

JOINT AUDIT ADVISORY COMMITTEE



Date: Tuesday 28 September 2021

Time: 14:00

Venue: Council Chamber, Wyvern House, The Drumber, Winsford, CW7 1AU

AGENDA

Part 1 - Public Items

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1 MINUTES OF THE JOINT AUDIT ADVISORY COMMITTEE To approve the minutes of the Joint Audit Advisory Committee held on 29 th July 2021.	<i>P Bearpark</i>	3
2 MATTERS ARISING FROM PREVIOUS JAAC MEETINGS	<i>P Bearpark</i>	-
3 POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE UPDATE	<i>D McNeilage M Roberts</i>	-
4 STATEMENT OF ACCOUNTS 2020/21 (to follow) To consider the attached report from the Head of Finance and the OPCC Chief Finance Officer.	<i>W Bebbington C Hodgson</i>	-
5 ANNUAL GOVERNANCE STATEMENT To consider the attached report from the Head of Finance and the OPCC Chief Finance Officer.	<i>W Bebbington C Hodgson</i>	7
6 EXTERNAL AUDIT: AUDIT FINDINGS REPORT 2020/21 (to follow) To consider the attached report from the External Auditor.	<i>L Luddington</i>	-
7 INTERNAL AUDIT a) MIAA PROGRESS REPORT b) FINAL AUDIT REPORT - COVID-19 c) FINAL AUDIT REPORT - NWPMG d) TERMS OF REFERENCE - CPCC CYBERCRIME To consider the attached reports from the Internal Auditor.	<i>A Harrop</i>	17
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Part 2 - Private Items

The following matters will be considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000, in accordance with the section indicated below:

Item	Section
Minutes of the Joint Audit Advisory Committee	(31) Law Enforcement

		(43)	Commercial Interest	
<i>Strategic Risk Register</i>		(31)	Law Enforcement	
		(43)	Commercial Interest	
<i>Business Services Futures Update</i>		(31)	Law Enforcement	
		(43)	Commercial Interest	
12	MINUTES OF THE JOINT AUDIT ADVISORY COMMITTEE			<i>P Bearpark</i>
	To approve the minutes of the Audit Advisory Committee held on 29 th July 2021			-
13	STRATEGIC RISK REGSITER			<i>L Wills</i>
	To consider the attached report by the Chief Constable and Police & Crime Commissioner.			-
14	BUSINESS SERVICES FUTURES HIGHLIGHT REPORT			<i>J Gill</i>
	To consider the attached briefing from the Constabulary.			-

**For further information about this Agenda, please contact:-
Clare Hodgson on 01606 364000 or Mandy Guest on 01606 365036**



MINUTES OF THE JOINT AUDIT ADVISORY COMMITTEE HELD ON 29th JULY 2021 – VIRTUAL MEETING

Present: P Bearpark, A Snape, D Gilbert, J Gleave

J Dwyer, Police & Crime Commissioner
M Roberts, Chief Constable

Office of the Police & Crime Commissioner:
C Hodgson, OPCC Director of Finance

Cheshire Constabulary:
J Gill, Assistant Chief Officer
W Bebbington, Head of Finance
J Faulkner, Chief Accountant
D Bryan, Head of Legal Services
L Willis, Planning, Performance & Risk Manager

Internal Audit
A Harrop, Assistant Director (Mersey Internal Audit Agency)

External Audit
M Green, Director (Grant Thornton)
L Luddington (Grant Thornton)

Apologies: P Woods, Head of Planning and Performance

Part 1 - Public Items

1. Minutes of the Audit Advisory Committee

1.1 The minutes from the JAAC meeting of 24th February 2021 were approved by the Committee.

2. Matters Arising

- 2.1 It was confirmed that a discussion around adding external audit capacity to the risk register will be picked up in the part 2 discussion of the risk register.
- 2.2 The Head of Finance confirmed that the joint contract for the internal audit provider has been extended in line with available contract options.
- 2.3 Future dates for meetings will be covered when discussing the forward plan.

3. Police and Crime Commissioner and Chief Constable Update

- 3.1 The Committee extended a warm welcome to the Commissioner, Chief Constable and Jean Gleave.
- 3.2 The Commissioner confirmed that he has now been in post since May 2021 and has appointed a Deputy Police and Crime Commissioner, David McNeilage. He has moved the Office of the Police and Crime Commissioner for Cheshire to Police Headquarters in Winsford.
- 3.3 Changes to the OPCC Chief Executive position were noted and it was confirmed that this has now gone out to advert with the hope to have a successful candidate in post by the end of the year.
- 3.4 The Office of the Police and Crime Commissioner is looking to move forward with new leadership. The Police and Crime Plan has been circulated and investment is being made

in the prevention of crime. The Commissioner confirmed that a number of issues have been resolved with the Commissioner and Chief Constable working together. The issue of bureaucracy relating to Crime Recording is being raised by the Commissioner with the Home Office. The JAAC were given information on the launch of an Innovation fund and Community Action fund.

- 3.5 The Estates strategy will be addressed and linked in with the Fleet strategy.
- 3.6 The Chief Constable thanked the Committee for the welcome. DCC Julie Cooke is due to retire in September 2021 and the Chief thanked ACO Gill for her support and smooth transition when coming in as Chief Constable. DCC Cooke's replacement will be DCC Chris Armett who completed his service in Merseyside Police and the CNC.
- 3.7 ACC Matt Burton is due to retire in the autumn and interviews will be held for a replacement. The final key appointment is for the Head of Corporate Communications and this is due to be filled by Sarah Ford.
- 3.8 The Chief Constable provided a detailed update on operational matters including the impact of Covid 19, the events taking place throughout the summer months and the upcoming autumn months and Constabulary sickness levels.
- 3.9 The Constabulary have gained reassurance from the newly launched Beating Crime Plan.
- 3.10 The Force has been awarded Silver Status for their support with the Armed Forces.
- 3.11 The Committee thanked the Commissioner and Chief Constable for their updates.

4. Statement of Accounts and Annual Governance Statement

- 4.1 The Head of Finance provided a detailed explanation highlighting key areas on the Statement of Accounts.
- 4.2 Following feedback from JAAC members, the section of the narrative report relating to the impact of Covid-19 will be moved to the beginning of the document, so the impact is highlighted earlier.
- 4.3 The Head of Finance explained the difference between management accounts figures and those in the statement of accounts. The biggest adjustment provides an indication of the 'full costs' of service provision which includes non-cash costs such as depreciation and pension liabilities.
- 4.4 A detailed update and explanation on the comprehensive income and expenditure statement was provided, with nothing significantly changed compared to previous years.
- 4.5 The Head of Finance explained the figures and columns in the balance sheet.
- 4.6 The Police Pension fund is an unfunded scheme paid for by current contributions from serving Police Officers. The Head of Finance highlighted the uncertainty around assumptions in the accounts.
- 4.7 Partnerships and collaborations costs are increasing each year and full details on expenditure are included in this report.
- 4.8 Additional grants for Covid-19 have also been included in the statement of accounts.
- 4.9 The Head of Finance explained the table detailing Capital expenditure and financing.
- 4.10 The Head of Finance provided a detailed explanation on the list of debtors and creditors and highlighted key figures.
- 4.11 There are two distinct paragraphs on pensions and the McCloud judgement in the document, which has had a significant impact on the valuation.
- 4.12 The Head of Finance provided a detailed explanation highlighting key areas on the annual governance statement which is in line with the reports produced in previous years.
- 4.13 JAAC member comments on the AGS sent in advance of the meeting were very helpful and the final AGS which will come to the JAAC meeting in September will be updated to incorporate these comments.

5. External Audit Plan

- 5.1 The external auditors provided a brief overview of the current audit plan. The impact of Covid-19 will be factored into value for money work.
- 5.2 Changes to auditing standards and the impact of these changes going forward were explained.
- 5.3 Significant risks which must be included are revenue recognition which is rebutted and the risk of management override of controls which is tested by journal testing.

- 5.4 The initial risk assessment for value for money highlights MFSS which will be part of the VFM testing.
- 5.5 External Audit complete a full scope audit on both the Commissioner and Chief Constable accounts.
- 5.6 The additional areas of testing that are to be completed outside of financial statements were confirmed. The value for money element of the audit now takes a written approach and focuses on three key areas.
- 5.7 An explanation was provided with regards to additional costs around enhanced work that external auditors are now required to complete.
- 5.8 Following a query by JAAC members, it was confirmed that nationally it is expected that public sector external audits completed by the deadline will be in the low 50% External audit confirmed that they are confident that they have sufficient resources to complete the Cheshire audit in the time scales and deadlines set out.

6. Informing the Audit Risk Assessment

- 6.1 External audit provided an update on the document that is sent to management to complete to inform their audit risk assessment. The purpose of bringing the document to this meeting is for the Chief Constable and Commissioner as those charged with governance, to confirm that the responses given are in line with their understanding. In response, the Commissioner and Chief Constable confirmed that they understood and agreed with the content.
- 6.2 In response to a query, the Director of Finance assured JAAC members that controls are in place and reports on assurances are due to be provided throughout the year.

7. Internal Audit

7a Final Internal Audit Plan

- 7a. 1. The Assistant Director of Internal Audit explained and highlighted changes in the audit fees and risk assessment process. Detail of the audit program of work was also provided and several reviews have commenced already.
- 7a. 2. Work on the Estates strategy has been deferred to quarter 4 and a view will be taken later in the year to confirm whether this piece of work will take place in 2021/22.
- 7a. 3. The LPU audit is to be pushed back to allow LPU changes to be made and embedded. The Assistant Director of Internal audit will speak to the technical team to determine whether the body worn video audit can be brought forward.
- 7a. 4. Business services futures was regarded as a key risk by JAAC members. This is noted in the IA plan and will be managed by the Constabulary based on project updates to provide assurance.

7b Internal Audit Follow Up Report

- 7b. The Assistant Director of Internal audit provided an explanation on follow up of previous audit recommendations. 16 were fully implemented and 2 recommendations are partially implemented, and internal audit are working with officers to fully implement the recommendations going forward. JAAC members noted that this was a strong report which showed a good clearance rate.

7c Internal Audit Progress Report

- 7c. 1. An update was provided on the delivery of the plan.

7d Head of Internal Audit Opinion and Annual Report

- 7d. 1. The Assistant Director of Internal Audit explained that this is an annual summary based on work performed in-year. The document talks through how they have come to the opinion and notes issues to consider for the annual governance statement.
- 7d. 2. JAAC members noted that substantial assurance was provided which is good but that there is still room for improvement. DG asked how this is benchmarked. The Assistant Director of Internal audit confirmed that internal audit opinions are difficult to benchmark as every plan is different and risk based.

7e Terms of Reference – Covid-19 Review

7e. 1. The Assistant Director of Internal audit provided a comprehensive explanation.

7f Terms of Reference – NW Motorway Policing Group

7f. 1. The Assistant Director of Internal audit provided a comprehensive explanation.

7g NFI Briefing Note – Data Matches

7g. 1. The Assistant Director of Internal audit provided a comprehensive explanation on the national fraud initiative and, following on from a query raised by JAAC members, explained that the matches are potential only and do not indicate fraud. These matches will be investigated further in conjunction with Constabulary finance and a report brought to a future JAAC meeting.

8. Joint Strategic Risk Register

8.1 It was noted that there is a joint strategic risk register, and this will be discussed in detail in part 2.

9. Service Assurance Plan 2020/2021

9.1 The Planning, Performance & Risk Manager provided a detailed overview and explanation of the service assurance plan 2020/2021. It is provided for completeness to show where the 2021 service assurance plan ended up. Following a query by JAAC members an explanation was provided as to how this plan links to the Internal Audit plan and progress reports.

10. Service Assurance Plan 2021/2022

- 10.1 The Planning, Performance & Risk Manager provided a detailed overview and explanation of the service assurance plan 2021/2022. This includes the MIAA audits planned, and national crime recording standards.
- 10.2 It was confirmed that this plan has been coordinated with MIAA as the cybercrime investigation is featuring in the plan. Other audits come from a variety of areas within the Constabulary and are prioritised based on risk.

11. JAAC Member Single Point of Contact Roles

11.1 The Committee explained that each member will take responsibility as single point of contacts based on specific areas.

Action: The Commissioner and Chief Constable are to look at highlighting a preference of areas for the JAAC members to focus on in the coming year.

12. JAAC Forward Plan Review

- 12.1 The Director of Finance highlighted a slight change to suggested upcoming dates. The new suggested dates for upcoming meetings are 28th September 2021 2-4pm; 1st December 2021 1-1pm. Meeting invitations will be sent
- 12.2 JAAC members requested meeting dates to be circulated to end 2022.

13. ANY OTHER BUSINESS

13.1 No other business was raised by the Committee.

Duration of meeting: The meeting commenced at 13:00 and finished at 15:45.

ANNUAL GOVERNANCE STATEMENT 2020/21

PURPOSE OF THE REPORT

1. To consider the final Annual Governance Statement for 2020/21 for inclusion in the final Statement of Accounts for 2020/21.

BACKGROUND

2. An Annual Governance Statement is required by both the Commissioner and the Chief Constable for inclusion in their respective Statements of Account. The attached joint statement was developed by the Head of Finance in consultation with the OPCC Chief Finance Officer, Assistant Chief Officer, and other relevant officers, together with input from External Audit. It was considered by the Chairman of the Joint Audit Advisory Committee and by the Committee itself at its meeting on 29 July 2021 and has been updated for comments made by the Committee.
3. The final Statement is attached at Appendix 1. A small number of changes have been made to improve clarity, which are shown as track changes. Otherwise the Statement is unchanged.

RECOMMENDED:

That the final Annual Governance Statement be considered.

CLARE HODGSON
OPCC CHIEF FINANCE OFFICER

ANNUAL GOVERNANCE STATEMENT 2020/21

1. Scope of Responsibilities

- 1.1 Governance is about how the Police & Crime Commissioner and the Chief Constable ensure they are doing the right things in the right way for the right people in a timely, inclusive, open and accountable manner that is built on a foundation of integrity. It comprises the systems, processes, culture and values by which the Commissioner and the Chief Constable direct and manage together, along with the activity through which they account to and engage with the people of Cheshire.
- 1.2 The Commissioner's role is set out in the Police Reform and Social Responsibility Act 2011. The Commissioner is responsible for securing the maintenance of the police force for their area and securing that the police force is efficient and effective. The Commissioner holds the Chief Constable to account for the exercise of their functions and the functions of those under the Chief Constable's direction and control. The Commissioner is accountable to the people of Cheshire who elected him to represent their views on policing.
- 1.3 The Chief Constable is accountable under law for the exercise of police powers and to the Commissioner for the delivery of efficient and effective policing in Cheshire. While the Chief Constable discharges their responsibilities in support of the Commissioner's Police & Crime Plan, they remain at all times operationally independent.

1.4 Production of an Annual Governance Statement (AGS) is a requirement under the Accounts and Audit Regulations (England) 2015 and ensures that a reliable system of internal controls can be demonstrated. The AGS meets the requirements of Regulation 6 (1) (b) of the Accounts and Audit (England and Wales) Regulations 2015 which requires all relevant bodies to prepare an Annual Governance Statement.

1.41.5 It is a key corporate document which provides an accurate representation of the corporate governance arrangements and controls in place which have supported the delivery of organisational objectives during the year. The AGS provides information about where arrangements have been effective, and also notes where any improvements are required.

1.51.6 The governance framework detailed below has been in place for the year ended 31 March 2021 and up to the date of approval of the Statement of Accounts.

2. The Governance Framework

- 2.1 The Commissioner is responsible for ensuring that business is conducted in accordance with the law, with openness and engagement with stakeholders and that risk is managed through robust internal control and strong public finance management to deliver effective accountability. The Commissioner has adopted a Scheme of Corporate Governance which sets out the governance framework that will assist in enabling the Commissioner and Chief Constable to fulfil their statutory functions. The Scheme is reviewed on an annual basis to ensure it remains up to date and relevant taking into account local and national changes in the way the police service operates.
- 2.2 Within the Scheme of Corporate Governance there are a number of documents as indicated below that can be viewed in full on the Commissioner's website ([Governance Documents](#)).
- Scheme of Corporate Governance – this describes how the Commissioner will discharge their responsibilities to secure an efficient and effective local police service and hold the Chief Constable to account for the exercise of their functions and those of persons under their

direction and control

- Procedural Rules – these rules relate to the business & proceedings of the Commissioner and Chief Constable including how decisions are taken
 - Scheme of Consent & Delegation - this sets out which functions are reserved to the Commissioner, which are delegated to the Chief Constable and how the Commissioner will delegate functions to his own staff.
 - Financial Regulations - under Section 151 of the Local Government Act 1972 ‘every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs’. Under the Police Reform and Social Responsibility Act 2011, both Police and Crime Commissioners and Chief Constables are required to comply with Section 151 requirements. The Financial Regulations set out how this duty is discharged.
 - Constabulary’s Scheme of Delegation – covers the financial and non-operational decision-making powers the Chief Constable has delegated to their officers and staff
 - Memorandum of Understanding – this sets out how the Commissioner obtains additional services to supplement his core office of staff (OPCC) which the Chief Constable will provide in pursuant to their obligations of assistance and in furtherance of the Commissioner’s and Chief Constable’s joint vision of working together in partnership, without compromising the Commissioner’s powers and duty to hold the Chief Constable to account
- 2.3 The above framework sets out the relationship between the Commissioner and Chief Constable both in decision making and accountability. Within the Constabulary, there is an independent governance framework which covers both operational and business decision making with the Chief Officer’s Group being the primary decision-making body for the Constabulary. From 2021/22 this will be replaced by SCT Business Meeting and the Constabulary’s Scheme of Delegation has been updated accordingly.
- 2.4 In line with Home Office guidelines, the Commissioner and Chief Constable have established an independent Joint Audit Advisory Committee. This Committee consider internal and external audit reports and advise [and provide assurance to](#) the Commissioner and Chief Constable according to good governance principles and proper practices.

The Effects of Coronavirus on Governance

- 2.5 The above processes and meetings represent a standard year and ~~were have been~~ followed until the outbreak of the Coronavirus pandemic [early in the period. This had an impact upon governance arrangements during the year as face-to-face meetings were no longer possible](#). In response the Government passed the Coronavirus Act 2020 on 25 March 2020 and introduced the ‘lockdown’ restrictions. Within this Act, provision has been made for regulations to be issued to amend the legislation around authority meetings. These regulations - The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 – allow meetings to be held virtually. Since then, [the organisations](#) procedures have been updated to accommodate virtual meetings and these have taken place and the outcomes [have been](#) published as appropriate.




[2.6 Governance arrangements were maintained during the year and remained fit for purpose despite the impact of the Coronavirus. As noted above, procedures were updated to accommodate and publish the outcomes of meetings which took place virtually when face to face meetings were not possible. Remote working capabilities were enhanced with the use of secure mobile working using Constabulary issued IT equipment which enabled users to work remotely whilst maintaining](#)

secure IT connections and investment in virtual meeting platforms was made. Arrangements were already in place to allow documents to be signed electronically and use has been made of adobe sign for procurement contracts to ensure these are appropriately authorised in line with the governance framework. As a result of this capability to hold meetings virtually and to provide authorisations electronically, the organisation is confident that adequate controls have been maintained throughout the period of the AGS. The MTFS was updated for financial risks, pressures and expenditure as a result of the Coronavirus and this was approved at Joint Management Board in September 2020. A recent review of the response to Covid-19 by MIAA will be reported at Joint Audit Advisory Committee in September 2021 and gives substantial assurance to areas including governance.

3. Internal Financial Controls

- 3.1 The objective of the internal financial controls is to maintain sound and proper financial arrangements; to explain why safeguards and controls are important and necessary; to profile a framework for financial management which will enable, wherever possible, managerial and financial responsibilities to be aligned and safeguard all officers and staff.
- 3.2 The key documents that set out the internal financial controls are:
- Financial Regulations – as set out above
 - Scheme of Delegation – as set out above
 - Treasury Management Strategy – approved annually by the Commissioner. This sets out the Annual Investment Strategy, Borrowing Strategy and Minimum Revenue Provision Statement
 - Treasury Management Practices – which set out the detailed processes and practices to be followed in order to deliver the Treasury Management Strategy.
- 3.3 In addition to the above, there are a series of governance checks and controls carried out through the Finance and HR teams to ensure financial systems are operating effectively. These are supported by periodic Internal and External Audit reviews to provide appropriate assurance to those charged with governance or produce actions plans where necessary. The Director of Internal Audit’s Opinion and his annual report for 2020/21 provide substantial assurance that there is a good system of internal controls designed to meet the organisation’s objectives and that controls are generally being consistently applied. The Director of Internal Audit carries out his role in accordance with guidance issued in the CIPFA Statement on the role of the Head of Internal Audit (2019~~9~~).
- 3.4 Further assurance is provided through HM Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS) who carried out a police effectiveness, efficiency and legitimacy (PEEL) assessment of the effectiveness with which Cheshire Constabulary keeps people safe and reduces crime. The last review was undertaken in 2018 with the following results:

Cheshire Constabulary was inspected in tranche two and we found:

-  the extent to which the force is effective at reducing crime and keeping people safe is good.
-  the extent to which the force operates efficiently and sustainably is good.
-  the extent to which the force treats the public and its workforce legitimately is good.

- 3.5 It should be noted, however, that significant progress has been made on action plans created in response to the areas requiring improvement. Due to the Coronavirus Pandemic, all inspections by HMICFRS had been suspended and therefore the above rating remains in place, however inspections

have now recommenced using remote meetings as appropriate and the above rating should be updated during 2021.

4. Good Governance in the Police

4.1 In 2016 CIPFA, in association with various groups including the Association of Police and Crime Commissioners, issued best practice guidance on Delivering Good Governance. It sets out seven principles of good governance which are illustrated below:



4.2 The ethos of the above is for principles A and B to permeate the implementation of principles C to G. It also illustrates that good governance is dynamic and that an organisation as a whole should be committed to continually improving through a process of evaluation and review. Each principle will be considered from the perspective of both the Commissioner and Chief Constable.

5. Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law

5.1 Commissioners and Chief Constables have responsibility for creating an environment where the Code of Ethics can thrive by setting standards, policies and principles that help in embedding the Code. The Code of Ethics consists of two main parts – 'Policing Principles' and 'Standards of Behaviour'. The former originates from the Principles of Public Life to which has been added 'fairness' and 'respect' as the evidence base demonstrates they are crucial to enhancing public confidence. How fair an organisation is perceived to be internally by its people is likely to affect the extent to which they feel valued by, and part of, that organisation. This sense of having a stake in that organisation has been shown to affect staff willingness to comply voluntarily with work rules, hold positive attitudes about the public and engage in a range of positive work behaviours. The work environment fostered by police leaders and supervisors is, therefore, likely to effect the ethical health of a force.

5.2 Cheshire Constabulary has fully adopted the Code of Ethics from its inception in 2014 and this has been embedded into everyday decision-making.

5.3 The Professional Standards Department is responsible for the receipt, recording and investigation of public complaints against the conduct of officers and members of police staff and investigating allegations of misconduct within the Cheshire Constabulary. The behaviour and integrity of police

officers and members of police staff are at the very core of the Constabulary's values and service ethos and the department engages widely within the Constabulary to promote and uphold these exacting standards. The Department is responsible for the Constabulary's anti-fraud and corruption arrangements together with their whistle blowing procedures. In addition, the Department records all gifts and hospitality and business interests to ensure the integrity and transparency against any conflicts of interests.

- 5.4 Both the Commissioner and Chief Constable have Monitoring Officers whose role is to advise on the rule of law and ensure decision making is legally sound and compliant with the Governance Framework. Any breaches are reported to the Commissioner and Chief Constable – no breaches were reported during 2020/21.

6. Principle B: Ensuring openness and comprehensive stakeholder engagement

- 6.1 In preparing the Police and Crime Plan, public opinion on policing, their priorities and their experiences both in terms of crime and interaction with the Constabulary has and continues to have, a direct impact on the Commissioner's Police and Crime Plan and priorities.
- 6.2 A consultation exercise was undertaken in January 2021 using an online survey to obtain views on the 2021/22 budget and precept. Local residents were encouraged to complete the survey via social media such as Twitter, Facebook and Cheshire Police Alert. The ability to utilise face to face consultation was prohibited due to Covid restrictions. As such, the online consultation was supported by virtual public engagement sessions that the Commissioner held with Chief Constable, providing residents with the opportunity to talk directly to the Commissioner and Chief Constable about their views on community safety issues and the precept.
- 6.3 The Constabulary undertakes regular telephone surveys of both victims of crime and the general public in Cheshire to gauge satisfaction with the services provided. The latest results show that 82% of victims of crime are satisfied with the overall level of service.
- 6.4 As part of the virtual meeting arrangements brought in as a response to the pandemic as set out in paragraph 2.5, the ability of the public to have access to public meetings was enabled through the use of technology. All meetings are publicised together with the agendas, on the OPCC website.

7. Principle C: Defining outcomes in terms of sustainable economic, social & environmental benefits

- 7.1 The Commissioner's Police and Crime Plan sets out how economic, social and environmental factors will be taken into account in decision making around delivering these priorities, and how the success in achieving these priorities will be monitored and reviewed, including holding the Chief Constable to account.
- 7.2 A Medium Term Financial Strategy is produced annually, reviewed regularly and updated as necessary. It sets out the financial assumptions and demands upon the Constabulary to highlight budgetary pressures and the options available to address any funding shortfalls to ensure sustainability. This is supported by a Capital Strategy and Reserves Strategy.

8. Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes

- 8.1 The Scheme of Corporate Governance sets out a decision making framework which ensures that all decisions taken by the Commissioner and Chief Constable are supported by all relevant information, including financial, legal and other appropriate professional advice, that available options are considered and that internal and external stakeholders are consulted. All decisions are formally

recorded, and published subject to confidentiality requirements.

8.2 The Commissioner has a statutory duty and electoral mandate to hold the Chief Constable to account on behalf of the public of Cheshire. The Commissioner does this by scrutinising, supporting and challenging the performance of the Constabulary, including against the priorities in the Police and Crime Plan. The Commissioner undertakes this role at Scrutiny Board. These meetings consider performance against the priorities identified in the Police and Crime Plan as well as a wide range of performance information relating to all aspect of policing. Performance data can be found on the Commissioner's website www.cheshire-pcc.gov.uk/what-im-doing/holding-the-chief-constable-to-account/performance.

8.3 HMICFRS produce annually a Value for Money profile which is available via their website. This profile benchmarks Cheshire's costs and resources both operationally and for support services against our most similar forces and policing as a whole. These profiles are reviewed and used to support resource allocation debates and as part of the budget setting process.

9. Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it

9.1 Cheshire Constabulary is a high performing organisation offering a range of career opportunities. It provides a broad range of police and police staff roles with career pathways to develop. It is structured and provides progression and fast track opportunities. Support and advice are provided to assist everyone in their career journey. Overall, it is recognised that as professionals it is our responsibility to be as good as we can be and in doing so ensure we invest time to learn and develop to meet the changing needs of the communities we serve.

9.2 Cheshire Constabulary has a key priority for organisational learning. As an organisation, the vision is:

- To be a learning organisation through the creation, retention, sharing and using of knowledge.
- This Organisational Learning area is the Constabulary's hub where practitioners learn through the creation, retention, sharing and using of knowledge.
- The Organisational Learning area is the gateway to the Constabulary's What Works programme, where practitioners can learn about evidence based practice, its practical application and view examples of effective problem solving.

9.3 As part of the national programme for uplifting officer numbers, the Constabulary has now welcomed over 90 new officers, alongside the usual annual recruitment programme. The Constabulary continues to invest in the skills of its workforce, including areas such as detective training to ensure resilience and future capacity.

10. Principle F: Managing risks & performance through robust internal control and strong public financial management

10.1 The role of the Commissioner and the Chief Constable at the Joint Management Board is to scrutinise and approve the risk register quarterly as part of the approved Risk Management Framework. The role of Joint Audit Advisory Committee is to review and advise the Commissioner and the Chief Constable on the adequacy of action plans and actions taken to mitigate each risk on a quarterly basis.

10.2 The review and subsequent update/amendment ensures that there is a joined up approach between the Commissioner and the Chief Constable and that the key risks are evaluated, managed, mitigated, scrutinised and reported top down and bottom up through both Leadership Teams.

- 10.3 With the high level threats of the pandemic and the speed with which changes were made in response to the virus, there was an increase in risk to officer and staff safety; operational cover and provision; and the financial impact on the organisation. In response, Cheshire Constabulary followed advice from Public Health England (PHE) and NHS in keeping our officers and staff safe. Structures were put in place to make sure the Constabulary were properly managing any impact on the organisation and held regular Gold meetings to ensure up to date information was shared quickly and effectively. Briefings were also held with the Commissioner.
- 10.4 The Constabulary has a comprehensive performance management framework in place. Performance against this framework is scrutinised by the Commissioner at regular public scrutiny meetings and actions are identified at these meetings, which are kept under review and progress reported to the Commissioner.
- 10.5 Business Intelligence (BI) is changing the way the Constabulary report on command and control data. For example, the new reporting tool enables call management information on 999 and 101 calls to be sent directly to the Force Control Centre and local incident data can be sent directly to the relevant Local Policing Units and Beat Management teams.

11. Principle G: Implementing good practices in transparency, reporting and audit to deliver effective accountability

- 11.1 A Joint Management Board where decisions are made and Scrutiny Board where the Commissioner holds the Chief Constable to account; publish papers in advance of their meetings and the meetings themselves are open to the public.
- 11.2 The Police and Crime Panel (PCP), which is totally independent of the Office of the Police and Crime Commissioner, oversees the work of the Commissioner. Its role includes reviewing the Commissioner’s proposals for the amount of council tax local people pay towards policing. It has the power to veto these proposals if it considers the amount is inappropriate; considering the Police and Crime Plan and Annual Report; considering the Commissioner’s proposals for the appointment of a new Chief Constable, with the power to veto; and investigating complaints about the Commissioner. Cheshire East hosted the PCP for 2020/21 and details of these meetings can be found on their website.
- 11.3 Both the Commissioner and Chief Constable have Publication Schemes on their respective websites listing information available and a means of contact should the information required not be included.
- 11.4 The Constabulary’s Information Management team co-ordinate all information held to ensure compliance with all the appropriate requirements including Freedom of Information requests and Data Protection. The OPCC liaises closely with the Information Management team in relation to Freedom of Information requests and Data Protection issues, however these are managed by the OPCC Head of Governance and Compliance to ensure that organisational independence is maintained.
- 11.5 External assurance in terms of accountability is provided by both Internal and External Audit, HMICFRS reviews and partner forces reviews of collaborations.

12. Review of Effectiveness

- 12.1 As part of the on-going governance roles, each of the above principles is reviewed and evidence sourced to show effectiveness in terms of communications, actions, policies and procedures. This

evidence is scrutinised and is subject to challenged by the Commissioner's S.151 Officer, Head of Governance and Compliance, the Constabulary s.151 Officer and Monitoring Officer, and Assurance on the effectiveness of governance and controls is also provided by the Joint Audit Advisory Committee. The organisation's governance is subject to review from bodies such as HMICFRS, External Audit and Internal Audit and reviews of the framework are undertaken by Joint Management Board. The governance framework and internal and external audit opinions are openly published on the OPCC website.

12.2 Report on Areas for Action during 2020/21

Within the 2019/20 Annual Governance Statement, the review of effectiveness identified three areas where further action was required. The following re-visits the actions which have satisfactorily addressed the issues raised and reports on the outcomes in 2020/21.

Coronavirus – review the impact on service, economy and future funding [Action owner: Chief Constable]

UPDATE: The Constabulary is following advice from Public Health England (PHE) and NHS in keeping our officers and staff safe. We have structures in place to make sure we are properly managing any impact on the Constabulary and are holding regular Gold meetings. We will be keeping staff up to date through regular updates on the Intranet.

In terms of the impact on economy and future funding, this has been recognised in both the 2021/22 budget and the current Medium Term Financial Strategy. There remains a significant level of uncertainty going forward and various financial scenarios are being explored to aid understanding of the risk and inform future planning.

IT Security – ensure steps are taken to mitigate risks [Action owner: Deputy Chief Constable]

UPDATE: We are constantly reviewing our position regarding IT Security and continue to make incremental changes to strengthen our posture. This is against a very challenging landscape with the risks from threat actors increasing considerably over the past year, many of whom took Covid-19 as an opportunity to scam individuals and infiltrate organisations.

There has also been an increased threat to suppliers who service the policing market, with a view to gaining access to our systems/data from that perspective. To counter we have again reviewed our procurement processes and strengthened our procedures even further to make sure that all suppliers meet our requirements. The next year will require us to continually monitor the situation and determine what further changes need to be made in order to keep our data safe.

Collaborations – review of collaborations, their governance, funding and value for money [Action owner: Assistant Chief Officer]

UPDATE: A review has been carried out on all the collaborations which set out the governance, legal status and financial implications of each. These have been reviewed by the relevant senior officer and an action plan created as appropriate and priorities set. This review has been scrutinised by the Joint Audit Advisory Committee.

12.3 Areas for Action in 2021/22

The governance framework, internal controls and application of the principles have been reviewed during 2020/21 with the following areas highlighted as risks together with the mitigating actions required.

- a) **Business Services Future** – with the Multi-Force Shared Service (MFSS) closing at the end of the current contract, the Constabulary is setting up new systems and processes to replace MFSS. Governance and controls need to be built in to ensure service delivery and financial integrity. (Owner: Assistant Chief Officer)
- b) **Workforce capacity, engagement, wellbeing and development** – 2021/22 will see significant change within the organisation including new systems and processes. It is imperative that these are appropriately resources and managed. (Owner: Change Board)
- c) **Governance** – with the changes to both Commissioner and Chief Constable, the governance arrangements need to reflect their new priorities. The Scheme of Corporate Governance will need to be reviewed and updated accordingly. (Owners: Commissioner and Chief Constable)

13. Summary

- 13.1 We are satisfied that the governance framework and arrangements in place during 2020/21 and up to the date the accounts were signed are adequate and fit for purpose. The arrangements are subject to independent review and assurance from various sources as noted in paragraph 12.1 and despite changes being made as a result of the Coronavirus pandemic these arrangements remained sound.
- 13.2 We propose over the coming year to take steps to address the issues identified in 12.3 above to further enhance the governance arrangements. Additional actions can be taken in-year through the business planning and objective setting processes. We are satisfied that these steps will address the need for improvement as identified in the review of effectiveness and will monitor their implementations and operation as part of the next annual review.
- 13.3 The 2020/21 financial year was a shadow year for the new CIPFA financial management code, which provides guidance for good and sustainable financial governance and ensures resources are used effectively. The code applies to all local authorities, including police, fire and other authorities and the first full year of compliance will be 2021/22. Work is currently underway within the Constabulary and the OPCC to reflect the new code in the governance framework and this will be reported in the 2021/22 Statement of Accounts and AGS.

Internal Audit Progress Report Audit Advisory Committee (Sept 2021)

Office of the Police and Crime Commissioner for Cheshire / Cheshire
Constabulary

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1 Introduction

2 Key Messages for Audit Advisory Committee Attention

Appendix A: Contract Performance

Appendix B: Performance Indicators

Your Team

Name	Role	Contact Details
Anne-marie Harrop	Engagement Lead	Anne-marie.harrop@miaa.nhs.uk 07920 150313

Limitations

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regards to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

Responsibility for a sound system of internal controls and the prevention and detection of fraud and other irregularities rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify all circumstances of fraud or irregularity. Effective and timely implementation of our recommendations by management is important for the maintenance of a reliable internal control system.

Reports prepared by MIAA are prepared for your sole use and no responsibility is taken by MIAA or the auditors to any director or officer in their individual capacity. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose and a person who is not a party to the agreement for the provision of Internal Audit and shall not have any rights under the Contracts (Rights of Third Parties) Act 1999.

Public Sector Internal Audit Standards

Our work was completed in accordance with Public Sector Internal Audit Standards.

1 Introduction

This report provides an update to the Audit Advisory Committee in respect of the progress made in against the Internal Audit Plan for 2021/22 and brings to your attention matters relevant to your responsibilities as members of the Audit Advisory Committee.

This progress report provides a summary of Internal Audit activity and complies with the requirements of the Public Sector Internal Audit Standards.

Comprehensive reports detailing findings, recommendations and agreed actions are provided to the organisation, and are available to Committee Members on request. In addition a consolidated follow up position is reported on a periodic basis to the Audit Advisory Committee.

This progress report covers the period June 2021 to September 2021

2 Executive Summary

Since the last meeting of the Audit Committee, there has been the focus on the following areas:

<p>2021/22 Audit Reviews</p>	<p>The following reviews have been finalised:</p> <ul style="list-style-type: none"> • Collaboration and Partnerships Audit – North West Motorway Policing Governance review <p>This received a Substantial assurance and recommendations focused on updating the Sec 22 agreement, performance reporting and risk recording.</p> <ul style="list-style-type: none"> • Covid – 19 review <p>The review also received a Substantial assurance and highlighted the successful ways in which the Constabulary faced the Covid 19 pandemic, working in partnership and playing a key role in local resilience and response.</p> <p>The reviews below are currently in progress:</p> <ul style="list-style-type: none"> • Cyber Crime review (Fieldwork) • Body Worn Video (Scoping and Planning)
<p>Follow Up</p>	<p>We provided an update at the last Committee and a further report will be issued in the Q4.</p>
<p>Audit Plan Changes</p>	<p>Audit Advisory Committee will be notified of any amendments to the original plan and these are highlighted separately below to facilitate the monitoring process:</p>

	<ul style="list-style-type: none">• The Estates review and the Performance Management – Local Policing Units audit are deferred to Q4.
Insights	<p>Briefings</p> <p>Our latest briefings/blogs are:</p> <ul style="list-style-type: none">• Interns reflect on their year at MIAA• MIAA supporting the national Clinical Coder Apprenticeship Standard• Providing an external perspective on CQC Inspections• MIAA Social Value Statement• MIAA & NHSEI Supporting Primary Care Recruitment across Cheshire & Merseyside• Internal Audit: Focus on the Future• How Information Governance supported the Covid-19 response• Theatre culture observations provide real time patient safety practices• Moving to the new 'norm'... <p>Audit Committee Chairs Webinars</p> <p>We are continuing to hold webinars with groups of client Audit Committee Chairs focusing upon governance challenges and other key issues.</p> <p>Collaborative Masterclass Events</p> <ul style="list-style-type: none">• Political Leadership: Learning How Democratic and Participatory Approaches Make a Difference Across Public Services (16th September 2021)• The energised workplace: Designing Work So That People Flourish (14th October 2021)• Leading for Social Change: Becky Margiotta, The Billions Institute (11th November 2021)• How the North West is facing the Building Back Fairer Challenge: Professor Sir Michael Marmot (18th November 2021)

Appendix A: Contract Performance

The Public Sector Internal Audit Standards (PSIAS) state that ‘The chief audit executive must deliver an annual internal audit opinion and report that can be used by the organisation to inform its governance statement.’

Below sets out the overview of delivery for your Head of Internal Audit Opinion for 21/22:

HOIA Opinion Area	Status	Assurance Level
Core/ Mandated Assurances		
Key Financial Controls	Qtr 4	
National Fraud Initiative	Qtr 3	N/A
Risk Based Assurances		
Collaboration & Partnerships – NW Motorway Policing Governance review	Qtr 1	Substantial
Estates Strategy	Qtr 4	
Covid – 19	Qtr 1	Substantial
Performance Management – Local Policing Units	Qtr 4	
Cyber Crime	Fieldwork	
Body Worn Video Usage (Carry Forward 2020/ 21)	Planning / Fieldwork commences 6/10/21	
Follow Up		
Qtr 1	Complete	N/A
Qtr 4	Scheduled Qtr 4	N/A

If due to circumstances beyond our control we are unable to achieve sufficient depth or coverage, we may need to caveat opinions and explain the impact of this and what will be done to retrieve the position in future.

Appendix B: Performance Indicators

The primary measure of your internal auditor’s performance is the outputs deriving from work undertaken. The following provides performance indicator information to support the Committee in assessing the performance of Internal Audit.

Element	Reporting Regularity	Status	Summary
Delivery of the Head of Internal Audit Opinion (Progress against Plan)	Each Audit Committee	Green	There is ongoing engagement and communications regarding delivery of key reviews to support the Head of Internal Audit Opinion.
Issue a Client Satisfaction Questionnaire following completion of every audit.	Each Report	Green	All final reports contain a link to post audit questionnaire.
Percentage of recommendations raised which are agreed	Each Audit Committee	Green	Noted in all final reports
Percentage of recommendations which are implemented	Twice per audit year	Green	Follow Up report provided twice per year.
Qualified Staff	Annual	Green	MIAA have a highly qualified and diverse workforce which includes 75% qualified staff. The Senior Team delivering the Internal Audit Service are CCAB/IIA qualified.
Quality	Annual	Green	MIAA operate systems to ISO Quality Standards. The External Quality Assessment, undertaken by CIPFA, provides assurance of MIAA’s compliance with the Public Sector Internal Audit Standards. MIAA conforms with the Public Sector Internal Audit Code of Ethics.

Covid-19 Review

Assignment Report 2021/22 (Final)

Police and Crime Commissioner and Chief Constable for Cheshire

Report Ref: 301CPCC_2122_007

Date of Issue: September 2021

Contents

- 1 Executive Summary
- 2 Engagement Objectives and Scope
- 3 Detailed Findings and Recommendations

Appendix A: Assurance Definitions and Risk Classifications

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Public Sector Internal Audit Standards

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Key Dates

Report Stage	Date
Discussion Document Issued	August 2021
Discussion Meeting	August 2021
Final Draft Report Issued	August 2021
Client Approval Received	September 2021
Final Report Issued	September 2021

Report Distribution

Name	Title
Bill Dutton	Chief Superintendent
Clare Hodgson	Chief Finance Officer (OPCC)
Wendy Bebbington	Head of Finance
David McNeilage	Deputy Commissioner
Paul Woods	Head of Planning and Performance
Louise Willis	Planning, Performance and Risk Manager
Nicola Bailey	Head of Human Resources
Jenny Simms	Assistant Chief Constable
Julie Gill	Assistant Chief Officer
Matthew Burton	Assistant Chief Constable
Julie Cooke	Deputy Chief Constable
Mark Roberts	Chief Constable
External Audit	

Audit Team

Name	Contact Details	
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Anne-Marie Harrop – Regional Director	Anne-Marie.Harrop@miaa.nhs.uk	07920 150313

Acknowledgement and Further Information

MIAA would like to thank all staff for their co-operation and assistance in completing this review. This report has been prepared as commissioned by the organisation, and is for your sole use. If you have any queries regarding this review please contact the Audit Manager. To discuss any other issues then please contact the Director. MIAA would be grateful if you could complete a short survey using the link below to provide us with valuable feedback to support us in continuing to provide the best service to you.

https://www.surveymonkey.com/r/MIAA_Client_Feedback_Survey

1 Executive Summary

1.1 Objective

For this review, we considered how the Constabulary responded to the Covid-19 crisis; and how this may have impacted governance, key controls and ways of working going forward. We recognise that the pandemic is an on-going risk and as such this review relates to the Constabulary’s response to Covid-19 over the last 18 months.

1.2 Opinion

Substantial Assurance	There is a good system of internal control designed to meet the system objectives, and that controls are generally being applied consistently.
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1.3 Key Findings

The Constabulary was able to adapt quickly to new ways of working which meant they could respond to emergencies and take on a greater role in the community by supporting other blue light services and partner agencies. It is now essential that Cheshire Constabulary use their experiences during Covid-19 as a platform for lasting change.

The following provides a summary of the key themes.

Sub Objective	Key Themes
Governance Arrangements and Decision Making	<p>Areas of good practice:</p> <p>The Constabulary had a Pandemic Influenza Tactical plan in place before the Covid-19 pandemic began. Our review highlighted that the plan was detailed enough to enable the Constabulary to make an effective and immediate initial response, but understandably they didn’t anticipate and mitigate all the risks presented by Covid-19.</p> <p>The Gold Strategy for the Constabulary had been prepared using HM Government Coronavirus: Action Plan (March 2020), Reasonable Worst Case Scenario planning document for Covid-19 (17th February 2020) to outline the police approach to the contingency planning and thus preparedness for the pandemic.</p> <p>Operation Panda was formalised by the Constabulary to cover the response, management and coordination of all aspects of Covid-19 and its effects on the internal aspects of the</p>

Sub Objective	Key Themes
	<p>Constabulary, and consisted of Gold, Silver and Bronze Tactical Command Teams.</p> <p>Operation Panda was introduced in addition to the original command structure with the Gold Chief Officer having oversight. There was regular reporting into the Chief Officer Group (COG) which meets on a monthly basis. A silver commander sits across the internal and external tactical command and coordination and feeds into Gold command, and 17 bronze commanders have responsibility for operation, or functional command aspects and feeds into Silver command.</p> <p>Operation Panda sits side by side and works in partnership with the external multi agency major incident response tackling the Coronavirus (Operation Talla).</p> <p>Our review of Operation Panda minutes evidenced clear oversight and scrutiny including its decision-making process of the Covid-19 pandemic.</p> <p>Management Board continued to meet throughout the pandemic via Skype. Review of board minutes confirmed appropriate attendance.</p> <p>Management Board received the medium-term financial strategy in September 2020 which was reported by the Head of Finance. This report incorporated an update, in terms of financial risk, pressures and expenditure as a result of Covid-19.</p>
<p>Good Practice and New Ways of Working</p>	<p>Areas of good practice:</p> <p>Arrangements were put in place to give the senior leadership team relevant and regular information about how the Constabulary responded to the pandemic.</p> <p>The Constabulary has invested in virtual meeting platforms such as Skype for Business and Microsoft Teams to support new ways of working, deliver training, and communicate with staff and the public.</p> <p>During the pandemic, the Constabulary was able to adapt quickly to new ways of working. This meant they could respond to emergencies and take on a greater role in the</p>



Sub Objective	Key Themes
	<p>community by supporting other blue light services and partner agencies.</p> <p>An agile working group was introduced to initially evaluate which areas of business could operate remotely. This involved reviewing and identifying staff that could work from home and the procurement of extra I.T equipment where needed.</p> <p>Our review confirmed sharing good practices with other constabularies and inter force communications. There is an information flow from the Northwest lead who represents forces at the national Covid-19 meetings, Operation Talla, chaired by the NPCC Chief Constable. The Constabulary receive a Chief’s Operational Briefing on a weekly basis which includes a national police activity update, which shares good practice and emerging issues relating to the pandemic.</p> <p>Our review confirmed the Constabulary’s attendance at the Multi-Agency Strategic Coordinating Group (SCG) which met twice a week and the Tactical Coordinating Group (TCG) which met once a week. Our review of minutes confirmed that the Constabulary played a key role in these meetings, gathering intelligence and maximising the ability for the communities of Cheshire to remain safe and well during both the operational and recovery phase of the Covid-19 response and feeding this into the SCG.</p> <p>Our review confirmed attendance at the Multi-Agency Recovery Cell meetings. Again, the Constabulary played a key role in making recommendations to the SCG around Community impacts, including mental health, domestic abuse, and safeguarding vulnerable people.</p> <p>The agile working group obtained feedback from staff on the interim working arrangements as a result of Covid-19 through a survey. The results evidenced that a more ‘hybrid’ role was favourable amongst staff (Office and work from home). Our review of Gold command minutes in May 2021 and July 2021 confirmed that agile working was reviewed and will continue for police staff.</p> <p>Prior to Covid-19, the Constabulary had a ‘Smarter Working Policy’ which sets out a flexible framework enabling their workforce to carry out duties in a more efficient way. Its</p>



Sub Objective	Key Themes
	<p>purpose was to provide support to line managers and employees working together to organise working hours and also to manage the demands of work and home life. However due to Covid-19, this policy needed a complete review and fundamental changes to incorporate new ways of working during the Covid-19 pandemic. The Constabulary therefore developed the ‘Smarter Working During Covid-19’ toolkit which was implemented in October 2020.</p> <p>This toolkit provides guidance on what the Constabulary are doing as an organisation to keep their staff safe within the workplace and outlines their personal responsibilities. It also provides an overview of the new Smarter Working Procedure.</p> <p>Smarter working offers greater flexibility and support for staff, in balancing their home and work life whilst maximising the use of office space. The procedure set out guidelines and boundaries to ensure that staff do not work excessive hours and ensure their work environment at home is a safe one.</p> <p>The procedure also includes a reminder of data security and information requirements to ensure that whilst working remotely, privacy and confidentiality is maintained. References to more detailed handbooks and policies regarding data security are included.</p>
Covid-19 Expenditure	<p>Areas of good practice:</p> <p>In the first wave of the Covid-19 pandemic, the Constabulary spent by July 2020, £252,000 on PPE, and £25,842 on specialist cleaning supplies. It had also spent £111,837 on I.T equipment, Covid-19 building adaptations and training equipment. The effect of this spending was fully understood in relation to its previously agreed budget and anticipated savings, with finance reports fed into the Joint Management Board. Review of the Joint Management Board minutes highlighted that the third quarter review demonstrated prudent management of the 2020/21 revenue budget during the Covid-19 pandemic.</p> <p>The Constabulary monitored financial activity associated with Covid-19, via a centrally held spreadsheet managed by the Constabulary’s finance team. A new expenditure code was</p>

Sub Objective	Key Themes
	<p>introduced for Covid-19 allowing for a consistent overview on Covid-19 spend.</p> <p>Initially, the Management Accountant reported to Gold Command on a weekly basis highlighting the Covid expenditure and the impact on the Constabulary’s finances. This now forms part of the regular monthly reporting.</p> <p>A Covid-19 Home Office return was introduced, and our review confirmed that the Constabulary completed this return on a monthly basis to evidence Covid-19 expenditure and was used to gain reimbursements from the Home Office. This was completed by the finance team and signed off by the Chief Finance Officer in the OPCC.</p> <p>When used, overtime was managed appropriately. The Constabulary made sure that staff who worked overtime had enough rest between shifts using the RMU (Resource Management Unit) and the Duty Management System (DMS) which highlights minimum levels of staffing needed at Headquarters and the LPUs. Overtime was reviewed as part of the Covid-19 expenditure monitoring spreadsheet.</p>
Health and Wellbeing	<p>Areas of good practice:</p> <p>Discussions with key members of staff highlighted that the health and wellbeing of the workforce is a priority for the Constabulary. During the pandemic It has offered flexible working arrangements, where possible, to accommodate any personal requirements and to support safe working practices.</p> <p>A wellbeing van travelled across the Constabulary’s Local Performance Units (LPUs) during the pandemic and will continue to do so going forward.</p> <p>The Constabulary made sure all staff had the resources they needed to do their jobs effectively, providing extra I.T equipment, and putting in place additional flexible working arrangements.</p> <p>Monitoring and reporting of sickness related to Covid-19 was managed effectively. Gold Command received a report on a daily basis highlighting the effect of Covid-19 on sickness absence, including how many were off sick, self-isolating and arrangements in place for Covid-19 testing.</p>

Sub Objective

Key Themes

The Long Covid Support Group is now in place with a number of staff utilising the opportunity to call in for support during the day.

It has now been agreed that in addition to long Covid, HR will also open the group up to all Covid-19 related queries, to provide support to staff who may be anxious in returning to the workplace as Covid-19 restrictions are lifted.

Additional wellbeing support is also available via the #Gettingthroughthistogether tile on the force intranet

Risk assessments of all police buildings have been carried out and a number of measures have been put in place to ensure all buildings are Covid secure. Although risk assessments of individual staff was not evidenced during the review.

The Constabulary has processes in place to effectively manage staff health and wellbeing and to reduce the impact of absence. Throughout the pandemic it has communicated well with its staff on issues relating to wellbeing.

Areas for Improvement:

The Constabulary should now take the opportunity to update it's People Strategy to encompass the lessons learnt and new ways of working as a result of the Covid-19 pandemic. This should include:

- Changes as a result of hybrid working;
- A greater focus on Health and Wellbeing;
- On-going and future support arrangements for Long-Covid;
- Meaningful consultation and how the Constabulary will continue to listen to staff views.

1.4 Recommendation Summary

The table below summarises the prioritisation of recommendations in respect of this review.

Critical	High	Medium	Low	Total
0	0	1	0	1

2 Engagement Objectives and Scope (Terms of Reference)

2.1 Objective

The following sub-objectives were identified:

- There are clear and effective governance arrangements surrounding decision making and action logging in relation to Covid-19;
- The Constabulary have determined how it will adopt, for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements;
- The Constabulary have used their experiences during Covid-19 as a platform for lasting reform and modernisation;
- The Constabulary have received and shared good practice and what worked / lessons learnt have been shared with regional forums;
- The Constabulary have made robust and realistic calculations of the extra costs it has faced during the pandemic, and has monitored, and supervised appropriately, financial activity associated with Covid-19;
- It has monitored and reported how it used extra funding for Covid-19 and that it has mitigated against the financial risks that arose during this period;
- Appropriate wellbeing and support provisions are in place for police officers and staff in regards to the Covid-19 pandemic.

2.2 Scope

Our audit will take the form of a review of the key documentation that supports the current decision making and action logging processes in place for Covid-19 and discussions with key stakeholders in relation to the sub-objectives identified.

2.3 Approach

The following approach was adopted to enable us to evaluate potential risks, issues with controls and recommend improvements:

- The following approach was adopted to enable us to evaluate potential risks, issues with controls and recommend improvements;
- Discussions with key members of staff to ascertain the nature of the systems in operation;
- A desktop review of governance documentation, multi-agency co-ordination and Covid-19 expenditure against the criteria of effectiveness, timeliness and communication;
- A walkthrough of initiatives for staff health and wellbeing, good practice

3 Detailed Findings and Recommendations

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Update of People Strategy

Risk Rating: Medium

Operating effectiveness

Key Finding – The current People Strategy 2017-2020 is out of date and there is now an opportunity to ensure any lessons learnt from the pandemic, health and wellbeing requirements and changes to working practices are included within any refresh.

Specific Risk - Lessons learnt as a result of Covid-19 are not integrated into business as usual.

Recommendation - The Constabulary should now take the opportunity to update it's People Strategy to encompass the lessons learnt and new ways of working as a result of the Covid-19 pandemic. This should include:

- Changes as a result of hybrid working;
- A greater focus on Health and Wellbeing;
- On-going and future support arrangements for Long-Covid;
- Meaningful consultation and how the Constabulary will continue to listen to staff views.

Management Response - The Constabulary has updated its People Strategy every year and it has been approved by Chief Officers. However, this has not progressed through the OPCC governance in previous times. Going forwards however, this is planned to be rectified and the forthcoming people strategy is due at Joint Management Board on September 9th. It has overall wellbeing as one of its main objectives, and the Constabulary has a policy on agile working, building on the good progress achieved in this area during the pandemic, and alongside an Estates strategy which accounts for this – particularly in line with the HMICFRS recommendations following COVID 19. We will ensure that long COVID is represented in this document also.

The group initially established during the pandemic for support and queries for long Covid is now well established and open for any related Covid-19 query. This will continue for as long as it is needed, and issues highlighted through to the Wellbeing Steering Group. The #Gettingthroughthistogether tile on the force intranet will also continue to be maintained and the regular dialogue and engagement with staff associations and force networks will continue in order to continue to listen to staff views.

Responsible Officers – Head of People & Head of Strategic Change

Implementation Date – Nov 2021

Follow-up

A follow-up exercise will be undertaken to evaluate progress made in respect of issues raised. This will include obtaining documentary evidence to demonstrate that actions agreed as part of this review have been implemented.

Appendix A: Assurance Definitions and Risk Classifications

Level of Assurance	Description
High	There is a strong system of internal control which has been effectively designed to meet the system objectives, and that controls are consistently applied in all areas reviewed.
Substantial	There is a good system of internal control designed to meet the system objectives, and that controls are generally being applied consistently.
Moderate	There is an adequate system of internal control, however, in some areas weaknesses in design and/or inconsistent application of controls puts the achievement of some aspects of the system objectives at risk.
Limited	There is a compromised system of internal control as weaknesses in the design and/or inconsistent application of controls puts the achievement of the system objectives at risk.
No	There is an inadequate system of internal control as weaknesses in control, and/or consistent non-compliance with controls could/has resulted in failure to achieve the system objectives.

Risk Rating	Assessment Rationale
Critical	Control weakness that could have a significant impact upon, not only the system, function or process objectives but also the achievement of the organisation's objectives in relation to: <ul style="list-style-type: none"> the efficient and effective use of resources the safeguarding of assets the preparation of reliable financial and operational information compliance with laws and regulations.
High	Control weakness that has or could have a significant impact upon the achievement of key system, function or process objectives. This weakness, whilst high impact for the system, function or process does not have a significant impact on the achievement of the overall organisation objectives.
Medium	Control weakness that: <ul style="list-style-type: none"> has a low impact on the achievement of the key system, function or process objectives; has exposed the system, function or process to a key risk, however the likelihood of this risk occurring is low.
Low	Control weakness that does not impact upon the achievement of key system, function or process objectives; however implementation of the recommendation would improve overall control.

North West Motorway Policing Group Collaboration Review Assignment Report 2021/22 (Final)

Police and Crime Commissioner and Chief Constable for Cheshire

Report Ref: 301CPCC_2021_006

Date of Issue: August 2021

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- 1 Executive Summary
- 2 Engagement Objectives and Scope
- 3 Detailed Findings and Recommendations

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Limitations

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regards to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

Responsibility for a sound system of internal controls and the prevention and detection of fraud and other irregularities rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify all circumstances of fraud or irregularity. Effective and timely implementation of our recommendations by management is important for the maintenance of a reliable internal control system.

Reports prepared by MIAA are prepared for your sole use and no responsibility is taken by MIAA or the auditors to any director or officer in their individual capacity. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose and a person who is not a party to the agreement for the provision of Internal Audit and shall not have any rights under the Contracts (Rights of Third Parties) Act 1999.

Public Sector Internal Audit Standards

Our work was completed in accordance with Public Sector Internal Audit Standards.

Key Dates

Report Stage	Date
Discussion Document Issued	June 2021
Discussion Meeting	June 2021
Final Draft Report Issued	July 2021
Client Approval Received	July 2021
Final Report Issued	August 2021

Report Distribution

Name	Title
Mark Roberts	Chief Constable
Julie Cooke	Deputy Chief Constable
Jenny Sims	Assistant Chief Constable
Chris Green	ACC NW Regional Collaborations
Clare Hodgson	Director of Finance (OPCC)
David McNeilage	Deputy Police and Crime Commissioner (OPCC)
Martin Cleworth	Chief Superintendent
Jonathan Betts	Superintendent
Keith Kellett	Inspector
Louise Willis	Planning, Performance and Risk Manager

Audit Team

Name	Contact Details	
Jacquelyn Rutter	Principal Auditor	07554 226203
Anne-Marie Harrop	Regional Director	07920 150313

Acknowledgement and Further Information

MIAA would like to thank all staff for their co-operation and assistance in completing this review. This report has been prepared as commissioned by the organisation, and is for your sole use. If you have any queries regarding this review please contact the Audit Manager. To discuss any other issues then please contact the Director. MIAA would be grateful if you could complete a short survey using the link below to provide us with valuable feedback to support us in continuing to provide the best service to you.

https://www.surveymonkey.com/r/MIAA_Client_Feedback_Survey

1 Executive Summary

1.1 Objective

The overall objective of the review was to provide independent assurance in respect of the effectiveness of the governance arrangements in place for the North West Motorway Police Group (NWMPG) collaboration.

1.2 Opinion

Substantial Assurance	There is a good system of internal control designed to meet the system objectives, and that controls are generally being applied consistently.
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1.3 Key Findings

Overall, the review identified that controls were designed and operating effectively.

Cheshire Constabulary, Merseyside Police and Greater Manchester Police make up the North West Motorway Police Group (NWMPG) with a remit to deliver a dedicated policing service to the North West Strategic Network. This is coordinated by the Regional Control Room (RCC) based at Newton Le Willows where Police and Highways England (HE) staff co-locate.

The vision of the NWMPG is for an efficient and effective service that protects the North West Strategic Road Network from the threats posed by terrorism and criminality and makes the roads safe and secure for road users, reducing the risk of death and injury.

Whilst there is an overarching collaboration agreement in place, this hasn't been updated to reflect Lancashire Police and Crime Commissioner exiting and the subsequent operational and cost implications. It is acknowledged that an updated Section 22 Collaboration Agreement is currently in the Legal process for development and signing by all parties.

The following provides a summary of the key themes.

Sub Objective	Key Themes
Collaboration Agreement	Areas of good practice: <ul style="list-style-type: none"> A Section 22 Collaborative Agreement for the provision of a North West Motorway Police Group (NWMPG) is in place. The agreement was originally developed in 2016 between the 4 collaborating

Sub Objective	Key Themes
	<p>partners (Cheshire, Greater Manchester, Lancashire and Merseyside).</p> <ul style="list-style-type: none"> • Section 2 of the agreement gives an overview, statement of intent and general provisions of the agreement. • The objective of the agreement is to provide a more efficient and effective response to the work of policing of the motorway system across the policing areas. • A clear exit strategy is included within the collaboration agreement. • The NWMPG operates a control room function co-located with Highways England at the Regional Control Room in Merseyside. <p>Areas for improvement</p> <ul style="list-style-type: none"> • The Section 22 Collaboration Agreement hasn't been updated to reflect the exit of Lancashire Police and Crime Commissioner from the collaboration in 2018. Section 2.9.1 of the collaboration agreement states that the agreement should be reviewed every year after implementation, to ensure that the partnership is functioning in line with the objectives set by the parties. It is acknowledged that the collaboration agreement is in the process of being developed to enable agreement of all parties. • Audit review identified that there is an SLA in place between Cheshire Constabulary and Highways England, however this is dated 2009 and hasn't been signed by either parties. In addition, the SLA only covers the purpose of occupation of premises. • There is no local service level agreement in place that defines the relationship between Police and Highways England. It is acknowledged that there is a national SLA in place between National Police Chiefs Council (NPCC) and Highways England. • Efficiencies could be realised should there be an appetite from both Police and Highways England to

Sub Objective	Key Themes
	<p>integrate more i.e. mixed police and highways team, shared IT/performance systems.</p>
<p>North West Motorway Policing Group (NWMPG)</p>	<p>Areas of good practice:</p> <ul style="list-style-type: none"> • The police patrols deployed to the motorway network are owned by each member force and resource levels are determined daily. These patrols are then tasked and coordinated by NWMPG Inspector and their home force. • These patrols may proactively self-task to an incident, be tasked by the Regional Control Room (RCC) to an incident or be tasked to deploy off network to a home force incident. • The NWMPG maintain social media pages on Facebook and Twitter to raise real time awareness and issues on the roads within the network. The pages are maintained by NWMPG control room staff. • The NWMPG have taken part in a number of campaigns throughout the year, including, drink and drug driving campaign, national mobile phone campaign, commercial vehicle enforcement and two wheel campaign.
<p>Collaboration Monitoring and Review</p>	<p>Areas of good practice:</p> <ul style="list-style-type: none"> • Daily sheets are completed which document the number of stops made and subsequent type of incident and outcome. This information is collated manually by the Inspector. • Strategic risks directly attributable to the motorway policing collaboration have been identified. • Each risk identified has been scored using a prioritisation matrix scoring guide. <p>Areas for improvement</p> <ul style="list-style-type: none"> • Monitoring performance is a manual process by the NWMPG Inspector. There is no dedicated back office support for the NWMPG in terms of performance, analytics or intelligence.

Sub Objective	Key Themes
	<p>There is evidence to demonstrate that performance data is produced, however it isn't clear how these are currently linked to the collaboration objectives and achieving the priorities set, to ensure that outcomes and benefits are fully realised.</p> <ul style="list-style-type: none"> The risk register needs to be updated to ensure that it documents the current controls in place and an update on the risk, including actions to address the risk, gaps in control and assurance and risk lead/owner.
<p>North West Motorway Policing Group (NWMPG) Governance Board</p>	<p>Areas of good practice:</p> <ul style="list-style-type: none"> Appropriate governance structures have been established via the North West Motorway Policing Group Governance Board (NWMPG), to allow adequate reporting of the collaboration. A terms of reference for the North West Motorway Policing Group (NWMPG) Governance Board is in place. The terms of reference appropriately outline the aims and objectives of the group. Audit review of the meeting minutes for the governance board identified that the group met on regular basis to provide strategic oversight of the collaboration. There was representation from each force at every meeting reviewed. A monthly highlight report is presented to the governance board in line with section 3.9.3 of the collaboration agreement. Audit review of the highlight reports for the period December 2020 – April 2021 identified that performance in relation to the collaboration is presented. This includes, collisions broken down by each force area, arrests, seizures. In addition to the monthly highlight report, monthly budget statements which document the recharges and forecast outturn for the collaboration are produced. Finance updates are a standing agenda

Sub Objective	Key Themes
	<p>item at the monthly NWMPG Governance Board meetings.</p> <ul style="list-style-type: none"> • There is adequate evidence within the minutes to demonstrate discussion against each key area of the collaboration i.e. governance, financial overview and performance. • Audit review identified that an action log to track any arising issues is maintained and updated at each governance meeting.

1.4 Recommendation Summary

The table below summarises the prioritisation of recommendations in respect of this review.

Critical	High	Medium	Low	Total
0	0	5	0	5

2 Engagement Objectives and Scope (Terms of Reference)

2.1 Objective

The overall objective of the review was to provide independent assurance in respect of the effectiveness of the governance arrangements in place for the North West Motorway Police Group (NWMPG) collaboration.

2.2 Scope

The review focused upon the following areas:

- North West Motorway Policing Group

2.3 Approach

The following approach was adopted to enable us to evaluate potential risks, issues with controls and recommend improvements:

- Discussions with key members of staff to ascertain the nature of the systems in operation
- A walkthrough of the process.
- Desktop review of existing processes and guidelines to confirm that they are up to date and communication across the Constabulary.

3 Detailed Findings and Recommendations

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Collaboration Agreement

Risk Rating: Medium

Operating effectiveness

Key Finding – The Section 22 Collaboration Agreement hasn't been updated to reflect the exit of Lancashire Police and Crime Commissioner from the collaboration in 2018. It is acknowledged that the collaboration agreement is in the process of being developed to enable agreement of all parties.

Specific Risk – Failure to establish a formal agreement to define the collaboration arrangements, financial commitments and roles and responsibilities of all parties.

Recommendation – The Collaboration Agreement should be formalised and signed by all parties.

The agreement should be approved at a relevant committee and ensure that they are provided with regular assurance on the effectiveness of the collaboration.

Management Response - In October 2020 regional ACC's agreed to commission a review of the s22a agreement – this has been completed with the assistance of Cheshire Legal and is now in final stages of consultation and sign off.

Responsible Officer – ACC NW Regional Collaborations

Implementation Date – October 2021

Highways England SLA

Risk Rating: Medium

Control Design

Key Finding – Audit review identified that there is an SLA in place between Cheshire Constabulary and Highways England, however this is dated 2009 and hasn't been signed by either parties. In addition, the SLA only covers the purpose of occupation of premises. There is no service level agreement in place that defines the relationship between Police and Highways England.

Specific Risk – Failure to establish a formal agreement to define working relationships and the roles and responsibilities of all parties.

Recommendation – Consideration should be given to establishing working relationships with Highways England and formalising these in an SLA.

Management Response – NWMPG is one of only 2 HE Regional Operations Centres (ROC) where Police are co-located (there are 8 ROC and the other with co-located Police is Central Motorway Police Group). There is an established local working relationship with HE and regular meetings to update parties on local issues. There is a national SLA in place between HE and NPCC and a local SLA will follow on from the formal S22 recognising Highways England as a key stakeholder.

Responsible Officer – ACC NW Regional Collaborations

Implementation Date – December 2021

Performance Monitoring

Risk Rating: Medium

Operating effectiveness

Key Finding – Monitoring performance is a manual process by the NWMPG Inspector. There is no dedicated back office support for the NWMPG in terms of performance, analytics or business intelligence.

Specific Risk - Failure to receive adequate information and assurance over the effectiveness of the collaboration arrangement.

Manual collation of data may be subject to errors and single point of failure.

Recommendation – Performance monitoring and management systems should be reviewed to enable the network to produce real time data, with appropriate support from each force area. In conjunction with a further review of potential support available to mitigate risks of single point of failure.

Management Response – A business case has been submitted to the collaboration for an analyst to assist in performance monitoring. The process is evolving from the first stage that was the implementation of the current manual system used in the Insight reports. Further assistance from forces is being sought to support and enhance this reporting.

Responsible Officer – ACC NW Regional Collaborations

Implementation Date – November 2021

Benefits Realisation

Risk Rating: Medium

Control Design

Key Finding – Whilst there is evidence to demonstrate that performance data is produced, there is no evidence to demonstrate how effective the NWMPG are at achieving the priorities set within the collaboration agreement and the outcomes and benefits received by each force.

Specific Risk - Potential benefit of force participation is not in line with stated aims, objectives and responsibilities and costs and benefits are not tracked.

Recommendation – A performance management framework should be developed to monitor progress, quality assure and review outcomes of the collaboration.

Management Response – This is being developed in tandem with the above recommendations and is closely linked to the case for an analyst and performance monitoring. Each force in the collaboration has a different process and level of support for Roads Policing as well as KSI reporting and monitoring.

Responsible Officer – ACC NW Regional Collaborations

Implementation Date – November 2021

Risk Register

Risk Rating: Medium

Operating effectiveness

Key Finding – The risk register doesn't fully document the current controls in place and an update on the risk, including actions to address the risk, gaps in control and assurance and risk lead/owner.

Specific Risk - Lack of arrangements to identify, manage and report on risks relating to the collaboration arrangements.

Recommendation - The risk register needs to be updated to ensure that it documents the current controls in place and an update on the risk, including actions to address the risk, gaps in control and assurance and risk lead/owner.

Management Response – The risk register is being amended to reflect this with a 'mitigation' page to fully explain actions taken to address the identified risks, timescales and impact on the risk.

Responsible Officer – ACC NW Regional Collaborations

Implementation Date – August 2021

Follow-up

A follow-up exercise will be undertaken during 2021/22 to evaluate progress made in respect of issues raised. This will include obtaining documentary evidence to demonstrate that actions agreed as part of this review have been implemented.

Appendix A: Assurance Definitions and Risk Classifications

Level of Assurance	Description
High	There is a strong system of internal control which has been effectively designed to meet the system objectives, and that controls are consistently applied in all areas reviewed.
Substantial	There is a good system of internal control designed to meet the system objectives, and that controls are generally being applied consistently.
Moderate	There is an adequate system of internal control, however, in some areas weaknesses in design and/or inconsistent application of controls puts the achievement of some aspects of the system objectives at risk.
Limited	There is a compromised system of internal control as weaknesses in the design and/or inconsistent application of controls puts the achievement of the system objectives at risk.
No	There is an inadequate system of internal control as weaknesses in control, and/or consistent non-compliance with controls could/has resulted in failure to achieve the system objectives.
Risk Rating	Assessment Rationale
Critical	Control weakness that could have a significant impact upon, not only the system, function or process objectives but also the achievement of the organisation's objectives in relation to: <ul style="list-style-type: none"> the efficient and effective use of resources the safeguarding of assets the preparation of reliable financial and operational information compliance with laws and regulations.
High	Control weakness that has or could have a significant impact upon the achievement of key system, function or process objectives. This weakness, whilst high impact for the system, function or process does not have a significant impact on the achievement of the overall organisation objectives.
Medium	Control weakness that: <ul style="list-style-type: none"> has a low impact on the achievement of the key system, function or process objectives; has exposed the system, function or process to a key risk, however the likelihood of this risk occurring is low.
Low	Control weakness that does not impact upon the achievement of key system, function or process objectives; however implementation of the recommendation would improve overall control.

Cybercrime Review

Terms of Reference (Final)

Police and Crime Commissioner and Chief Constable for Cheshire

1 Introduction and Background

Cybercrime is high on the national and local agenda with cases increasing year on year. Cybercrime continues to adapt and grow, affecting essential public services, businesses and private individuals alike. It's estimated that cybercrime costs the UK £27 billion, causing damage to businesses' infrastructure, supply chains and reputations. It even threatens national security. Cybercriminals have continued to adapt their attacks to take advantage of the vulnerabilities that have opened up. Anyone connected to the internet is vulnerable to fall victim to cybercrime at some point, and criminals are becoming increasingly sophisticated in their ability to steal money or turn data into money.

The Home Office has recently set out a series of national priorities to achieve significant reductions in crime and restore the public's confidence in the criminal justice system, this includes cybercrime as a priority. This has also been outlined as a priority in Cheshire Police's proposed Police and Crime Plan 2021-2024.

Cheshire Police's Cyber Crime Unit supports investigations such as ransomware attacks, Distributed Denial of Service (DDOS) attacks and hacking. They also deliver advice to victims of crime and pro-actively engage with individuals and businesses.

Unfortunately during the Covid19 pandemic there has been a sharp rise in the number of cyber attacks, on line scams and fraud as criminals have taken advantage of the need for the public to stay at home and undertake the majority of their shopping and business online.

The challenge for policing lies in the ability to keep pace with both the volume and complexity of crimes in this field and having the staff with the requisite skills to respond. Because these skills are in short supply and high demand, they are often lost to the private sector which is able to offer much higher financial rewards.

2 Audit Objective

The overall objective of this review is to evaluate the effectiveness of the arrangements in place regarding cybercrime and how Cheshire Constabulary are working towards meeting the priorities set within the Police and Crime Plan, alongside the national elements of the Strategic Policing Requirement and the emerging national crime and policing measures from government within the Beating Crime Plan 2021.

The review will evaluate how Cheshire Constabulary are responding to current and new cybercrime risks and demands and the plans in place to manage increased caseloads and to build an agile and adaptive workforce with the skill sets required.

3 Audit Scope

Sub Objective	Risk
<p>Overarching Strategy to support the delivery of local and national priorities</p>	<p>Silo working and lack of strategic approach and consideration of options for resourcing.</p>
<p>Governance and risk management arrangements, including job roles and responsibilities and reporting lines to manage cybercrime, and ensuring this reflects the strategy and requirements.</p>	<p>Lack of direction and leadership in tackling cybercrime resulting in inconsistent service to victims, witnesses and offenders.</p>
<p>The Constabulary have undertaken a baseline training needs analysis to understand the current skills, gaps and future requirements against demand profiles.</p> <p>Continuing Professional Development is in place to ensure knowledge and skills are kept up-to-date.</p>	<p>Failure to understand and map skills deficit. Lack of Training may lead to Staff/officers failing to report fraud and cybercrime as per the Constabulary’s and national protocol.</p>
<p>The Constabulary have effective arrangements in place for sharing best practice and what works well in this arena working alongside other forces to consider collective and strategic options.</p>	<p>Lack of collaborative working and information sharing resulting in forces working in silos and unnecessary duplication of work, competing internal markets for scarce resources.</p>
<p>Pro-active work undertaken by the force to help communities prevent cybercrime and fraud and how they can protect themselves.</p>	<p>Inability to reach the wider community to raise awareness of cybercrime and help reduce crime.</p>
<p>Management and performance monitoring arrangements are in place and are regularly reviewed and monitored, including action plans made by the constabulary to achieve cybercrime related objectives of the Police and Crime Plan and national requirements.</p>	<p>Outcomes are not measured and monitored to assess impact of work undertaken.</p>
<p>Strategy and plans are in place to manage increased caseloads and the workforce demands and skill sets required for the future.</p>	<p>Staff structures are not designed or resourced to support the Force’s strategy, resulting in insufficient organisational support or delivery.</p>

Risks are managed and escalated within the constabulary risk framework	Failure to record, manage and escalate where appropriate related risks.
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MIAA will also consider any changes to the control environment due to COVID-19.

4 Audit Approach

We have set out below key points as to how we will conduct the audit and our expectations in undertaking the work, which will be undertaken through a mixture of online and on site working:

- We fully recognised that a number of staff are working flexibly, as such, we will work with you to agree our information requirements in advance, including at key points during the audit. This will include the timetable for delivery and availability of key contacts.
- We will confirm the designated contact point at your organisation, to support the provision of the identified information requirements and to assist the audit process as required. This may include providing access to the organisations systems, including the intranet, if required.
- Where required we will use software such as Skype/ MS Teams to conduct virtual meetings and to share screens to support the auditor in documenting and assessing the controls and operating effectiveness of the system being reviewed.
- When working remotely, we will ensure that regular contact is maintained throughout the audit process to feedback on progress and matters arising.
- We are aware that there may be restrictions which could potentially impact on the delivery of the review. We will ensure that any potential issues are escalated appropriately.
- We will interview key leads to evaluate the Constabulary’s approach to managing the areas outlined in the audit scope.
- We will review the strategies, plans and key documents in relation to the

Following completion of the audit fieldwork we will meet with the audit sponsor to discuss the audit findings and proposed recommendations. A draft report will be produced; your responses to these recommendations and a timetable for any actions to be carried out will be agreed and incorporated into the final report, along with the names of staff who will be responsible for their implementation. The final report will be approved by the Chief Constable. The conclusion of all final reports are reported to the Audit and Advisory Committee.

5 Proposed Timescales

Stage	Proposed Date
Fieldwork commences	August 2021
Discussion document to client	September 2021
Responses by client	September 2021
Final report	September 2021

6 Key Contacts and Report Distribution

Name	Title	Report
Mark Roberts	Chief Constable	Draft / Final
Julie Cooke	Deputy Chief Constable	Draft / Final
Matt Burton	Assistant Chief Constable	Draft / Final
Gavin Day	Detective Chief Inspector	Draft / Final
Gareth Lee	Det Chief Supt.	Draft / Final
Simon Draco	Det Supt.	Draft / Final
Nicola Bailey	Head of HR	Draft / Final
Andy Robson	Head of Information and Technology	Draft / Final
Clare Hodgson	Director of Finance (OPCC)	Draft / Final
David McNeilage	Deputy Police and Crime Commissioner	Draft / Final

Louise Willis	Planning, Performance and Risk Manager	Draft / Final
External Audit		Final
Joint Audit Advisory Committee		Final

7 Data Protection and Freedom of Information

MIAA takes its responsibility for the security and protection of information acquired and use during the delivery of its work seriously.

MIAA are compliant with the requirements of the NHS Data Security and Protection Toolkit and are Cyber Essentials certified. We have in place a comprehensive Information Security and Privacy Management system based upon ISO 27001 and ISO 27701 and have implemented a range technical controls to protect data.

In delivering this assignment MIAA will acquire supporting information from you, some of which may be confidential or otherwise sensitive. This information will be used solely for the completion of this assignment and for informing our Head of Internal Audit Opinion.





In this context, MIAA are considered data controller for that information and, thus are subject to the requirements of the Data Protection Act and the EU General Data Protection Regulation, where personally indefinable information is concerned, and the Freedom of Information Act, where corporate information is concerned.

MIAA will, therefore, be required to not only comply with the laws and regulation in respect of our control of the data but will also be responsible for any appropriate disclosure under the Acts.

8 Your Acceptance

Please do not hesitate to contact MIAA should you have any comments regarding the Terms of Reference (these will be assumed as agreed if MIAA are not informed otherwise).

9 MIAA Key Contacts

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Title	Principal Auditor	Title	Regional Assurance Director
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	Charles.Black@miaa.nhs.uk		Anne-Marie.Harrop@miaa.nhs.uk

STRATEGIC RISK REGISTER

The appendix and part two of this report will be considered in private on the grounds that it involves the likely disclosure of exempt information as defined in the Freedom of Information Act 2000 and in accordance with the Section 31 of the Act in relation to Law Enforcement and Section 43 Commercial Interest.

PURPOSE OF THE REPORT

1. To provide an update on the Constabulary Strategic Risk Register.

BACKGROUND

2. The Strategic Risk Register documents all risks that the Chief Constable and Police & Crime Commissioner identify as having the potential to prevent the Constabulary & OPCC achieving the strategic objectives as detailed within the Police & Crime Plan.
3. Consultation has been undertaken with risk owners/action owners of existing risks.
4. The Strategic Risk Register was agreed at Joint Management Board on 21 September 2021. The Risk Register is detailed in Part Two.
5. The impact assessments/implications/risks are detailed for each risk on the Strategic Risk Register along with action updates in respect of each risk.

RECOMMENDED:

That the Strategic Risk Register, be considered by the Audit Advisory Committee.

MARK ROBERTS
CHIEF CONSTABLE

Cheshire Constabulary Service Assurance Plan – 2021/22

Review / Audit Team	Title and Reason for Audit	High Level scope	Status / Audit Date	Update	Board / Committee to receive Reports
MIAA	Collaboration and Partnerships – North West Motorway Policing Group	A rolling programme of reviews to evaluate the effectiveness of systems to govern and performance manage collaboration arrangements, to assure value for money.	Q1 10 days	The NWMPG Audit has been completed. Final report circulated.	Audit Advisory Committee Sept 2021
MIAA	Key Financial Controls	To provide assurance on the operation of the key financial controls within the organisation.	Q3 12 days		Audit Advisory Committee
MIAA	Estates Strategy	To provide assurance that the Estates Strategy is aligned to the organisations strategic objectives and to evaluate the effectiveness of arrangements in place to support any property acquisitions, disposals and ongoing maintenance of the estate.	Q3/4 10 days		Audit Advisory Committee
MIAA	Covid19	To provide assurance in respect of the Constabulary's response to Covid 19 focusing on governance, risk management, evaluation of what has worked well and lessons learned thus far. We will also consider how the constabulary is building on the new and innovative ways of working introduced during the pandemic to secure improvements and changes for the longer term.	Q1 12 days	June 2021 update: ToR has been circulated May 21, field work also commenced in May 21. Final Draft report circulated for Management Responses Aug 21.	Audit Advisory Committee Sept 2021
MIAA	National Fraud Initiative (NFI) Data Matching	Evaluation and investigation of the outcome of the NFI data match exercise.	Q3 10 days	May 2021 update: Match report received. Investigation to be progressed throughout this year.	Information Management & Risk Board
MIAA	Performance Management - Local Policing Units (LPU)	A rolling programme of reviews across the eight local policing units to assess performance management against Business Plan objectives and compliance with the key corporate procedures e.g. Financial, HR, Duty of Care and Service Delivery. Three LPUs in 2021.	Q2 15 days		Audit Advisory Committee
MIAA	Cyber Crime Investigation	Cybercrime and digital investigations are high on the national and local agenda with cases of cyber crime	Q2	TOR being drawn up Aug 21. TOR circulated Sept 2021..	Audit Advisory Committee

Review / Audit Team	Title and Reason for Audit	High Level scope	Status / Audit Date	Update	Board / Committee to receive Reports
		increasing year on year. This review will evaluate how Cheshire Constabulary are responding to Cybercrime and the plans in place to manage increased caseloads and the workforce demands and skill sets required.	12 days		
MIAA	Body Worn Video Usage (carry forward 20/21)	Evaluation of compliance in line with the requirements of the Surveillance Camera Code of Practice and Home Office guidance for Body worn video device management.	Q3 12 days		Audit Advisory Committee

On-going Regular Monitoring Activity – 2021/22

Review / Audit Team	Title and Reason for Audit	High Level scope	Status / Audit Date	Update	Board / Committee to receive Reports
NCRS	Enhanced review of Violent Crime / Domestic Abuse / Sexual Offences for NCRS compliance.	This ongoing work will establish that the three key areas of crime recording continue to comply with the 'victim focused' approach of NCRS.	June 2021	Audits of Sexual, Domestic and Violence incidents continue to be subject to FCR audits with regular reporting to, based on perceived risk, to the Strategic Crime Recording User meeting chaired by ACC Sims. Such audits were undertaken in June, together with an additional audit of ASB - Personal which will be reported to the 'We Care Victim Board' and onward transmission to SCRUM.	Force Performance Day Strategic Crime Recording User Group
NCRS	Enhanced review of Violent Crime / Domestic Abuse / Sexual Offences for NCRS compliance.	This ongoing work will establish that the three key areas of crime recording continue to comply with the 'victim focused' approach of NCRS.	September 2021		Force Performance Day Strategic Crime Recording User Group
NCRS	Enhanced review of Violent Crime / Domestic Abuse / Sexual Offences for NCRS compliance.	This ongoing work will establish that the three key areas of crime recording continue to comply with the 'victim focused' approach of NCRS.	December 2021		Force Performance Day Strategic Crime Recording User Group

NCRS	Enhanced review of Violent Crime / Domestic Abuse / Sexual Offences for NCRS compliance.	This ongoing work will establish that the three key areas of crime recording continue to comply with the 'victim focused' approach of NCRS.	March 2022		Force Performance Day Strategic Crime Recording User Group
Information Compliance	PNC Transaction Monitoring (#TE)	PNC Transaction Monitoring is a requirement established by Her Majesty's Inspectorate of Constabulary (HMIC) and the Association of Chief Police Officers (ACPO) to ensure the security and integrity of the Police National Computer System.	Quarterly	PNC Transaction Monitoring (#TE) Ongoing reviews being completed with compliance reported quarterly. Any issues are raised to PSD or Line Manager (as appropriate on an individual basis).	Any issues identified are reported to Line Manager and PSD if required.
Information Compliance	Police National Database (PND) Auditing and Transaction Monitoring	To ensure the security and integrity of this national CONFIDENTIAL system, forces are required to undertake transactional monitoring of Constabulary users. Monthly reports to the PND Governance Group chaired by Director of Intelligence.	Quarterly	Police National Database (PND) Auditing and Transaction Monitoring Ongoing reviews with compliance reported quarterly. Reports are issued to the PND Governance Group which is chaired by the Director of Intelligence.	Reports to the PND Governance Group chaired by Director of Intelligence.
Information Compliance	Driver Validation Service (DVS) Transaction Monitoring	DVS is a browser based system owned by the Driver Vehicle Licensing Authority (DVLA). It provides nominated staff with direct access to DVLA driver records for road traffic offences.	On-going	Ongoing reviews completed, with compliance reported quarterly. Any issues are raised with the Line Manager or PSD (as deemed appropriate on an individual basis). Any breaches are required to be reported to DVLA.	Any issues identified are reported to Line Manager and PSD if required. Breaches are reportable to DVLA.

Information Compliance	Automatic Number Plate Recognition (ANPR) Transaction Monitoring	ANPR data is currently accessed through three systems: Northgate, Cleartone and the National ANPR Service (NAS). National audit guidelines have been issued and a National Auditor appointed, in preparation for all Forces to move to the NAS.	Ongoing	Ongoing reviews completed, any issues are raised with the Line Manager or PSD (as deemed appropriate on an individual basis).	Any issues identified are reported to Line Manager and PSD if required.
Information Compliance	PNB – transfer to new process (Transferred from 20-21)	To provide assurance that physical PNB are centrally stored and information is compliant post implementation of the electronic solution.	Q4 2021-22	Interim report presented in Q3. Follow up required post project roll out. Ongoing monitoring of progress.	Information & Risk Management Board
Information Compliance	Refresh and complete data flow audit (Transferred from 20-21)	Refresh mandatory Record of Processing Activities and identify areas of risk or non-compliance. Mandatory requirement under DPA 2018	Q2 2021-22	People Services (made up of 9 departments) started March 2021 People Services now complete. PPD scheduled next.	Information & Risk Management Board
Information Compliance	PPD – domestic violence disclosures (Transferred from 20-21)	To provide assurance that disclosure process ensures compliance with MOPI and Data Protection requirements	Q4 2022	Currently scoping phase – scheduled post completion of ROPA and Family Court Disclosure Update: September 21 - ICO data pro audit actions – to be completed by Audit team, so PPD audit delayed until Q4 2022.	Information & Risk Management Board
Governance Of Collaborations	Qtrly	To review collaborations of which Cheshire Constabulary is a party and check that performance reports have been received and given transparency at the relevant Force/ Regional Meeting.	Ongoing Monthly	April 2021 update: A report on NWMPG was submitted to SCT in March and reports on Alliance Policing & NWUWSU are due at SCT in April. May 2021 update: No collaboration updates due in May. June 2021 update: No collaboration reports due in June to SCT. The NWROCU report is due to go to SCT in July 21. Sept 2021 update: NWROCU report went to SCT in July 21. No reports in	Chief Officer Group

				August, NWMPG Report due to go to SCT in Sept 21.	
Taser Downloads	Governance and compliance monitoring	Audit of completion of Taser downloads	Taser's downloaded every 6 weeks, Audited quarterly	Audited on 14/06/21 Audited on 12/07/21 Audited on 13/9/21	Procedural Justice Meeting
Finance - Compliance with GPC Cards Guidance Manual	Annually due June 2021	Dip sample to ensure compliance in the use of GPC Cards guidance against MFSS reports on GPC card use.	Annually	June 2021 update: Dip sample completed in June 2021, awaiting approval from Head of Finance. Sept 2021: Approved and shared with OPCC.	Information & Risk Management Board

Overview of topics to be covered during the period July 2021-July 2022

Part 1 Items	Sep-21	Dec-21	Mar-22	Jul-22
Minutes of Joint Audit Advisory Committee	✓	✓	✓	✓
Matters Arising from Previous JAAC Meetings	✓	✓	✓	✓
Briefing from Police and Crime Commission & Chief Constable	✓	✓	✓	✓
JAAC Annual Report		✓		
Single Point of contact roles				✓
External Audit: Audit Findings Report	✓			
External Audit Plan				✓
Informing the Audit Risk Assessment				✓
External Audit Progress Report			✓	
External Audit VFM Report		✓		
Annual Accounts	Final			Draft
Annual Governance Statement	Final			Draft
External Audit Letter of Representation		✓		
Internal Audit Annual Plan			Draft	Final
Internal Audit Progress Reports	✓	✓	✓	✓
Internal Audit Follow Up Report		✓		✓
Head of Internal Audit Opinion				✓
Internal Audit Final Reports	✓	✓	✓	✓
NFI Data Matching				✓
Internal Audit Terms of Reference	✓	✓	✓	✓
Value for Money profiles		✓ ?		✓
Service Assurance Plan	✓	✓	✓	✓
2021/22 Budget & Medium Term Financial Strategy			✓	
Part 2 Items	Sep-21	Dec-21	Feb-22	Jul-22
Minutes of Joint Audit Advisory Committee	✓	✓	✓	✓
Matters Arising from Previous JAAC Meetings	✓	✓	✓	✓
Strategic Risk Register	✓	✓	✓	✓
Updates on Business Services Futures Programme	✓	✓	✓	✓