

SELF-ASSESSMENT OF GOOD PRACTICE**QUESTIONNAIRE**

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
Audit Committee Purpose and governance					
1. Do the terms of reference clearly set out the purpose of the committee?	10				
Comments: <ul style="list-style-type: none"> ➤ We reflect on the ToR each year and take account of any CIPFA developments / changes. We also review those areas where we feel that we need to ensure we are meeting our terms of reference as fully as we can – e.g. VFM 					
2. Is the role and purpose of the audit committee understood and accepted across the Force/OPCC?	10				
Comments: <ul style="list-style-type: none"> ➤ I think the important piece in this question is ‘those charged with governance’. Whilst the work of JAC may be vague to many senior employees, those charged with governance understand and accept the role and purpose of JAC. ➤ Certainly, by attendees of JAC but cannot be sure whether we have the full set of those charged with governance in attendance at JAC. I suspect the answer is Yes. 					
3. Does the audit committee provide support to the Force/OPCC in meeting the requirements of good governance?	9			1	
Comments: <ul style="list-style-type: none"> ➤ This is primarily a question for the CC/ Commissioner. ➤ Last meeting we took the opportunity to reflect on the meeting and our effectiveness as a JAC and received affirmation from officers of the value we add 					
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?					
• Good governance	10				
Comments:					
• Assurance framework	10				
Comments:					
• Internal audit	10				
Comments:					
• External audit	10				
Comments:					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
<ul style="list-style-type: none"> Financial reporting 	10				
Comments:					
<ul style="list-style-type: none"> Risk management 	10				
Comments:					
<ul style="list-style-type: none"> Value for money 	9		1		
Comments: <ul style="list-style-type: none"> VFM is still an area of discussion, understanding and development but is evolving and improving. 					
<ul style="list-style-type: none"> Counter-fraud and corruption 	9			1	
Comments:					
4.(b) Is the balance of work in relation to business risk, internal control, fraud, financial reporting, regulatory matters, other matters right?	9		1		
Comments: <ul style="list-style-type: none"> We work hard to ensure the right balance and time is spent on items with JAC leads working closer with officers out of meetings and although there are developments underway the right balance is in place just effective presentation of information sometimes needs improving, but the officers are open to constructive input to these developments and needs The new approach to the meeting agenda and the prioritisation and presentation of matters to the Committee has certainly aided in providing the right balance to JAC's workload Yes, in times of relative normality. We may wish to consider whether resilience in times of major incidents such as pandemic/civil unrest etc are addressed sufficiently by JAC. An emerging "New Normal" may suggest otherwise due to changes in the macro environment. I suspect that there's a level of risk that the JAC does not have visibility of due to its level of security sensitivity. Focus within individual JAC meetings varies dependent upon issues arising. You will have seen in my comments about the annual report my concern about the Risk Register. While the item is rightly placed at the beginning of our agenda, the report circulated dominates the agenda and does not meet our requirements 					
5.(a) Does the committee understand its role in relation to risk management?	9				1
Comments: <ul style="list-style-type: none"> Yes as evidenced by our focus on supporting the officers/OPCC in improving risk management processes, reporting and assurance. 					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
<ul style="list-style-type: none"> ➤ Definitely and hence the involvement in making this area as effective as possible ➤ The new approach to the meeting agenda and the prioritisation and presentation of matters to the Committee has certainly aided in providing the right balance to JAC's workload ➤ Yes, in times of relative normality. We may wish to consider whether resilience in times of major incidents such as pandemic / civil unrest etc are addressed sufficiently by JAC. An emerging "New Normal" may suggest otherwise due to changes in the macro environment. ➤ I suspect that there's a level of risk that the JAC does not have visibility of due to its level of security sensitivity. ➤ My comment is that the committee does. You will have seen in my comments about the annual report my concern about the Risk Register. While the item is rightly placed at the beginning of our agenda, the report circulated dominates the agenda and does not meet our requirements 					
5.(b) Is the committee satisfied it has sufficient awareness of the key organisational risks?	8		1		1
Comments: <ul style="list-style-type: none"> ➤ Over recent meetings the Committee is beginning to, through the work of the JAC risk lead in assisting the OPCC and Force to consider their Risk appetite, strategy and reporting. ➤ The new approach to the meeting agenda and the prioritisation and presentation of matters to the Committee has certainly aided in providing the right balance to JAC's workload ➤ Yes, in times of relative normality. We may wish to consider whether resilience in times of major incidents such as pandemic / civil unrest etc are addressed sufficiently by JAC. An emerging "New Normal" may suggest otherwise due to changes in the macro environment. ➤ I suspect that there's a level of risk that the JAC does not have visibility of due to its level of security sensitivity. And then there are The Black Swans. ➤ My comment is that the committee has more awareness than it needs 					
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?	8		2		
Comments: <ul style="list-style-type: none"> ➤ Further work required to articulate 'risk appetite/ tolerance' type considerations so we better understand the appropriateness of the pace, type and extent of risk mitigation actions proposed. ➤ But we would like to have these presented in a consumable way rather than everything ➤ Over recent meetings the Committee is beginning to, through the work of the JAC risk lead in assisting the OPCC and Force to consider their Risk appetite, strategy and reporting. ➤ Yes to the first question, but partly to the second 					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
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?	7		2		1
<p>Comments:</p> <ul style="list-style-type: none"> ➤ Further consideration should be given to ensuring that the internal audit team have or can develop the appropriate consultancy/ advanced IA type skills required to review transformational change and collaboration activity. Alternatively, we need to understand where independent assurance over these important areas should be sourced from. ➤ Audit focus is an on-going matter and we need to be assured that as part of the risk management process that audit needs and potential changes to focus have been considered ➤ The new approach to the meeting agenda and the prioritisation and presentation of matters to the Committee has certainly aided in providing the right balance to JAC's workload ➤ Yes, in times of relative normality. We may wish to consider whether resilience in times of major incidents such as pandemic / civil unrest etc are addressed sufficiently by JAC. An emerging "New Normal" may suggest otherwise due to changes in the macro environment. ➤ I suspect that there's a level of risk that the JAC does not have visibility of due to its level of security sensitivity. Home Office is expecting transformational change as a result of additional police officers. ➤ Yes for business as usual, Don't Know for transformational change/collaboration More could be done on transformational change (TC) and collaboration. With reference to TC what we are aiming to achieve and where we are now could be clarified, deducing the gap and defining the journey required to traverse the gap. ➤ Not a member of the Committee but past meetings have shown Jac to be content with the focus of IA work 					
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?	7		2	1	
<p>Comments:</p> <ul style="list-style-type: none"> ➤ We have and we are being provided with more information, and perhaps as an outcome of JAC input, officers are seeking to improve governance arrangements. 					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
<ul style="list-style-type: none"> ➤ Inter-Force collaboration governance landscape has been shared with the Committee, but not necessary the entire landscape beyond policing – e.g. LAs and Health for such things as VAWDASV. ➤ Would be good to have a list of the change programmes and key collaborations/outsourcing arrangements. JAC has certainly been informed of the new HQ build. JAC informed of SRS developments. ➤ Could benefit from toolsets developed by Cabinet Office as a result of lessons learnt from previous successes and failures. Collaborative arrangements could do with more precision in the design stage with respect to expectations and deliverables and the evidence required to prove achievements. ➤ Governance arrangements for collaborative projects continue to develop and are subject to scrutiny by auditors and the JAC. 					
7. Is the audit committee aware of inspections and findings of the HMICFRS and other external regulators as appropriate?	8		2		
Comments: <ul style="list-style-type: none"> ➤ We are certainly briefed on HMICFRS, other inspection findings would welcome more clarification. ➤ Usually updated annually and as part of verbal briefings 					
8. Is there appropriate focus on both the Police and the Office of the Police and Crime Commissioner?	9		1		
Comments: <ul style="list-style-type: none"> ➤ This is helped by PCC and CC (or their deputies) attending the JAC meetings ➤ It seems quite a fuzzy line - demarcation not always obvious. More emphasis seems to be put on the Police rather than OPCC. ➤ Both force and OPCC represented at meetings 					
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?	8		1	1	
Comments: <ul style="list-style-type: none"> ➤ As we do not attend the PCP, we cannot be certain as to how it is discharged. Does the PCP have an annual evaluation. Viewing the PCP online is a time-consuming exercise. Could be more explicit. 					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
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?	10				
Comments:					
Membership and support					
11. Has an effective audit committee structure and composition of the committee been selected?	10				
Comments: <ul style="list-style-type: none"> ➤ The allocation of lead members will necessarily need to be reviewed following the departure of Roger and Jon. Similarly an induction process needs to be arranged for new members. ➤ Yes, applies to all i) to vi) with the current membership. 					
12.(a) Does the chair of the committee have appropriate knowledge and skills?	10				
Comments:					
12.(b) Is the Chair of the committee involved in agenda management?	9			1	
Comments: <ul style="list-style-type: none"> ➤ I assume this to be the case. ➤ I suspect so. ➤ I believe so 					
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?	8			2	
Comments: <ul style="list-style-type: none"> ➤ I assume this to be the case. ➤ I suspect so. ➤ I believe so ➤ As far as I am aware the answer is no , but the Chair is better placed than me to answer. 					
13. Are arrangements in place to support the committee with briefings and training?	10				

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
Comments: <ul style="list-style-type: none"> ➤ Deep dives and annual training ➤ Via deep dives, I'm sure that if there was a further pressing need, they'd be set up. Online all-Wales training is an effective and efficient way of learning about new initiatives without the burden of travelling 					
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?	10				
Comments: <ul style="list-style-type: none"> ➤ Yes, for all the key individuals cited and all those in attendance at JAC meetings. ➤ Lines of communication with TCBC Internal Auditors could be improved but this is an ongoing issue that would require a change in approach by SRS partners. Excellent relationships with all other key people and organisations. 					
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?	9		1		
Comments: <ul style="list-style-type: none"> ➤ 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. Slightly uneasy about the situation regarding the TCBC auditors but ICT lead meetings with SRS and Security consultant are good. 					
15. Does the audit committee have private meetings with the external and internal auditors?	8		1	1	
Comments: <ul style="list-style-type: none"> ➤ 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. Slightly uneasy about the situation regarding the TCBC auditors but ICT lead meetings with SRS and Security consultant are good. ➤ Lines of communication with TCBC Internal Auditors could be improved but this is an ongoing issue that would require a change in approach by SRS partners. Excellent relationships with all other key people and organisations. 					
16. Is adequate secretariat and administrative support to the committee provided?	10				
Comments: <ul style="list-style-type: none"> ➤ Excellent support. 					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
<ul style="list-style-type: none"> ➤ This is always valued, but even more so over the last two years when we have had to operate virtually 					
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?	9			1	
Comments: <ul style="list-style-type: none"> ➤ They are good for gaining a better understanding; however, they could also serve a dual function by providing assurance as to the Lines of Defence employed with respect to associated individual risks. ➤ I believe so 					
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?	8			1	1
Comments:					
Effectiveness of the committee					
19. Has the committee obtained feedback on its performance from those interacting with the committee or relying on its work?	7		1	2	
Comments: <ul style="list-style-type: none"> ➤ Could benefit from being more explicit. ➤ Yes – via this assessment process and regular meetings with auditors, police staff etc.. An open and honest culture exists. 					
20. Has the committee evaluated whether and how it is adding value to the organisation?	8		1	1	
Comments: <ul style="list-style-type: none"> ➤ Could benefit from being more explicit. 					
21. Does the committee have an action plan to improve any areas of weakness?	8		1	1	
Comments: <ul style="list-style-type: none"> ➤ Could benefit from being more explicit. However, this annual exercise results in a plan of action. 					
22.(a) Is an annual evaluation undertaken to assess whether the committee is fulfilling its	10				

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
terms of reference and that adequate consideration has been given to all core areas?					
Comments: <ul style="list-style-type: none"> ➤ Adequacy consideration could benefit from being more explicit. 					
22.(b) Where coverage of core areas has been found to be limited, are plans in place to address this?	7		1	1	1
Comments: <ul style="list-style-type: none"> ➤ Yes, via this self-assessment process. ➤ Could benefit from being more explicit. 					
23. Is there a clear 'forward plan' which sets out how the committee will meet the objectives set out in the terms of reference?	8		1	1	
Comments: <ul style="list-style-type: none"> ➤ But could probably be done more explicitly in collaborative session with the aid of an underpinning mapping in the form of a compliance matrix. ➤ The JAC Agenda has been reviewed on a regular basis to help meet objectives. Similarly, the deep-dive topics are reviewed for the same purpose. 					
24. Has the committee considered whether all standing items on the agenda are truly adding value to the committee's work?	9		1		
Comments: <ul style="list-style-type: none"> ➤ Regular review and consideration – with changes being noted in minutes ➤ But could probably be done more explicitly in collaborative session. 					
25. Is there appropriate cooperation between the internal and external auditors?	9			1	
Comments: <ul style="list-style-type: none"> ➤ There appears to be, however the Auditors would be best placed to answer this question. ➤ Cannot comment on co-operation between Audit Wales and TCBC Internal Auditors. 					
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)					

Good Practice Questions	Yes	No	Partly	Don't Know	N/A
<p>Comments:</p> <ul style="list-style-type: none"> <li data-bbox="256 304 1453 371">➤ I believe that the self-assessment process is fit for purpose at present but that does not prohibit consideration of any suggestions for improvement <li data-bbox="256 412 1453 568">➤ I would add that when we ask for additional information if it is within our terms of reference, unless it requires discussion at a meeting, it should be circulated as and when it is available rather than with an agenda if it is not within our terms of reference, it should not be circulated with an agenda, but as and when available. 					

JAC SELF ASSESSMENT ACTION PLAN

		<u>ACTION PLAN</u>		
		Key: Green = On-going Blue = Completed		
<u>Questionnaire Number and Question</u>	<u>Comments</u>	<u>Suggested Resolution</u>	<u>Agreed Resolution (To be completed at the meeting)</u>	
ROLLED OVER FROM PREVIOUS YEARS ACTION PLAN				
4.	Do the committee's terms of reference explicitly address all the core areas identified in CIPFA's Position Statement.	<p>Assurance Framework Action rolled over from previous financial year: A pictorial representation of the sources of assurance that make up the framework could be beneficial, indicating opportunities for triangulation.</p>	Work is ongoing between the force and OPCC to develop a pictorial representation and will be shared with JAC members for feedback.	<p>Update June 2021: Now the BAF has identified gaps and is being monitored and progressed via the Strategic Planning Group, the HoAC and the Chief Inspector will work on developing a pictorial representation for JAC.</p> <p>Update December 2021: The HoAC and Chief Inspector have agreed on a potential suitable pictorial representation of the BAF for the JAC. This will be developed and the JAC sighted prior to finalisation but has currently been put on hold due to other demands. The BAF action plan can be shared with JAC if they wish to see the progress being made.</p> <p>Update March 2022: Update as per December 2021.</p> <p>Update June 2022: The HoAC has started to look at how this can be best presented to the JAC. A draft version for feedback will be circulated prior to an updated and final version being presented to the JAC for their annual review at the September 2022 meeting.</p>
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	<p>Action rolled over from previous financial year 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>	<p>Internal Audit has previously reviewed major change programmes and methodologies, examples including New HQ and the Continuous Improvement Change Management approach. In addition, Audit Wales has reviewed the governance arrangements concerning police Collaboration in Wales.</p> <p>The AW report (and the SRS one) and associated action plan is being taken forward through the All Wales Collaboration Board.</p>	<p>Update March 2021: Work has started to produce a log of all collaboration agreements held within the OPCC. This will be shared with the force once complete and discussions had on how to provide assurance to the JAC on this area of work. This has also been identified as an area for improvement within the BAF.</p>

	<p>considered its role in respect of these arrangements?</p>	<p>The majority of respondents were satisfied that the committee were in a position to seek overall assurance in terms of governance arrangements for major change programmes and key collaboration. However, it was suggested that further development was needed in this area to understand the growing importance of collaboration in other public services, particularly in light of the Covid restrictions and the Force could benefit from toolsets developed by Cabinet Office as a result of lessons learnt from previous successes and failures.</p>	<p>In addition, Welsh Police Finance and Resources Group (WPFRG) have 'sponsored' the maintenance of a collaboration register which includes the capturing of benefits too. This register initially focussed on inter Force collaboration but will be expanded in due course to cover other collaborations, such as those with Local Authorities.</p>	<p>Update June 2021: The agreements spreadsheet has been collated and needs review within the OPCC prior to sharing with the force to ensure they did not hold any additional information prior to deciding how to progress further.</p> <p>Update December 2021: Work relating to the reporting on the governance of collaborations is being progressed but is a large piece of work that is currently still ongoing.</p> <p>Update March 2022: Collaboration register was due to be discussed at the December WPFRG but was postponed to March (See action sheet – action 11). An update would be provided in due course.</p> <p>Update June 2022: The HoAC and CI have now met and have collated an agreements register. This will be presented along with some recommendations on progression to the Strategic Planning Group at their June meeting for consideration.</p> <p>Separate to the above as clarified in the June 2022 action sheet, the WPFRG have established an All-Wales Productivity and Efficiency Group which is responsible for the collaboration register. The register will take around 6 months to update and will be reviewed again by WPFRG in Sept 2022. JAC will be presented with the most up to date register as soon as available.</p>
<p>NEW ACTIONS</p>				
<p>4 (b)</p>	<p>Is the balance of work in relation to business risk, internal control, fraud, financial reporting, regulatory matters, other matters right?</p>	<p>The majority of respondents agreed the balance of work was appropriate. However, while it was acknowledged that the Joint Risk Register was rightly placed at the beginning of the JAC agenda, it was suggested that the report dominates the agenda and does not meet the JAC members requirements.</p> <p>There was also the suggestion that the JAC may wish to consider whether resilience in times of major incidents such as a pandemic/civil unrest are addressed sufficiently by JAC.</p> <p>N.B. The above points have been raised under multiple sections of the self-assessment questionnaire but have only been included in the action plan once.</p>	<p>It was acknowledged in the self-assessment feedback that the JAC lead member for risk had been supporting the Force and OPCC in the development of their risk processes/register. A new risk register is being developed with a summarised version tailored to JAC requirements which is expected to be presented to JAC at the June 2022 meeting.</p> <p>Business continuity plans are in place across all functions. There are also a quarterly business continuity meeting that reports to the Organisational Resources Board of which the ACOR is Chair. Broader issues are included in the Gwent Local Resilience Forum (LRF) which is chaired by the Chief Constable. Evidence is</p>	

			<p>contained in the force Covid Gold meetings and GLRF which has its own website Home Gwent Prepared.</p> <p>Further discussion needed at meeting.</p>	
5 (c)	<p>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?</p>	<p>The majority of respondents agreed there is a satisfactory process in place for making risk management decisions. However, it was suggested that further improvements are required to the Risk Register in terms of its size and format; it should clearly articulate risk appetite and tolerance levels in order for JAC to better understand the appropriateness of pace, type and extent of risk mitigation actions proposed.</p>	<p>It was acknowledged in the self-assessment feedback that the JAC lead member for risk had been supporting the Force and OPCC in the development of their risk processes/register. A new risk register is being developed with a summarised version tailored to JAC requirements which is expected to be presented to JAC at the June 2022 meeting.</p> <p>All risks are presented to the force Strategic Executive Board (SEB) where they are reviewed to check and moderate the risk rating. All risks are reviewed at each meeting and are updated to reflect any changes made to the risk rating or to confirm if the rating is maintained.</p> <p>Would suggest that when the JAC have reviewed the new risk update in June and are satisfied with what is being provided, that this action can be closed.</p>	
5 (d)	<p>Is the committee satisfied the work of internal audit is properly focused on the organisation's major risk, including transformational change and collaboration?</p>	<p>The majority of respondents were satisfied that the work of internal audit is properly focused on the organisation's major risk. However, it was suggested that ensuring audit needs and potential changes to focus should be considered.</p> <p>It was also suggested that IA ensure they have the appropriate advanced skills required to review transformational change and collaboration activity or alternatively JAC need to be made aware of where this assurance should be sourced from.</p>	<p>The Annual audit plan is determined via an assessment of risk taken from economic, societal, financial and other factors and also includes the corporate risk register, with the collaborative audit programme enabling comparison across forces.</p> <p>The transformational change programmes, including collaborations, are audited with examples including the new HQ Project Board. No major collaborative change programme has recently taken place for an audit to be undertaken.</p> <p>Any future recommissioning of internal audit provision will be explicit in the requirements for added value audit work with regard to transformational change.</p> <p>Further discussion needed at meeting.</p>	
6.	<p>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?</p>	<p>Most respondents agreed the JAC have been provided with assurance in relation to governance arrangements for major change programmes and key collaborations. However, it was suggested that a list of the change programmes and key collaborations/outsourcing arrangements would be useful for JAC, including those with partners outside of policing.</p> <p>It was also suggested that the organisation could benefit from the toolsets developed by the Cabinet Office as a result of lessons learnt from previous successes or failures and for more there to be more precision in the design stage with respect to expectations and deliverables and the evidence required to prove achievements.</p>	<p>As mentioned in row 6 under actions rolled over from previous years, work is progressing in this area and the JAC will be provided with a list, as appropriate, in future.</p> <p>In relation to the toolsets mentioned, please could copies or a link to the documents referenced be provided and they will be considered.</p> <p>Further discussion needed at meeting.</p>	

7.	Is the audit committee aware of inspections and findings of the HMICFRS and other external regulators as appropriate?	It was agreed that JAC had been made aware of inspection and findings of HMICFRS. However, it was suggested that other inspection findings would provide more clarification.	A list of regulators that the OPCC and Force could be inspected by have been shared with the JAC. There are minimal inspections from other regulators that fall within the JAC ToRs as the majority, when they take place, will relate to operational policing. Further discussion needed at meeting but suggest it could be closed.	
8.	Is there appropriate focus on both the Police and the Office of the Police and Crime Commissioner?	Overall, it was agreed that there is appropriate focus on both the Force and the Office of the Police and Crime Commissioner and both organisations were well represented at the meetings. It was noted however that demarcation was not always obvious. More emphasis seems to be put on the Police rather than OPCC.	There is an action on the June action sheet for it to be made clear which reports are from the OPCC so we will add the OPCC logo on to any relevant future reports. A key indication of responsibility is also linked to the presenter of the report on the agenda. Where there is joint responsibility eg with the accounts, this will be show as CFO/ACOR. There will naturally be more focus on the work of the force as they are the larger of the two organisations and manage areas such as procurement and finance on behalf of the PCC. It can be difficult to distinguish between them. If there are any audits undertaken on areas that the OPCC run separately to the Force such as FOI/Data Protection, the OPCC is involved in those audit areas when they are planned and there have been separate audits undertaken on OPCC processes in the past, an example being the Partnership Fund audit. For further discussion at a meeting.	
12 (b)	Is the Chair of the committee involved in agenda management?	Most respondents were aware that the Chair of the Committee was involved in agenda management. However, not all members were certain.	The Chair has sight of the agenda prior to the JAC meetings to review the order and suggest any amendments. Suggest this can be closed.	
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?	Most respondents were aware that the Chair of the Committee has regular meetings with the OPCC/Force. However, some members were uncertain.	The Chair will have additional meetings with the OPCC/Force when required. An example recently has been in relation to the recruitment of the new JAC members. A meeting was held to discuss the skillset required to replace existing members when their tenure concludes. The Chair is also sighted on the agenda and is able to feedback on the upcoming areas for discussion as necessary. Any request from the Chair for a meeting would be facilitated. Feedback is requested from the Chair if any formal meeting is required or if we continue as we are, with meetings facilitated when the need arises.	
14 (b)	Are senior/relevant members of the organisations invited to attend audit committee meetings, participate in discussions, and provide information to the audit	The majority agreed that senior/relevant members of the organisations were invited to attend audit committee meetings. However, it was suggested this could possibly be extended to "celebrate" substantial assurance and "support" in other areas and to ascertain barriers.	IA recommendations are presented and acknowledged accordingly at the Force Assurance Board. CFO/ACOR provide feedback to officers for work well done.	

	committee as and when the audit committee deems it necessary?	It was also suggested that lines of communication with TCBC Internal Auditors could be improved but it was acknowledged that this is an ongoing issue that would require a change in approach by SRS partners.	The JACs views are noted, the ACOR will continue to raise any concerns they have at the SRS meetings that he attends. Suggest this action can be closed.	
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?	It was agreed that deep dives were good for gaining a better understanding of the work of the OPCC/Force, however, it was suggested that they could also serve a dual function by providing assurance as to the Lines of Defence employed with respect to associated individual risks.	We will continue to agree the programme at future JAC meetings. Suggest this action can be closed.	
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 majority agreed there was clear forward work plan in place and the JAC agenda has been reviewed regularly to help meet objectives. Although it was suggested it could probably be done more explicitly in a collaborative session with the aid of an underpinning mapping in the form of a compliance matrix.	The Terms of Reference drive the forward work plan – they were reviewed in 2019 and are in line with the areas suggested within the CIPFA Audit Committee's guidance document. The forward work plan is shared with the JAC on an annual basis. Each report on the work plan has been married up to part of the ToRs so it is clear why and under what area we receive the reports that we do on the JAC agenda. There are not currently any reports received that are not therefore required. Consideration was also recently given to reducing the frequency of certain reports but timings were deemed to be appropriate. For further discussion at a JAC meeting but suggest that this action could be closed.	
24.	Has the committee considered whether all standing items on the agenda are truly adding value to the committee's work?	The overall majority agreed all standing items had been considered with regards to their adding value to their work. However, it was suggested it could addressed more explicitly in a collaborative session.	See response to number 23.	
26.	Please could you also consider how you would like to see the self-assessment process evolving in the future?	It was suggested that when the JAC members ask for additional information, if it is within their terms of reference, that unless it requires discussion at a meeting, it should be circulated as and when it is available rather than waiting for it to be circulated with the agenda.	We try to ensure any documents that could be circulated outside of the agenda are shared in this manner as it spaces out the amount of information members received. When information is requested by JAC members, unless otherwise requested, in future the default position will be to circulate information. On receipt, JAC members, if they deem it necessary, can ask for an item to be included on the agenda for further discussion. Suggest that this action could be closed.	