

# **INFORMATION PACK**

## **RECRUITMENT OF MEMBERS TO THE** **NORTHAMPTONSHIRE JOINT** **INDEPENDENT AUDIT COMMITTEE**



4<sup>th</sup> April 2019

Dear Sir/Madam

Thank you for your interest in becoming a member of the Northamptonshire Joint Independent Audit Committee (JIAC).

JIAC performs a statutory function of independent audit committee for the Police, Fire and Crime Commissioner (PFCC), Chief Constable (CC) and the Northamptonshire Commissioner Fire and Rescue Authority (NCFRA). With PCCs now into their second term since their inception in 2012, the role of JIAC has been vital to ensure best practice and adherence to policies along with maintenance of good governance.

There has been some vital challenge to both the PFCC, CC and NCFRA as significant events have taken place within Northamptonshire. We are looking for two individuals who are keen to assist in making Northamptonshire safer through the work of the committee and ensuring effective governance through the organisations including decision making.

The JIAC currently has a chair and three members. There are two member vacancies; both are for a four year term from the date of appointment with a potential for a second term.

In order to provide a balanced range of skills and experience on the committee applicants with project management and estates experience are encouraged to apply as these are specifically two areas where significant effort and work continues to progress.

If you would like to apply, please send a Curriculum Vitae, together with a covering letter demonstrating how you meet the criteria as set out in the Person Specification included within this recruitment pack.

To assist you further in your application we have included within this recruitment pack the JIAC Remuneration Scheme and a note of the meeting dates up to December 2019.

The 2018/19 JIAC Annual Report and Terms of Reference (reviewed and updated in June 2018) are also attached for information.

JIAC Meetings are open to the general public and the agenda and papers for meetings are available on the Commissioner's website.

The closing date for all applications is **5pm on the 10<sup>th</sup> May 2019**. The CV and covering letter can be sent hard copy, marked for the attention of Tom Smith, Office of the Northamptonshire Police, Fire and Crime Commissioner, East House, Wootton Hall, Northampton, NN4 0JQ, or an electronic version emailed to: [tom.smith@northantspfcc.pnn.gov.uk](mailto:tom.smith@northantspfcc.pnn.gov.uk)

Applications will be subject to “blind assessment” by a panel with shortlisted candidates being asked to participate in a short interview. Successful candidates will be subject to normal police vetting procedures prior to taking up the post.

If you wish to discuss the opportunity further, please contact Helen King at: [helen.king@northantspfcc.pnn.gov.uk](mailto:helen.king@northantspfcc.pnn.gov.uk)

Stephen Mold  
Police, Fire and Crime  
Commissioner for  
Northamptonshire

Nick Adderley  
Chief Constable  
Northamptonshire Police

John Beckerleg  
Chair  
Joint Internal Audit  
Committee

And Northamptonshire  
Commissioner Fire and Rescue  
Authority

## **ABOUT THE JOINT INDEPENDENT AUDIT COMMITTEE**

As publicly funded corporations sole, the Office of the Chief Constable, and the Office of the Police, Fire and Crime Commissioner are statutorily obliged to make arrangements for an Independent Audit Committee to oversee their arrangements. The Financial Management Code of Practice (FMCoP) for the Police Service of England and Wales recommends that this be a combined body covering both corporations sole for Policing and the Office of the Police, Fire and Crime Commissioner. Given the Governance transfer for Fire to the Northamptonshire Commissioner Fire and Rescue Authority (NCFRA) from 1 /1/19, this organisation has also been included in the JIAC arrangements.

The Joint Independent Audit Committee (JIAC) was established under the Home Office Financial Code of Practice for Police Services.

The Committee has a Terms of Reference, which is reviewed annually. This details the purpose of the Committee as:

***“To support the Police, Fire and Crime Commissioner, Chief Constable and the Northamptonshire Commissioner Fire and Rescue Authority to discharge their responsibilities by providing independent assurance on the adequacy of their corporate governance, risk management arrangements and the associated control environments, treasury management and the integrity of financial statements and reporting.”***

The Committee meet approximately four times per annum and half day workshops also take place on key areas between those meetings.

## **RECRUITMENT**

Members of the JIAC shall be recruited on application and through open competition by the Chair, Police, Fire and Crime Commissioner and the Chief Constable, or their representatives.

They shall be recruited to ensure that the JIAC has all the necessary skills and experience to fulfil its terms of reference, in accordance with the person specification for JIAC members.

To ensure the independence of the JIAC, members shall not be:

- A standing or ex-Commissioner
- A standing or ex-Chief Constable.
- A standing or ex-Chief Fire Officer
- Member or ex-member of the Northamptonshire Police and Crime Panel.
- Serving police or OPFCC staff or any person who has served as a member of staff in these organisations within the last five years.
- Elected local government councillors or those active in local or national politics.
- Currently serving officers of councils within Northamptonshire.
- A person with a direct or indirect fiduciary relationship with Northamptonshire Police, Fire or PFCC (e.g. a membership of a partnership or voluntary body) or individuals who may not have the requisite level of independence required for JIAC membership.

## **PERSON SPECIFICATION**

### **JOINT INDEPENDENT AUDIT COMMITTEE (JIAC) MEMBER**

All applicants should be able to demonstrate the following:

1.	Awareness and understanding of the public sector.
2.	Experience of scrutinising policies, procedures and processes.
3.	Knowledge of best practice in audit and corporate governance.
4.	Understanding of risk management principles and practice.
5.	Understanding of and a demonstrable commitment to the Nolan Principles of Conduct in Public Life.
6.	Willingness to give the time commitment.
7.	A demonstrable background in either business or professional sectors.
8.	Demonstrate a connection with Northamptonshire.

Applicants should be able to demonstrate the following competencies:

1.	Integrity.
2.	A constructive but challenging approach.
3.	Analytical ability.
4.	The ability to scrutinise.
5.	Self-confidence.
6.	Inclusivity and respect for others.

Desirable Experience

1.	Estates.
2.	Project/Programme Management.
3.	Information Technology.

## **JOINT INDEPENDENT AUDIT COMMITTEE (JIAC)**

### **CHAIR AND MEMBERS' REMUNERATION**

The Chair and members are paid an annual allowance. Although this is paid monthly through Multi Force Shared Services (MFSS) arrangements on the 25<sup>th</sup> of each month, the JIAC chair and members are not considered employees.

#### **Chair and Member Allowances:**

Current allowances are as follows:

- Chair £5,000 per annum.
- Member £3,000 per annum.

#### **Time Commitment:**

There will be approximately four JIAC meetings per annum which last approximately half- a day and require similar preparation time. Additionally, approximately four half-day workshops on topic specific issues are held annually. Members may also be invited to attend other meetings/recruitment processes for the Force, Fire and/or OPFCC.

It is an expectation that members will read and prepare and liaise between meetings.

#### **Travel Allowances**

Travel by car is reimbursed at the HMRC rate, currently 45p per mile.

The claimant must ensure that their private car insurance covers use of the vehicle on JIAC business.

Parking and other expenses reasonably incurred in the exercise of members' duties will be reimbursed where a receipt is submitted with the claim.

Travel by train will be reimbursed up to standard class travel.

Travel by taxi may be claimed only where public transport is not available.

Reimbursement will be made in line with monthly MFSS payments after receipt of valid claims by the Chief Finance Officer.

### JIAC Meeting and Workshop Dates 2019

<b>Date</b>	<b>Meeting/Workshop</b>	<b>Time and Location</b>
6 June	Workshop	10am-1pm, Wootton Hall, Northampton
26 July	JIAC Meeting	10am-1pm, Wootton Hall, Northampton
30 September	JIAC Meeting	10am-1pm, Wootton Hall, Northampton
TBC November	Workshop	Time TBC, Wootton Hall, Northampton
11 December	JIAC Meeting	10am-1pm, Wootton Hall, Northampton

## **Joint Independent Audit Committee - Existing Terms of Reference**

### **NORTHAMPTONSHIRE OFFICE OF THE POLICE AND CRIME COMMISSIONER and CHIEF CONSTABLE**

#### **JOINT INDEPENDENT AUDIT COMMITTEE**

##### **TERMS OF REFERENCE**

###### **1 Purpose**

To support the Police and Crime Commissioner and the Chief Constable to discharge their responsibilities by providing independent assurance on the adequacy of their corporate governance, risk management arrangements and the associated control environments and the integrity of financial statements and reporting.

###### **2 Membership**

- a) The Commissioner and Chief Constable jointly will appoint the Committee.
- b) The Committee shall consist of no fewer than five members.
- c) A quorum shall be two members.
- d) At least one member shall have a CCAB qualified accountant with recent and relevant financial experience
- e) The Commissioner and Chief Constable jointly will appoint the Chair of the Committee, following discussion with the members of the Committee.
- f) The Chair shall normally be a CCAB qualified accountant, with recent and relevant financial experience.
- g) Members shall normally be appointed for a period of up to three years, extendable by no more than one additional three year periods, so long as members continue to be independent.
- h) In the absence of the Chair at any meeting of the Committee, the members attending the meeting will elect a Chair for the meeting.

###### **3 Secretary of the Committee**

The Chief Executive of the Commission will nominate an officer from the Commissioner's Office to act as Secretary to the Committee.

###### **4 Frequency of Meetings**

- a) Meetings shall be held at least four times each year, timed to align with the financial reporting cycle.
- b) Extra-ordinary meetings can held for specific purposes at the discretion of the Chair.
- c) External or internal auditors may request the Chair to call a meeting if they consider one is necessary.

###### **5 Protocols for Meetings**

- a) Agenda and supporting papers will be circulated to members at least five working days prior to any meeting.
- b) Minutes shall be prepared and distributed to members of the Committee, regular attendees and the Commissioner and Chief Constable in draft, unapproved format within 10 working days of the meeting.

- c) All papers/minutes should be read prior to the meeting and the meeting will be conducted on this basis with papers being introduced concisely
- d) It is expected that all actions are reviewed prior to the meeting and updates provided even if individuals cannot attend the meeting.
- e) The Chair of the Committee shall draw to the attention of the Commissioner and Chief Constable any issues that require disclosure or require executive action

**f) QUESTIONS AND ADDRESSES BY THE PUBLIC**

**i. General**

Members of the public, with the permission of the Chair of the Committee, may ask questions of members of the Committee, or may address the Committee, on an item on the public part of the agenda.

**ii. Order of questions and address**

(a) Questions will be asked and addresses given in the order notice of them was received, except that the Chair of the Committee may group together similar questions or addresses.

(b) A list of questions and addresses of which notice has been given shall be circulated to members of the Committee at or before the meeting.

**iii. Notice of questions and addresses**

A question may only be asked or an address given if notice has been given by delivering it in writing or by electronic mail to the Monitoring Officer no later than noon two working days before the meeting. Each notice of a question must give the name and address of the questioner and must name the person to whom it is to be put, and the nature of the question to be asked. Each notice of an address must give the name and address of the persons who will address the meeting and the purpose of the address.

**iv. Scope of questions and addresses**

The Chair of the Committee may reject a question or address if it:

- Is not about a matter for which the Committee has a responsibility or which affects Northamptonshire;
- is defamatory, frivolous, offensive or vexatious;
- is substantially the same as a question which has been put or an address made by some other person at the same meeting of the Committee or at another meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

**v. Asking the question or making the address at the meeting**

The Chair of the Committee will invite the questioner to put the question to the person named in the notice. Alternatively, the Chair of the Committee will invite an address to the Committee for a period not exceeding three minutes. Every question must be put and answered without discussion but the person to whom the question has been put may decline to answer it or deal with it by a written answer. Every address must be made without discussion.

## **6 Attendance at Meetings**

- a) The Committee may invite any person to attend its meetings.
- b) The Commissioner and Chief Constable shall be represented at each meeting of the Committee.
- c) The Commissioner's representation will normally comprise the statutory officers and/or appropriate deputies;
- d) The Chief Constable shall normally be represented by the Deputy Chief Constable and the Assistant Chief Officer (Finance and Resources) of the Force, and / or deputies.
- e) Internal and External auditors will normally attend each meeting of the Committee.
- f) There should be at least one meeting each year where the Committee meets the external and internal auditors without the Commissioner's and Chief Constable's officers being present. This need not be the same meeting; and such meetings would usually take place after the normal Committee meeting has concluded.

## **7 Authority**

- a) The Committee is authorised by the Commissioner and the Chief Constable to:
  - o investigate any activity within its terms of reference;
  - o seek any information it requires from any employee;
  - o obtain outside legal or other independent professional advice;
  - o secure the attendance of outsiders with relevant experience and expertise if it considers this necessary;
  - o undertake training of its new members as required.
- b) All employees are directed to co-operate with any request made by the Committee.
- c) The Committee may only make decisions within the remit set out in these Terms of Reference. The Committee has no authority to reverse decisions made by the Commissioner or Chief Constable. It has no authority to incur expenditure.

## **8 Duties**

The Committee's scope encompasses:

- the Office of the Police and Crime Commissioner (including the Fire and Rescue Service after the date of transfer of governance);
- the interface between the OPCC and associated bodies and directly controlled companies but not the bodies themselves;
- the Northamptonshire Police Force; and
- Any collaborative / partnership arrangements involving the OPCC or Force.

The duties of the Committee shall be:

### **A Corporate Governance, Risk Management, Internal Control and the Regulatory Framework**

To support the PCC, Chief Constable and statutory officers in ensuring effective governance arrangements are in place and are functioning efficiently and effectively, across the whole of the Commission's and Force's activities, making any recommendations for improvement, to support the achievement of the organisations' objectives.

Specific annual activities of the Committee will include:

- a) Review of corporate governance arrangements against the 'Good Governance framework';
- b) Consideration of the framework of assurances to assess if it adequately reflects the Commission's and Force's priorities and risks;
- c) Consideration of the processes for assurances in relation to collaborations, partnerships and outsourced activities.
- d) Consideration of the processes for assurances that support the Annual Governance Statement;
- e) Consideration of VFM arrangements and review of assurances;
- f) To review any issue referred to it by the statutory officers of the Commission and the Chief Constable and to make recommendations as appropriate;
- g) To monitor the effective development and operation of risk management and to make recommendations as appropriate;
- h) To be responsible for ensuring effective scrutiny of the Treasury Management Strategy and policies
- i) Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.

## **B External Financial Reporting**

To scrutinise the draft statements of accounts and annual governance statements prior to approval by the Commissioner and Chief Constable and publication. The Committee will challenge where necessary the actions and judgements of management, and make any recommendations as appropriate, to ensure the integrity of the statements.

Particular attention should be paid to the following:

- Critical accounting policies and practices, and any changes in them;
- Decisions requiring a significant element of judgement;
- The extent to which the financial statements are affected by unusual transactions in the year and how they are disclosed;
- The clarity of disclosures;
- Significant adjustments resulting from the audit;
- Compliance with accounting standards;
- Compliance with other legal requirements

## **C Internal Audit**

The Committee shall monitor and review the internal audit function to ensure that it meets mandatory Internal Audit Standards and Public Sector Internal Standards and provides appropriate independent assurance to the JIAC, Chief Executive of the Commission, the Commissioner and Chief Constable.

This will be achieved by:

- a) Overseeing the appointment of the internal auditors and making recommendations to the Commissioner and Chief Constable, who will make the respective appointments;
- b) Consideration of the internal audit strategy and annual plan, and making recommendations as appropriate;
- c) Consideration of the head of internal audit's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over corporate governance arrangements, and make recommendations as appropriate;

- d) Consideration of summaries of internal audit reports, and managers' responses, and make recommendations as appropriate;
- e) Consideration of the management and performance of internal audit, and its cost, capacity and capability, in the context of the overall governance and risk management arrangements, and to make recommendations as appropriate;
- f) Consideration of a report from internal audit on agreed recommendations not implemented within a reasonable timescale and make recommendations as appropriate;
- g) Consideration of the effectiveness of the co-ordination between Internal and External Audit, to optimise the use of audit resources;
- h) Consideration of any issues of resignation or dismissal from the Internal Audit function.

## **D External Audit**

The Committee shall review and monitor External Audit's independence and objectivity and the effectiveness of the audit process.

This will be achieved by consideration of:

- a) the Commission's and Force's relationships with the external auditor;
- b) proposals made by officers and Public Sector Audit Appointments (PSAA) regarding the appointment, re-appointment and removal of the external auditor;
- c) the qualifications, expertise and resources, effectiveness and independence of the external auditor annually;
- d) the external auditor's annual plan, annual audit letter and relevant specific reports as agreed with the external auditor, and make recommendations as appropriate;
- e) the draft Management Representation letters before authorisation by the Commissioner and Chief Constable, giving particular consideration to non-standard issues;
- f) the effectiveness of the audit process;
- g) the effectiveness of relationships between internal and external audit other inspection agencies or relevant bodies;
- h) the Commissioner's and Chief Constable's policies on the engagement of the External Auditors to supply non-audit services, taking into account relevant guidance.

## **E Other Assurance Functions**

The Committee shall review the findings of other significant assurance functions, both internal and external to the organisation.

## **F Counter Fraud**

The Committee shall satisfy itself:

- a) that the Commission and Force have adequate arrangements in place for detecting fraud and preventing bribery and corruption;
- b) that effective complaints and whistle blowing arrangements exist and proportionate and independent investigation arrangements are in place.

## **9 Reporting**

- a) The Chairman shall be entitled to meet with the Commissioner and Chief Constable ideally prior to their approving the accounts each year;

- b) The Committee shall annually review its Terms of Reference and its own effectiveness and recommend any necessary changes to the Commissioner and Chief Constable;
- c) The Committee shall prepare a report on its role and responsibilities and the actions it has taken to discharge those responsibilities for inclusion in the annual accounts;
- d) Such a report shall specifically include:
  - o A summary of the role of the Committee
  - o The names and qualifications of all members of the Committee during the period
  - o The number of Committee meetings and attendance by each member; and
  - o The way the Committee has discharged its responsibilities
  - o An assessment of the Committee's performance against its plan and terms of reference;
  - o Identification of the key issues considered by the Committee and those highlighted to the Commissioner and Chief Constable
  - o An assessment of Internal and external Audit
- e) If the Commissioner and / or the Chief Constable do not accept the Committee's recommendations regarding the appointment, re-appointment or removal of the external auditor the Committee shall include a statement explaining its recommendation and the reasons why the Commissioner / Chief Constable has taken a different stance in its annual report.

## **10 Standing Agenda Items**

The agenda for each meeting of the Committee shall normally include the following:

### **Procedural items:**

Apologies for absence  
 Declaration of Interests  
 Minutes of the last meeting  
 Matters Arising Action Log  
 Date, time and venue of next meeting

### **Business items:**

Progress Reports
 

- Internal Audit
- External Audit

Update on implementation of Audit Recommendations  
 Items for escalation to the Commissioner and / or Chief Constable  
 Agenda Plan for the next four meetings

## **11 Accountability**

The Committee is accountable to the Commissioner and Chief Constable.

### The Joint Independent Audit Committee's – Aims and Objectives 2017-18

(Note: \*IA indicates that this is also a recommendation from the Internal Audit review of JIAC effectiveness in 2017)

Aims and objectives	Comment
Recruit a fifth member for the JIAC to provide a wider range of skills and experience and ensure that there is an appropriate induction programme (Autumn 2017) [*IA]	The objective of increasing the size of the Committee to five has been agreed. Initial work on the recruitment (e.g. person specification and process) has been completed. However the actual recruitment has been delayed for a number of reasons. The action will be carried forward to 2018-19 and will need to include recruiting a further member to replace a retiring Committee member.
Monitor the implementation of the finance review (throughout 2017-18)	The JIAC has maintained an interest in the recruitment to key finance posts during the year which has been successfully completed. There are aspects of the work of the finance teams which continue to stretch the capacity of the team and JIAC will continue to monitor this.
Review the revised government frameworks for the PCC and CC (expected by September 2017) and monitor the implementation of the governance documents (during 2017-18)	The revised Governance Framework, covering the OPCC and Force, were completed early in 2018 and implemented with effect from 1 April 2018.

<p>Press for the production of appropriate documents which underpin the governance framework and financial control arrangements (including the estates strategy, capital programme, treasury management strategy, medium term financial plan and reserves policy) (by September 2017)</p>	<p>This was a major area of concern for the JIAC in June 2017. Considerable progress on each of these areas have been made by the end of 2017-18:</p> <ul style="list-style-type: none"> <li>• An Estates strategy has been produced to guide the evolution of the property portfolio in the coming years</li> <li>• A capital programme has been developed which accurately reflects the estates programme, IT strategy and equipment requirements</li> <li>• A treasury management strategy for 2018-19 has been produced which now reflects affordable capital expenditure and meaningful borrowing levels</li> <li>• A medium term plan has been prepared which takes account of the capital programme and emerging pressures / identifying savings over the next 3 years</li> <li>• A reserves strategy accompanied the 2018/19 budget, precept and medium term financial plan which was supported by the Police and Crime Panel in February 2018.</li> </ul> <p>The JIAC has supported moves by the OPCC to simplify the multitude of reserves previously held.</p>
<p>Continue the JIAC involvement in the Change Board and the Force Assurance Board (ongoing)</p>	<p>Members of JIAC are actively involved in both the Force Assurance Board and the Change Governance Board. This is providing a helpful insight into the topics which the organisations are working on and their associated risks</p>
<p>Ensure that JIAC members' disclosure of interests is complete and up to date (September 2017)</p>	<p>Complete</p>

<p>Consider improvements in the provision of information about JIAC particularly on the OPCC website and including: terms of reference; disclosed interests: minutes and annual report (October 2017) [*IA] and the possibility of some form of document repository for JIAC members.</p>	<p>The PCC website (under the section Governance/Public meetings) shows the JIAC terms of reference, minutes and annual reports. Disclosed interests are not shown (but could be).</p> <p>A documentary repository has been discussed but it has not been easy to define the content or work out an effective approach to ensure that appropriate documents are captured. An alternative to secure the same outcome may be the consideration of separate officer briefings outside of the formal public meetings.</p>
<p>Review JIAC governance arrangements [*IA]:</p> <ul style="list-style-type: none"> <li>• Terms of reference possibly incorporating items excluded</li> <li>• Regular meetings with PCC and CC</li> <li>• Presenting the Annual report to the PCC Board</li> <li>• Inviting PCC and CC to attend the JIAC meetings at least on an annual basis</li> <li>• Keeping the JIAC agenda under review and develop the annual work plan</li> <li>• Providing greater clarity about matters on which the JIAC wishes further assurance</li> <li>• Consider repeating a skills audit for JIAC</li> <li>• Consider, as appropriate, involving other officers or independent experts to present to the Committee</li> </ul>	<ul style="list-style-type: none"> <li>• The terms of reference are reviewed annually. The main areas that are 'excluded' and which might fall within the Committee's remit are: ethics (which is overseen separately) and the oversight of associated bodies (e.g. OPCC controlled companies).</li> <li>• A meeting has been held with the CC and one is scheduled with the PCC</li> <li>• The 2016-17 report was presented to the Police and Crime Panel and the intention is to repeat this in 2018. In addition the annual report for 2017-18 will be forwarded to the PCC and CC.</li> <li>• Efforts have been made to reduce the number of items on the agenda and improve the forward planning of agendas.</li> <li>• Whilst efforts have been made to ensure that JIAC focuses on its assurance responsibilities, this needs to be developed further.</li> <li>• An assessment of skills will form part of the recruitment for new JIAC members to ensure a wide range of skills are available to the Committee</li> <li>• Other officers have been encouraged to present to the JIAC (e.g. on the Governance Framework and HR polices) but there has not been a need to draw in independent experts.</li> </ul>

<p>To monitor the capacity risk in respect of increasing workloads regarding the implementation and monitoring of the SDM, the upgrade and migration to the Fusion operating system, implementation of the estates strategy and the potential inclusion of the Fire Service within the OPCC remit.</p>	<p>This has been discussed at a number of JIAC meetings. Capacity remains a concern given the increasing demands on the service and some specific developments relating to the control framework such as the Multi-Force Shared Service.</p>
<p>Continue to seek input / insight from other audit committees in the region with a view to driving best practice (2017/18)</p>	<p>Members of JIAC attended a regional seminar organised by the Internal Auditor which provided both a valuable update on recent developments and a chance to network with the members of other audit committees across the region.</p> <p>The Chair attended:</p> <ul style="list-style-type: none"> <li>• the Leicestershire Audit Committee to understand how another committee operates and is supported.</li> <li>• A national training event run by the Chartered institute of Public Finance and Accountancy, specifically aimed at police audit committees.</li> </ul>

## The Joint Independent Audit Committee's – Draft Aims and Objectives 2018-19

<b>Aims and Objectives</b>
Recruit a fifth member for the JIAC to provide a wider range of skills and experience and ensure that there is an appropriate induction programme (Autumn 2018) [*IA]
Understand the IT strategy and governance in the two organisations (OPCC and Force)
Continue to monitor the arrangements with the Multi-Force Shared Service and implementation of the change programme
Understand the governance arrangements for the Fire and Rescue Service when under the control of the OPCC and the governance of the change programme to achieve the transfer
Develop a better understanding of counter fraud activity
Understand the approach to budgeting including the outcome based budgeting approach which is being implemented
Review the Force Management statement to understand the assurance it provides and the relationship with other plans such as the Police and Crime plan
Consider how the committee can update itself and gain renewed assurance about the performance management arrangements which exist.
Consider the development of officer briefings outside of the formal JIAC meetings so that the meetings focus on the key issues