

**SELF-ASSESSMENT OF GOOD PRACTICE****QUESTIONNAIRE**

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
<b>Audit Committee Purpose and governance</b>					
1. Do the terms of reference clearly set out the purpose of the committee?	14				
Comments: <ul style="list-style-type: none"> <li>➤ A thorough review took place in 19/20 with explicit reference back to CIPFA guidance following the All Wales JAC training in February 2019.</li> </ul>					
2. Is the role and purpose of the audit committee understood and accepted across the Force/OPCC?	11		3		
Comments: <ul style="list-style-type: none"> <li>➤ Understood by attendees of JAC, cannot be sure that understanding extends throughout the Force/OPCC</li> <li>➤ The role is understood and accepted across Chief Officer and leadership team as well as those leading on governance. There are always opportunities to increase the understanding of the role more broadly throughout the organisation.</li> <li>➤ It is hard to say across all the force, however representatives from the force become the proxy for the force view – and they clearly show understanding and appreciation of JAC role. It would be useful to raise our profile further with the SRS.</li> <li>➤ It is understood by all who need to interact with the JAC.</li> </ul>					
3. Does the audit committee provide support to the Force/OPCC in meeting the requirements of good governance?	14				
Comments: <ul style="list-style-type: none"> <li>➤ There is recognition of the role and value of the audit committee in providing good governance and assurance.</li> </ul>					
<b>Functions of the Committee</b>					
4.(a) Do the committee's terms of reference explicitly address all the core areas identified in CIPFA's Position Statement?					
• Good governance	14				
Comments:	None				
• Assurance framework	14				
Comments:	None				
• Internal audit	14				
Comments:	None				
• External audit	14				

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
Comments:	None				
• Financial reporting	14				
Comments:	None				
• Risk management	14				
Comments:	➤ The ToR refers to risk management and items on risk register are discussed at JAC meetings				
• Value for money	14				
Comments:	➤ The ToR refers to vfm and discussions query whether vfm is being received				
• Counter-fraud and corruption	12		2		
Comments:	➤ The degree of counter-fraud and corruption work could be looked into – JAC's ToRs 'Consider and comment upon anti-fraud and anti-corruption arrangements including "whistle blowing"'. Potential for more proactive work to be undertaken or a Deep Dive on the topic. ➤ The ToR refers to anti-fraud and anti-corruption but unsure if JAC demonstrate that discussions sufficiently covers this area.				
4.(b) Is the balance of work in relation to business risk, internal control, fraud, financial reporting, regulatory matters, other matters right?	13		1		
Comments: ➤ We may wish to consider whether resilience in times of major incidents such as pandemic / civil unrest etc are addressed sufficiently by JAC. It would be helpful to be explicit as to the set of regulatory matters. ➤ The degree of counter-fraud and corruption work could be looked into – JAC's ToRs only 'Consider and comment upon anti-fraud and anti-corruption arrangements including "whistle blowing"'. More proactive work could be undertaken or perhaps a Deep Dive on the topic. ➤ We have recently placed risk register review at the beginning of the agenda which enables holistic consideration of the risk management at each meeting before focusing on specific areas. I think this is helpful and over time will enhance our oversight and assurance of good governance and management. ➤ Appears to be					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
5.(a) Does the committee understand its role in relation to risk management?	14				
Comments: <ul style="list-style-type: none"> <li>➤ We may wish to consider whether resilience in times of major incidents such as pandemic / civil unrest etc are addressed sufficiently by JAC. It would be helpful to be explicit as to the set of regulatory matters.</li> <li>➤ Over recent meetings it is beginning to.</li> <li>➤ The committee adds significant value to the organisations through its role in risk management.</li> <li>➤ By placing risk register review at start of meeting it allows proper consideration of risk during the meeting and therefore reflection of any risks identified during the meeting. The last meeting we were then able to raise 3 immediate risk areas e.g. Coronavirus.</li> </ul>					
5.(b) Is the committee satisfied it has sufficient awareness of the key organisational risks?	13		1		
Comments: <ul style="list-style-type: none"> <li>➤ We may wish to consider whether resilience in times of major incidents such as pandemic / civil unrest etc are addressed sufficiently by JAC. It would be helpful to be explicit as to the set of regulatory matters.</li> <li>➤ Because of waiting for settlement it is not currently as easy to understand the full and long term resources available to manage these risks.</li> </ul>					
5.(c) Is there an agreed process for making risk management decisions? Is the committee informed of the judgements that have taken place in accordance with the process?	11		2	1	
Comments: <ul style="list-style-type: none"> <li>➤ This could be more specific, taking heed of comments above</li> <li>➤ Over recent meetings the Committee has probed and asked the right questions.</li> <li>➤ This is more transparent since moving the risk register to the start of the agenda.</li> </ul>					
5.(d) Is the committee satisfied the work of internal audit is properly focused on the organisation's major risk, including transformational change and collaboration?	14				
Comments:					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
<ul style="list-style-type: none"> <li>➤ We may wish to consider whether resilience in times of major incidents such as pandemic / civil unrest etc are addressed sufficiently by JAC. It would be helpful to be explicit as to the set of regulatory matters.</li> <li>➤ We have plenty of opportunity to review and challenge the audit plan for the year and as we are going through the year</li> </ul>					
6. Has the committee sought assurance in relation to governance arrangements for major change programmes and key collaboration/outsourcing arrangements (whether with police bodies, other public sector bodies or the private sector?) Has the committee considered its role in respect of these arrangements?	8	1	4	1	
Comments: <ul style="list-style-type: none"> <li>➤ Could benefit from toolsets developed by Cabinet Office as a result of lessons learnt from previous successes and failures.</li> <li>➤ By virtue of the Audit Wales work and Deep Dives on the collaboration front, but possibly not on the more internal change Programmes – although in recent memory, there has been a deep dive on Service Improvement.</li> <li>➤ The new HO build and routes for assurance are being improved</li> <li>➤ The JAC is currently evolving its oversight role in relation to collaborations.</li> <li>➤ Examples include detailed discussions regarding SRS and the recent request for progress reports etc regarding the new HQ build as a standing agenda item</li> </ul>					
7. Is the audit committee aware of inspections and findings of the HMICFRS and other external regulators as appropriate?	11		2	1	
<ul style="list-style-type: none"> <li>➤ Certainly of the work of HMICFRS; It would be helpful to be explicit as to the set of regulators and their requirements.</li> <li>➤ Only in relation to those brought to their attention by Officers.</li> <li>➤ We have an open agenda item for latest reports to be provided to the JAC</li> <li>➤ Updates used to be provided periodically (6 monthly?) throughout the year by Strategy Performance and Change lead</li> </ul>					
8. Is there appropriate focus on both the Police and the Office of the Police and Crime Commissioner?	12		2		
Comments: <ul style="list-style-type: none"> <li>➤ It seems quite a fuzzy line - demarcation not always obvious.</li> <li>➤ This is helped by having the PCC and CC (or their deputies) present at every meeting. We will want this to continue with the next PCC term following elections in May.</li> </ul>					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
9. Is the committee aware of the work of the Police and Crime Panel (PCP) and the assurance requested by the panel from the PCC?	7		4	3	
<p>Comments:</p> <ul style="list-style-type: none"> <li>➤ As we do not attend the PCP, we cannot be certain as to how it is discharged. Does the PCP have an annual evaluation. I am in the process of viewing an example of the PCP online, but it is a time consuming exercise.</li> <li>➤ Probably there could be a stronger working relationship/understanding.</li> <li>➤ We are provided with regular updates between meetings.</li> </ul>					
10. Has the committee maintained its advisory role by not taking on any decision-making powers that are not in line with its core purpose?	14				
<p>Comments:</p> <ul style="list-style-type: none"> <li>➤ This is the case also for the additional meetings in relation to ICT that I attend as the nominated ICT-JAC lead.</li> <li>➤ We are clear with regard our non-decision making role.</li> <li>➤ When making decisions, often reference is made to the JAC ToR to demonstrate compliance</li> </ul>					
<b>Membership and support</b>					
<p>11. Has an effective audit committee structure and composition of the committee been selected?</p> <p>This should include:</p> <ul style="list-style-type: none"> <li>• Separation from the executive</li> <li>• An appropriate mix of knowledge and skills among the membership</li> <li>• A size of committee that is not unwieldy</li> <li>• Where independent members are used, that they have been appointed using an appropriate process</li> <li>• Does the committee work effectively as a team</li> <li>• Lead member roles appropriately allocated based on skills</li> </ul>	14				
<p>Comments:</p> <ul style="list-style-type: none"> <li>➤ The appropriate mix of knowledge and skills is evident with the latest member of the committee bringing in IT knowledge and experience, as well as the allocation of lead roles as a reflection of the different skills with in the 5 independent members</li> <li>➤ Not entirely sure who has lead-member roles and the basis for their allocation</li> </ul>					
12.(a) Does the chair of the committee have appropriate knowledge and skills?	14				

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
Comments: None					
12.(b) Is the Chair of the committee involved in agenda management?	11			3	
Comments: None					
12.(c) Does the Chair of the committee have regular meetings with the office of the PCC and the Chief Constable to discuss the committee work programme and opportunities for the committee to add value?	5	4	1	4	
Comments: <ul style="list-style-type: none"> <li>➤ The Chair does not have regular meetings outside of the JAC.</li> <li>➤ The chair has 1:1s every year and communicates in between meetings with officers of PCC and CC.</li> <li>➤ There is the annual 1-2-1 for the Chair with senior officers and the facility for meetings, phone calls etc.. at any time, is in place.</li> <li>➤ Aware of meetings held with CFO, ACOR and would assume so for the PCC and CC, however not entirely sure of frequency.</li> </ul>					
13. Are arrangements in place to support the committee with briefings and training?	13			1	
Comments: <ul style="list-style-type: none"> <li>➤ Via deep dives, if there was a further pressing need they'd be set up.</li> <li>➤ We have excellent deep dives that are drawn from looking at the risks the force face and our own knowledge gaps of how the force operates and thereby achieves value for money for the public</li> </ul>					
14.(a) Does the committee have good working relations with key people and organisations, including the PCC, Chief Constable, external audit, internal audit and the chief finance officers?	13		1		
Comments: <ul style="list-style-type: none"> <li>➤ This is because of the commitment to attendance at JAC</li> <li>➤ I can't answer this from all perspectives</li> </ul>					
14.(b) Are senior/relevant members of the organisations invited to attend audit committee meetings, participate in discussions, and provide information to the audit committee as and when the audit committee deems it necessary?	13		1		

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
Comments: <ul style="list-style-type: none"> <li>➤ To a certain extent to present, but this could possibly be extended to "celebrate" substantial assurance and "support" in other areas and to ascertain barriers.</li> <li>➤ We are quite demanding in seeing senior members of the organisation – especially where we are alerted to risk in the internal audits. Consequently, we are able to constructively hold senior managers to account in person.</li> </ul>					
15. Does the audit committee have private meetings with the external and internal auditors?	13			1	
Comments: <ul style="list-style-type: none"> <li>➤ At the beginning of each meeting and we can contact them separately in between meetings.</li> </ul>					
16. Is adequate secretariat and administrative support to the committee provided?	14				
Comments: <ul style="list-style-type: none"> <li>➤ Excellent support</li> <li>➤ Although should additional work be undertaken by the JAC this will need review</li> </ul>					
17. Do the arranged 'Deep Dives' allow members to gain a wider/deeper understanding of the force and OPCC and also of relevance/use in their role?	10		1	2	1
Comments: <ul style="list-style-type: none"> <li>➤ Only Members can decide.</li> <li>➤ These are truly insightful and I wish we could do more.</li> </ul>					
18. Do Members recognise that the annual performance reviews are essential to allow tenure rollover to take place and is their structure appropriate to meet this need?	11			2	1
Comments: <ul style="list-style-type: none"> <li>➤ Comments are taken on board by the officers of the PCC and CC, our approach to our meetings have changed for the better and we monitor each meeting actions we decided on as a consequence of feedback. We are very active in our appreciation of how essential these annual reviews are.</li> </ul>					
<b>Effectiveness of the committee</b>					
19. Has the committee obtained feedback on its performance from those interacting with the committee or relying on its work?	12		1	1	

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
Comments: <ul style="list-style-type: none"> <li>➤ Via this mechanism, maybe it could be disseminated further?</li> <li>➤ Both during and outside JAC meetings and via completion of this Self - Assessment form by non-JAC members who attend the JAC meetings.</li> </ul>					
20. Has the committee evaluated whether and how it is adding value to the organisation?	10		2	2	
Comments: <ul style="list-style-type: none"> <li>➤ To a certain extent, it could be more formalised.</li> <li>➤ We do this annually and reflect each meeting.</li> </ul>					
21. Does the committee have an action plan to improve any areas of weakness?	10		1	3	
Comments: None <ul style="list-style-type: none"> <li>➤ To a certain extent, it could be more formalised.</li> <li>➤ I assume that it has but I'm not aware of it.</li> <li>➤ We review every meeting.</li> <li>➤ Priorities for coming year listed in Annual Report</li> </ul>					
22.(a) Is an annual evaluation undertaken to assess whether the committee is fulfilling its terms of reference and that adequate consideration has been given to all core areas?	13			1	
Comments: None					
22.(b) Where coverage of core areas has been found to be limited, are plans in place to address this?	10			2	2
Comments: None					
23. Is there a clear 'forward plan' which sets out how the committee will meet the objectives set out in the terms of reference?	11		1	2	
Comments: <ul style="list-style-type: none"> <li>➤ Could benefit by being more explicit.</li> <li>➤ We have a forward plan of our deep dives, external and internal audit programme and we are aware through experience of what we will cover in what meetings throughout the year e.g. Treasury Management, Budget Setting but on these latter areas we are not presented with a forward plan – although I am aware that the office of PCC and CC do have a forward plan.</li> <li>➤ I recall this being discussed, but cannot recall seeing a final version therefore 'DK' response</li> <li>➤ This is circulated via email annually in March.</li> </ul>					



Good Practice Questions	Yes	No	Partly	Don't Know	N/A
24. Has the committee considered whether all standing items on the agenda are truly adding value to the committee's work?	9	1		4	
<p>Comments:</p> <ul style="list-style-type: none"> <li>➤ With the reflection of terms of reference we have removed some detailed data items from agenda and replaced with summarised assurance reports from officers</li> <li>➤ Given the length of the agenda and meetings this might be something to consider going forward.</li> <li>➤ Uncertain as to whether this exercise has taken place. Structure of the agenda does not separate 'standing agenda items' and 'non-standing agenda items'</li> <li>➤ This was undertaken during the ToR review in 2019</li> </ul>					
25. Is there appropriate cooperation between the internal and external auditors?	12			2	
<p>Comments:</p> <ul style="list-style-type: none"> <li>➤ It is clear that there is mutual respect from interactions in the meetings.</li> <li>➤ There certainly appears to be so with TIAA but not certain about TCBC</li> </ul>					
<p>26. Please enter any comments you have below: (Please could you also consider how you would like to see the self-assessment process evolving in the future)</p> <ul style="list-style-type: none"> <li>➤ I would value visibility of how other JACs across England and Wales undertake their self-assessment so that we could learn from good practice from regions that are considered high performers.</li> <li>➤ I would want to give recognition to the contribution and value that the committee provides to the PCC and Chief Constable as well as the contribution of both internal and external audit.</li> <li>➤ In addition, the committee is well supported by the Office of the PCC and thanks should be afforded to team members for their work.</li> <li>➤ The self-assessment process is valuable because it has highlighted area of work to me that I need to get more information about.</li> <li>➤ Since joining the JAC I have seen members constructively engage in how to best provide the appropriate oversight, constructive challenge and effective governance to the PCC and CC – the remit of JAC has grown and we are committed to meeting the growing demands of ourselves effectively and with up to date knowledge through the annual training and deep dives.</li> <li>➤ The Self – Assessment process continually evolves and has undergone a major review over the last 12 months.</li> <li>➤ I have no concerns about the current process.</li> </ul>					

<u>Appendix 3.2</u>		<u>ACTION PLAN</u>		
		Key: <b>Green = On-going</b> <b>Blue = Completed</b>		
<u>Questionnaire Number and Question</u>		<u>Comments</u>	<u>Suggested Resolution</u>	<u>Agreed Resolution</u> <u>(To be completed at the meeting)</u>
4.	Do the committee's terms of reference explicitly address all the core areas identified in CIPFA's Position Statement.	<p><b>Assurance Framework</b> Majority of feedback suggested people were happy this was covered, although not explicitly mentioned. Development of a Board Assurance Framework was mentioned.</p> <p><b>Action rolled over from previous financial year:</b> A pictorial representation of the sources of assurance that make up the framework could be beneficial, indicating opportunities for triangulation.</p>	<p>Development of a Board Assurance Framework will be considered once the internal audit report is received.</p> <p>For discussion at meeting.</p>	<p><b>Note: This action has rolled over from the previous action sheet.</b></p> <p>An internal audit is being undertaken in this area. Once the outcome of the audit has been received we will consider how this could be progressed further.</p> <p>Update March 2019: Not yet received. Suggest roll over to action plan produced as a result of the 2018/19 self-assessment process.</p> <p>Update June 2019: Audit Report now received. Agreement from CFO that this would be looked at and progressed.</p> <p>Update September 2019: CFO, ACOR, CEx &amp; HoAC to meet on 20/09/19 to discuss further. This is the earliest date available based on diary commitments and annual leave over the summer months.</p> <p>Update December 2019: Initial meeting has taken place. HoAC drafting template and will share with officers for comment. A meeting will then be arranged to fill in the document before sharing with JAC members at a future meeting.</p> <p>Update March 2020: Template has been drafted. HoAC meeting with CFO and CEx on 17/02/20 to fill in OPCC sections to ensure the document works. A meeting will then be arranged with the force to complete the whole document prior to sharing with JAC members at a future meeting.</p> <p><b>Update June 2020:</b> HoAC will work continue to work on the document during remote working/COVID 19. A meeting has been arranged between the force/OPCC on 24/09/2020 to (hopefully) finalise the document. A draft version of the BAF was circulated to members for comment on 09/04/2020.</p>

Audit Committee Purpose and Governance				
2.	Is the role and purpose of the audit committee understood and accepted across the Force/OPCC?	Respondents were generally satisfied that the role of the JAC was understood to a proportionate degree in both the OPCC and the force. It was suggested that further work needed to be undertaken to build an understanding of the importance of JAC's role with the Shared Resource Service (SRS) Management.	<p>The ACOR confirmed at the March 2020 JAC meeting that SRS Management would have more time factored in to budget setting the following year to ensure attendance at more JAC meetings. Increased attendance would provide a better understanding of the role of the JAC.</p> <p>An update on the role of the JAC and the scrutiny undertaken was shared across the force via the Chief's Blog. The JAC minutes are also considered at the Strategy and Performance Board.</p> <p>The understanding of the role of the JAC is also helped by inviting managers to present at deep dives.</p> <p>Further discussion required.</p>	
Functions of the Committee				
4.(a)	Do the committee's terms of reference explicitly address all the core areas identified in CIPFA's Position Statement?  viii. Counter-fraud and corruption	The overall majority of respondents agreed the Terms of Reference (ToR) addressed the core areas identified within CIPFA's Position Statement although reference was made to ensuring JAC could demonstrate that discussions sufficiently covered Counter-fraud and corruption.	<p>Suggest JAC consider a deep dive in relation to Counter-fraud and corruption involving finance, procurement, vetting, Anti-Corruption Unit and information security.</p> <p>Anti-fraud and corruption strategies are presented to JAC for comment when they are due for renewal or are amended.</p> <p>This area has been raised successively over the last few years and would benefit from further discussion.</p>	
4.(b)	Is the balance of work in relation to business risk, internal control, fraud, financial reporting, regulatory matters, other matters right?	Most respondents agreed the balance of work was at the right level and the recent prioritisation of the risk register on the agenda would assist in enhancing oversight and assurance of good governance and management. However, it was suggested that JAC may wish to consider if they were addressing Force resilience during a times of major incident such as the recent pandemic.	<p>The Chief Finance Office has been keeping JAC members updated regarding the effect on the accounts closure process and COVID 19 has been added as a risk to the risk register. An agenda item could be added for the duration of a major incident.</p> <p>Suggest JAC consider a deep dive on Incident/Emergency Planning to provide an understanding as to how events such as COVID 19 are dealt with. This would involve the governance processes incorporating the Local resilience forum for partner organisations across Gwent and Gold/Silver/Bronze group etc.</p> <p>Further discussion required.</p>	
5.(a)	Does the committee understand its role in relation to risk management?	Most respondents agreed the committee understand its role in relation to risk management. However, it was suggested that JAC have sufficient oversight of Force resilience during a times of major incident such as the recent pandemic.	See row 4(b)	

5.(c)	Is there an agreed process for making risk management decisions? Is the committee informed of the judgements that have taken place in accordance with the process?	The Majority of respondents agreed that appropriate processes were in place for making risk management decisions. It was suggested that in order to provide further transparency the JAC should be made aware of the risks that have had their rating changed or have been removed and the reasons why.	A cover sheet to indicate the changes to the risk register (including the rationale for the removal of the risk) has been requested by the Service Improvement Board, therefore it should be available at every JAC meeting.	
6.	Has the committee sought assurance in relation to governance arrangements for major change programmes and key collaboration/outsourcing arrangements (whether with police bodies, other public sector bodies or the private sector?) Has the committee considered its role in respect of these arrangements?	Over half of the respondents did not feel that the committee were in a position to seek overall assurance in terms of governance arrangements for major change programmes and key collaboration, although it was acknowledged oversight had improved particularly in relation to the new HQ build and management of audit actions by SRS.	<p>A higher number of planned audits relate to collaborative work in 2020/21 providing further oversight in relation to governance arrangements for collaboration.</p> <p>Oversight of governance arrangements for major change and key collaboration has also been added to the JAC ToR this year. The HoAC will also begin a piece of work with the ACOR as a result of collaborative governance inclusion into the ToR which will provide further information to JAC. This piece of work will commence once the BAF has been completed.</p> <p>JAC received a Deep Dive in March 2020 on Collaboration Governance from the All Wales Collaboration team.</p> <p>The Audit Office have recently undertaken a review of the collaborative arrangements between the Welsh Forces and findings will be discussed at a future JAC.</p> <p>Further discussion required.</p>	
7.	Is the audit committee aware of inspections and findings of the HMICFRS and other external regulators as appropriate?	The overall response was that the Committee was aware of Inspections and findings of HMICFRS. There was minimal uncertainty with regards to external regulators.	<p>The JAC members have previously been sent a link to the HMICFRS website where they are able to view all inspection reports. Reports are added to the agenda as appropriate but the majority are operational in nature.</p> <p>The PCC is expected to draft a letter of response to certain HMICFRS inspection reports which are then published on the OPCC website. These may provide further assurances to the JAC.</p> <p>The external regulators would be those such as the Information Commissioner's Office (ICO). If a report was produced specifically for Gwent Police/OPCC then it would be added to the agenda for comment by the JAC.</p> <p>Further discussion required.</p>	
8.	Is there appropriate focus on both the Police and the Office of the Police and Crime Commissioner?	Most respondents agreed there was appropriate focus on both the Police and Office of the Police and Crime Commissioner, although the demarcation between the parties was not always obvious.	<p>The manual of governance provides clarity on the roles of the OPCC/force and their relationships but is a large document – the relevant sections could be extracted and circulated to members.</p> <p>A deep dive could be given to provide clarity.</p> <p>Further discussion required.</p>	

9.	Is the committee aware of the work of the Police and Crime Panel (PCP) and the assurance requested by the panel from the PCC?	The majority of respondents were partly aware of the work of the Police and Crime Panel (PCP) and the assurance requested by the panel from the PCC.	To provide further assurance the link to the PCP agendas/minutes could be circulated to JAC members.  To provide details of PCP meeting dates and times so JAC members can watch live meetings online.  The PCP are not required to provide any form of annual report/evaluation on their scrutiny of the PCC however meetings can be watched at a later stage on You Tube.  Further discussion required.	
<b>Membership and Support</b>				
12.(c)	Does the Chair of the committee have regular meetings with the office of the PCC and the Chief Constable to discuss the committee work programme and opportunities for the committee to add value?	There was a mixed response to this the question as to whether meetings should take place or not.	There are no regular meetings at the moment but the Chair does have the annual 121 meeting and also reviews the agenda in the run up to every meeting.  The forward Work Plan was circulated to JAC members on 06.03.2020 for any comments to be fed back.  Chair to determine if additional meetings, probably with the CFO/ACOR would be useful.  Further discussion required.	
<b>Effectiveness of the Committee</b>				
20.	Has the committee evaluated whether and how it is adding value to the organisation?	Most respondents were in agreement that the JAC evaluated how effective they were at adding value to the organisation. It was suggested that the process should be formalised.	This is completed via the annual report. Is there anything further the JAC members wish to consider?  Further discussion required.	
23.	Is there a clear 'forward plan' which sets out how the committee will meet the objectives set out in the terms of reference?	The overall majority of respondents agreed there was a clear Forward Plan although some did not recall having sight of the Forward Work Plan.	It has been previously agreed that the Forward Work Plan is circulated annually to JAC members for the start of the financial year. The forward Work Plan was circulated to JAC members on 06.03.2020.  Further discussion required.	
24.	Has the committee considered whether all standing items on the agenda are truly adding value to the committee's work?	Most respondents were in agreement that they had considered whether all standing items on the agenda were truly adding value to the committee's work. Some members were unclear what were standing items or non-standing items on the agenda and also questioned if the length of the agenda could be reduced.	Rather than annual circulation, the forward work plan could be added as an item at the end of every agenda for noting. We could highlight which reports were standing items although the majority of reports are received on a cyclical basis. The ACOR, CFO and HoAC reviewed the reports provided to the JAC when the ToR was revised in 2019 with members agreeing the proposal.  Further discussion required.	

26.	Please enter any additional comments:	<p>I would value visibility of how other JACs across England and Wales undertake their self-assessment so that we could learn from good practice from regions that are considered high performers.</p>	<p>The HoAC undertook a review of the self-assessment process and compared to other JACs. A report was provided to the meeting on 4<sup>th</sup> March 2019. The report can be circulated again to JAC members if it would be useful.</p> <p>Suggest that this action is complete.</p>	
		<p><u>General feedback for noting:</u></p> <p>Since joining the JAC I have seen members constructively engage in how to best provide the appropriate oversight, constructive challenge and effective governance to the PCC and CC – the remit of JAC has grown and we are committed to meeting the growing demands of ourselves effectively and with up to date knowledge through the annual training and deep dives.</p> <p>This self-assessment process is valuable because it has highlighted area of work to me that I need to get more information about.</p> <p>I would want to give recognition to the contribution and value that the committee provides to the PCC and Chief Constable as well as the contribution of both internal and external audit.</p> <p>In addition, the committee is well supported by the Office of the PCC and thanks should be afforded to team members for their work.</p>		