance Statement.

#### **M252/JAP      External Audit Progress Report**

Mazars noted their audit is substantially complete, and provided a summary of the work ongoing:

- Assurance has been provided by the Greater Manchester Pension Fund, and the work regarding the assurance letter will be completed by the end of the week.

- There are national sector-wide issues with accounting for infrastructure assets. This does not directly affect GMP, however, this does affect the GMCA and may impact upon the outstanding work regarding GMP. This is aimed to be resolved by 25<sup>th</sup> December 2022. Mazars intends to update the Panel in January. The GMCA and GMP accounts cannot be signed off until the national issues are resolved, and other local authorities will not have their audited accounts submitted by the deadline of 30<sup>th</sup> November.

It was highlighted the issues preventing the sign off of GMP's accounts are outside of GMP's and Mazars' control.

When asked by the Chair, GMP's Head of Finance confirmed this was a satisfactory outcome.

#### **M253/JAP      His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Update**

An overview of the progress made in regard to HMICFRS recommendations and areas for improvement was delivered to the Panel.

Members were advised standards and supervision of investigation is still a focus for the Force; there is an Investigation Improvements Plan and a Crime Data Integrity Improvement Plan in place. This links to capacity and capability of detectives and is an area of focus for many forces. There is detailed plan regarding detective resilience, including recruiting ex-police officers and agency staff to GMP to assist with improving investigation standards.

GMP advised there are several inspections due to take place within GMP in early 2023, including the 2023/24 police effectiveness, efficiency, and legitimacy (PEEL) programme (GMP specific) and Homicide Prevention Thematic Inspection. In preparation for the inspections, GMP agreed that work would be undertaken with Internal Audit.

GMP's fifth Force Management Statement (FMS) is underway, and there are plans in place to ensure this is completed ahead of the deadline. An external party will then review the FMS to ensure clarity and consistency.

The Panel queried how GMP is bringing ex-officers back to the Force, and what support GMP has available for disabled officers. GMP advised there is a Force Inclusion Strategy and a DEI Strategy in place, which can be covered by the DEI Lead at the January meeting. The Force also has a plan in place regarding retention and bringing disabled and those on long-term sickness back to other non-operational duties. This incorporates the Occupational Health and HR branches.

HMICFRS and Care Quality Commission have concluded their inspection of police custody in GMP, and the Deputy Mayor has been briefed on the outcome. Factual accuracy checks have been undertaken and it's anticipated the report will be published in January 2023.

#### **M254/JAP      GMP Performance Management Framework**

Superintendent Richard McNamara was introduced to the Panel.

A presentation was delivered on GMP's Performance Management Framework (PMF), which provided a snapshot of how performance is managed in GMP, and how individuals are held to account. The presentation will be circulated to Panel members following the meeting. The key points of note were:

- The PMF has been created to ensure there is an effective plan, leadership, and effective means to deliver the plan. The PMF covers all areas of work within GMP.
- Detail of incidents, crime queues and trends and patterns are identified.
- There has been a focus for the Force to move towards positive action, creating an increase in arrest numbers.

- Collaboration has taken place to improve the storing of data centrally. This has included working with independent experts, the National Force Crime Registrar, and the College of Policing regarding the central collation of data.

The Panel queried the frequency of the Professional Development Review (PDR) process. It was noted this process occurs twice a year, however, sergeants may meet weekly with members of their team to assist with the management of crime caseloads.

GMP assured members there are processes and products in place to measure improvements in performance data. GMP collaborates with forces and external partners to undertake horizon scanning and share best practice and ideas.

The Panel queried whether an electronic burglary map for Greater Manchester was still accessible for the public. It was noted this was previously owned by the Home Office, however, GMP will enquire whether the Home Office has plans to reintroduce this.

Mazars queried if there is an independent validation of the framework and the governance structures, to test whether the plans are achieving the aim. Members were advised there is an internal audit scheduled regarding this. There was also assurance to the Panel that HMICFRS are satisfied with the PMF.

**ACTION:** GMP to enquire whether the Home Office has plans to reintroduce the electronic burglary map.

#### **M255/JAP      Anti-fraud, Corruption and Bribery Policy**

GMP introduced the Policy to the Panel as a strategic overview of work which already occurs within the Force. The policy works alongside GMP's Confidential Reporting Policy, and other policies already published by the Force.

Members were advised the Policy is available for all levels of management, and the focus is on prevention, detection, and prosecution. There are police regulations and misconduct included in the policy, with an outline of a low-tolerance approach to misconduct. All misconduct cases are publicised by the Force internally. The workforce has a duty to report misconduct, and if an individual is aware but does not report the case, they are also liable for misconduct. As part of an individual's training, they will be made aware of the policy and content.

Robust investigations systems and processes are also outlined, learning needs are identified from cases, and this is taken forward to develop processes or training. The recovery or proceeds of crime and how this is managed is reflected in the policy. Financial spending of departments is also reviewed when budgets are exceeded.

Internal Audit review internal controls and highlight where weaknesses are found. There are also mechanisms for Internal Audit or other organisations to be notified of issues, which ensures transparency.

In line with the Policy, GMP is to ensure the Anti-Fraud, Corruption And Bribery Work Plan is sighted by the Panel on an annual basis.

As this Policy has taken a number of years to be finalised and published, the Panel requested a detailed update regarding what work has taken place on the Policy, and the process and anticipated date for approval.

**ACTION:** GMP to provide a detailed update regarding what work has taken place on the Anti-fraud, Corruption and Bribery Policy over the years, and the process and anticipated date for approval.

## **M256/JAP      Joint Audit Panel and GMCA Audit Committee Responsibilities**

Members were sighted on the paper which outlined the GMCA Audit Committee's responsibility to GMP, and their functions to GMP versus GMCA responsibilities. The paper sets out the legislation of the GMCA Audit Committee and the Joint Audit Panel.

The GMCA Audit Committee discussed the paper at their October meeting, with the aim to gain some clarity on expectations. No conclusion was made at the meeting, as the Committee agreed they still hold some responsibilities for GMP; and how the Committee effectively and efficiently satisfies their responsibilities through the Joint Audit Panel was uncertain.

At present, the understanding is the GMCA Audit Committee places reliance on the Joint Audit Panel to satisfy their responsibilities. There are challenges if the Committee is not satisfied, as there may be questions where there is an uncertainty of how they will be resolved. The Chair agreed to meet with the Chair of GMCA Audit Committee to discuss this and how they can both work together.

Internal Audit advised they are currently liaising with the Committee regarding their receipt of GMP's internal audit reports. GMCA will also carry out a benchmarking exercise to understand how this is managed in other areas.

Members agreed that as the legislation of the GMCA Audit Committee and the Joint Audit Panel is unclear, this will be raised and discussed when briefing the new Deputy Mayor.

## **M257/JAP      Any Other Business**

The Information Security and Risk Lead provided an overview to the Panel of the development regarding the recommendations from the Vulnerability Management Internal Audit. As a result, relevant risks have been reduced, however, there is still further work to be undertaken.

Internal Audit will bring the updates regarding this and other audit recommendations to the January meeting, as part of the Internal Audit Action Tracker Report.