

Minutes of the NPCC Audit and Assurance Board (AAB)

2 September 2021 via Microsoft Teams

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Attendance:

Barbara Scott (BS)	AAB Chair
John Campion (JC)	PCC West Mercia
Bev Hughes (BH)	Deputy Mayor, Greater Manchester
Lizzie Peers (LP)	Independent Member
Janice Shardlow (JS)	Independent Member
David Kuenssberg (DK)	Home Office
Martin Hewitt (MH)	NPCC Chair
John Robins (JR)	Chief Constable, CPOSA
Susannah Hancock (SH)	APCC CEO
Lindsey Heaphy (LH)	DARA Internal Audit
Louise Bailey (LB)	DARA Internal Audit
Naill Gilchrist (NG)	DARA Internal Audit
Gemma Stannard (GS)	NPCC Head of Strategic Hub
Stuart Sterling (SS)	NPCC Transformation and Performance Lead, Home Office
Hannah Hart (HH)	NPCC SPP Planning Lead
Tracy Holyer (TH)	NPCC Operating Model Programme Manager
Richard Guy (RG)	NPCC Operating Model Programme Lead
Nicola Growcott (NG)	NPCC Head of Communications
Lee Milton (LM)	NPCC Strategic Risk Manager
Andy Begent (AB)	NPCC Data Protection Officer
Padraig Twomey (PT)	NPCC Financial Analyst
Clare Gardner (CG)	NPCC AAB Strategic Secretariat Manager
Simon Talbot (ST)	APCC Support (Minutes)
Apologies:	
Peter McCall (PM)	PCC Cumbria
Charmaine Laurencin (CL)	NPCC Chief of Staff
Paul Oliffe (PO)	MPS Chief Accountant

1. Welcome and introductions

- The Chair welcomed everyone to the meeting. All attendees introduced themselves and BS welcomed Bev Hughes, Deputy Mayor for Greater Manchester, to the AAB as a newly elected board member. In addition, BS welcomed Clare Gardner, the new AAB Strategic Secretariat Manager, and Andy Begent, the new NPCC Data Protection Officer, to AAB members and colleagues.

2. Apologies and conflicts of interest

- Apologies were received from Peter McCall, PCC for Cumbria and a new member to the board; Charmaine Laurencin, NPCC Chief of Staff; and Paul Oliffe, MPS Chief Accountant.
- Barbara Scott announced a conflict of interest for the three Non Executive Directors under Matters Arising at 4.3. No other conflicts of interest were noted.

3. Minutes and actions

- 3.1 The minutes of the last AAB meeting, Extraordinary AAB Meeting and Operating Model AAB Gateway Meeting were agreed as a true and accurate record and can now be published on the NPCC website.
- 3.2 CG requested that 15 of 17 actions recommended for closure in the action log were closed. It was noted that the action relating to the circulation of the Day 2 AAB workshop agenda has now been completed and an update on recent attendance of the Home Office Operating Model Programme Board by JC would be provided later in the meeting. CG explained that the Closed tab of the Action sheet would now also show a Minute / Closing Reference notation column as a cross reference as to closure and completion sign off(s); that the remaining Open and new actions arising will continue to have opening and closing dates. A clearer numbering allocation key should also assist with RAG rating. BS and LP thanked colleagues for the work done to close these actions.

Actions: Members recommended that the 15 actions recommended for closure in the action log were closed.

4. Matters Arising

- 4.1 IT Suppliers and Changes: BS was encouraged to hear that the NPCC transition to their new IT provider, the Police Digital Service (PDS), has now been completed and that NPoCC will now be transitioning to the PDS too.
- 4.2 Monitoring the work of Coordination Committees: Members were encouraged to hear that HH's SPP team had been continuing to successfully introduce systematic processes and consistency into the work of the NPCC Coordination Committees, as this will enable the AAB to scrutinise the work of the NPCC in the future. MH was pleased to report that this infrastructure was now in place and felt the NPCC was now in a far better position. A further update on this work will be provided at the AAB workshop.
- 4.3 NED Contracts: JC updated members on the need to update the NED Contracts to secure their skill sets and aid succession planning of the AAB. JC proposed that BS be reappointed for 2 years to 2023; LP be reappointed for 1 year to 2022; and JS be reappointed for 3 years to 2024. Members agreed this was very sensible after being assured that one term of extension was available. BS highlighted there would be a session at the workshop on succession planning regarding NEDs/PCCs.

Decision: The AAB agreed that the NPCC will extend individual NED contracts for the time periods detailed above.

5. Review and Monitor

5.1 NPCC Priority Action Plan:

- GS updated members on the NPCC Priority Action Plan and advised members that Angela Connolly, the new NPCC Business Lead, will be taking over the responsibility for progressing recommended actions in the future. Other actions will be progressed by GS at the AAB workshop. Paul Oliffe will be bringing the NPCC Financial Action Plan to the AAB workshop.

Action: The AAB agreed that AAB-PA15-01c Priority Action in the NPCC Priority Action Plan on the NPCC Vision has now been completed and can be closed.

5.2 NPCC Operating Model:

- TH updated members on developments since the AAB Operating Model Gateway Meeting in late June when two Home Office Operating Model Programme Board meetings and two Home Office Strategic Change and Investment Board (SCIB) meetings had been held. Following JC attending the initial Programme Board Meeting, TH asked the AAB if they wished to attend future meetings? JC reported that whilst the meeting was reassuring in terms of seeing the work progressing, he did not feel he would be adding value in attending and there was nothing being shared with the Home Office that the AAB would not already have seen.
- TH reported that there was a current underspend in Operating Model expenditure due to a delay in some

of the recruitment. The NPCC was recommending this underspend goes towards funding work tackling Violence Against Women and Girls, investment in the learning and development of new staff in the NPCC hub including awareness of working with partners, and independent evaluation of the delivery of the Operating Model. Members were satisfied with this decision once they were assured that the NPCC would manage this budget so that there would be no risk of Home Office clawback or that we will be left short of funding when we go back to recruit, and that these 3 priorities had been prioritised by the Programme Board.

- SH asked for reassurance that the NPCC will use the learning from this independent evaluation to support the Operating Model and the AAB. MH assured members this will be the case and that the Home Office want to see some issues such as Violence Against Women and Girls brought into the Operating Model hub entity and capability. MH also reported that any temporary recruitment cessation was about being realistic that candidates will not want to be seconded into roles for just for 4 months. TH reported that 80% of the hub posts had now been recruited to. There had also been good engagement with the Spending Review process.

Action: The AAB requested that TH attend future meetings of the Home Office Operating Model Programme Board on their behalf, share relevant papers and report back accordingly to AAB meetings.

5.3 NPCC Operating Model Benefits Update:

- SS updated members that there has been an encouraging start to the benefits realisation process in relation to the Operating Model and that there are signs that the hub is working with evidence of improved collaboration across Coordination Committees and greater resilience in the NPCC. SS has made it clear to Committee Coordinators that their reports will be shared with the AAB and the Home Office to increase reporting.
- There have been good conversations on what benefits are and this has prompted the realisation there is more going on in terms of benefits in the areas of coordination, collaboration and communication. Putting a RAG rating on what has come back has also improved the response. SS would like to continue with this benefits report at the next AAB meeting but at the one after that would like to produce a Do, Doing, Done report for AAB members. SS would then like to discuss how we quantify these benefits and ultimately would like to tell AAB members where to focus this improvement.
- BS was encouraged by this approach and recognised that what is currently anecdotal will become more tangible and suggested standardising the reporting to increase competition between Committee Coordinators. SH asked how do we map information obtained to outcomes? SS was keen we set the foundations for policing in Year 1 and then show benefits to the public and how we are measuring these benefits. JC wanted to hear benefit to the public earlier in these reports.
- BH asked has SS defined the benefits expected from the strategy in a prioritised way or is it about the pathfinder identifying these benefits? SS replied it is a combination of both. The NPCC will be surveying Chief Constables to get feedback and benefits have predominantly been laid out previously, but also, there will be some new benefits emerging that will also be captured. MH emphasised this work is about assessing have we delivered against the benefits we laid out in the pathfinder year for the Operating Model for this first year but was also about building and discovering more about NPCC coordination as we go through this process. BS whilst recognising the model will grow organically wanted to know the format of reports coming to the AAB in the future. SS agreed with BS's idea that Committee Coordinators could come in and present successes and challenges in different areas to the AAB. BS suggested the session at the workshop might also provide an opportunity for members to express what they think benefits look like.

Action: The Operating Model Benefits Strategy will be circulated to AAB members for their information.

6. Finance, Audit and Risk

6.1 NPCC Quarterly Financial Statement and 2012/22 Statement of Accounts:

- PT updated members on the NPCC's Quarter 1 Financial Statement. This forecast has been reduced from a £325k overspend to a £63k underspend due to the identification of 2 legal cases which should be costed in other areas. PT then provided a breakdown of NPCC expenditure including staff recruitment and premises costs.
- LP thanked PT for this expenditure breakdown. LP confirmed PT is content with the GPA rent audit trail, that there had been learning on what had happened with regard to the legal costs and that there will be future meetings between GS, PT and the legal team to check finances are accurate and this does not happen again.
- PT confirmed that a financial paper on the need to develop a reserves policy will be ready for the next meeting.

6.2 DARA Internal Audit:

- LB reported that DARA had recently held a number of introductory meetings with new team members in the NPCC on internal audit priorities. Regarding delivery of the current Internal Audit Plan, fieldwork has been completed on SLAs, the findings are being discussed and a management response is awaited which will be shared with the AAB at the next meeting.
- DARA had also begun a desktop review of governance arrangements including decision making. They are looking to review the Risk Management Framework after that. DARA will also be leading a session at the workshop on future priorities for internal audit and are confident they are on course to give an annual opinion on internal audit in the future.
- BS thanked NPCC staff for this work and passed on thanks to CL. In response to a question from DK, LB confirmed DARA keep the integration of the Risk Management Framework and internal audit plans under review.

6.3 NPCC Quarterly Risk Update:

- LM reported that a new Risk Management Framework was introduced in April which will cover everything under the NPCC umbrella including the strategic hub, coordination committees and other programmes. LM is getting good feedback from colleagues on this Framework, is collating these responses for a 3 month review and will report to the AAB workshop on this, and the updated corporate and committee risk registers. Consideration of escalation points and how to include risks raised by the AAB will be added into the workshop.
- LM updated members that a risk radar is being developed to monitor future risks. There are 11 current risks on the Strategic Hub Register and progress is being made on all of these. The Financial management risk had been recommended for closure but following discussions today this will depend upon the Financial Action Plan being presented at the AAB workshop.
- 2 new risks have been added to the risk register since the AAB last met on hub recruitment and re-examination and re-drafting of the Section 22A for the NPCC. SH highlighted the sooner we can get involved in progressing the Section 22A the better as this can take time. GS reported that Angela Connolly will progress this. BS noted that the workshop will look at an overview of the AAB which can feed back into the Section 22A.

7. Governance

7.1 Data Protection Officer Update:

- AB the newly appointed NPCC Data Protection Officer updated members that he has identified a number of deliverables to improve data protection in the NPCC and thanked colleagues for some good work that has gone on before. AB will come back to the next meeting of the AAB to provide detail and reassurance of what needs to be done and by when, which can include a RAG rating sheet.
- JC asked have you prioritised the immediate and the riskiest actions yet? AB reported governance is a priority in order to get the foundations right and getting the data protection policy completed is the next priority. JS was delighted to have AB on board and that he had started to examine data controllership in

the NPCC.

7.2 NPCC Strategy, Vision and Delivery Plan:

- HH updated the AAB that the NPCC Strategy document which they saw at the last AAB meeting has now been approved by the NPCC, and that a digitally designed copy will be available for members in a few weeks' time. Now the NPCC has agreed its strategic objectives business planning can be progressed. Work on getting the consistency of committees right and working with the Committee Coordinators has gone well.
- Business plans from the different committee areas have been requested by the end of this quarter. In Quarter 3 the NPCC SPP team will look at other plans such as for Violence Against Women and Girls and Operation Talla and In Quarter 4 will revise these plans for the next year. A 3month risk review questionnaire has been developed for Coordination Committees as mentioned earlier. Work has also begun through joint APCC/NPCC posts. Developing a partnership of NPCC, APCC, COP and HMICFRS leads across the policing system is also being progressed. BS noted we have incorporated sessions on both the SPP and risk management into the workshop.

7.3 Annual Media & Communications Report and Communications Strategy:

- NG presented the NPCC Annual Media & Communications Report and Communications Strategy. NG outlined plans for developing tiered Communications support and proposed when we should report back to the AAB. NG also asked are our suggested measures correct in our SLA?

Action: NG was asked to submit the questions posed on the Draft Communications Strategy to members outside of the AAB meeting in order to obtain a more detailed response.

7.4 Regulatory, legal and code of conduct compliance reporting:

- Members noted the regulatory, legal and code of conduct compliance reports provided by CL.

7.5 Chief Constables Council Update:

- MH updated members on the most recent meeting of Chief Constables Council which included approving the NPCC Strategy; an update from the Chief Scientific Adviser; the forensics review; a presentation from the Policing Minister on public health; the Crime Coordinating Committee; SOC; and workforce issues.

7.6 AAB Annual Report 2020/21 Publication:

- BS reported that amendments to the AAB Annual Report are currently with CG and following drafting review incorporation, will be circulated to members for final agreement before publication.

7.7 AAB Annual Workshop 2021:

- BS was looking forward to seeing members and colleagues at the AAB workshop on September 22nd and September 23rd. Members and colleagues were asked to confirm their overnight stays with CG/ST.