



POLICE AND CRIME COMMISSIONER FOR CAMBRIDGESHIRE AND CAMBRIDGESHIRE CONSTABULARY

Internal Audit Strategy 2021/22

Presented at the Joint Audit Committee meeting of 29 April 2021

This report is solely for the use of the persons to whom it is addressed.

To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.

EXECUTIVE SUMMARY

In preparing our Internal Audit Plan for 2021/22 we have worked closely with management to produce an audit programme which remains mindful of the continuing developments and challenges around Covid-19. Whilst this plan is presented for consideration by the Joint Audit Committee (JAC), we will continue to hold regular meetings with management, during the year, to deliver an internal audit programme which remains flexible and 'agile' to ensure it meets your needs in these ever changing circumstances.

The key points to note from our plan are:



2021/22 Internal Audit priorities: Internal audit activity for 2021/22 is based on analysing your corporate objectives and risk profile as well as other factors affecting you in the year ahead, including changes within the sector. Our detailed plan for 2021/22 is included at Section 1.



Level of Resource: The plan is costed in line with the day rates within the tender. We will continue with our approach of using technology when undertaking our operational audits. During 2020/21 we embraced more ways of using technology to undertake our audit work including; the use of 4 questionnaires, MS Teams meetings, secure web portals for audit data sharing (Huddle) and data analytics technology. This will further strengthen our sampling and focus our audit testing. Refer to Appendix A.



Core Assurance: As required to provide the Head of Internal Audit Opinions, our plan includes an assessment of governance, risk management, key financial controls, key risk areas and associated controls and follow up coverage.

We have included both an Annual Internal Audit Plan and Internal Audit Strategy for the Cambridgeshire only elements of the plan which include coverage at both the Office of Police and Crime Commissioner for Cambridgeshire and Cambridgeshire Constabulary.

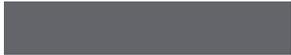
Collaboration Assurance: In addition, we have also included a separate plan and strategy for some of the key collaborated areas of Bedfordshire, Cambridgeshire and Hertfordshire Police (BCH) and 7 Force where appropriate. The BCH areas of coverage have been agreed and prioritised following discussions with individual CFO's and following a Joint CFOs meeting. At this stage, it was agreed that 7Force Collaboration assurance would be minimal (7Force Procurement Follow up proposed for 2021/22), but this area will be formally kept under review throughout 2021/22 between RSM and the CFO's and the JAC meetings.



Contingency: We have discussed a potential review to include the impact and readiness for changes as a result of Brexit. Whilst there is no resource currently allocated to this area, the requirement for this audit will be kept under review throughout the year to identify if this is needed.



'Agile' approach: Our approach to working with you has always been one where we will respond to your changing assurance needs. By employing 'agile' or a 'flexible' approach to our service delivery, we are able to change the focus of audits / audit delivery; keeping you informed of these changes in our progress papers to JAC during the year.



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1. YOUR INTERNAL AUDIT PLAN 2021/22

Our approach to developing your internal audit plan is based on analysing your corporate objectives, risk profile and assurance framework as well as other, factors affecting Police and Crime Commissioner for Cambridgeshire and Cambridgeshire Constabulary in the year ahead, including changes within the sector.

Risk management processes

We have evaluated your risk management processes and consider that we can place reliance on your risk registers to inform the internal audit strategy. We have used various sources of information (see Figure A below) and discussed priorities for internal audit coverage with senior management across the OPCC and Constabulary, and the JAC.

Figure A: Audit considerations – sources considered when developing the Internal Audit Strategy.

Based on our understanding of the organisation, the collaborative ventures, the information provided to us by stakeholders, and the regulatory requirements, we have developed an annual internal plan for the coming year and a high level strategic plan (see Section 2 and Appendix B for full details).



2. INTERNAL AUDIT PLAN 2021/22

The table below shows each of the reviews that we propose to undertake as part of the internal audit plan for 2021/22. The table details the strategic risks which may warrant internal audit coverage. This review of your risks allows us to ensure that the proposed plan will meet the organisation's assurance needs for the forthcoming and future years. As well as assignments designed to provide assurance or advisory input around specific risks, the strategy also includes a follow up of management actions and an audit management allocation.

Police and Crime Commissioner for Cambridgeshire and Cambridgeshire Constabulary Audit Plan

Objective of the review (Strategic risk)	Audit approach	Proposed timing
Risk Based Audit		
Governance Following the Police and Crime Commissioner elections in May 2021, we will undertake a review of the Governance arrangements in place within the Office of the Police and Crime Commissioner. Risk 1.1, 3.4, 4.1, 3.5	Risk based	Q2
Estates Management Project Management review of the new Cambs Southern Policing Station. This will include how the organisation is ensuring the project is kept to time and budget. As part of our review we will also include how change management and risk management are operated. Risks linked to Cambs Southern Policing Station Project Risk Register	Risk based	Q1
Risk Management (OPCC & Constabulary) Review of the Risk Management arrangements within the OPCC & Force to ensure risks are adequately identified, managed and reported. This review will incorporate a 'deep dive' into both the Force and the OPCC risk registers. Coverage will include a sample of risks from both risk registers and discussion with the risk owners in relation to the risk description, controls in place, risk score and assurances in place. Risks – this review will provide assurance across a range of Force and OPCC risk registers	Core Assurance	Q2
Core Assurance		
Budgetary Control Review of the controls in place to manage budgets within the Constabulary and OPCC, this will include verification of the accuracy of the budget reporting and discussions with budget holders on their use of the information available. We will also provide assurance that the management accounts reconcile back to the ledger and the approved budget.	Key Controls	Q3

Capital Accounting & Fixed Assets	Key Control	Q3
Audit of the key controls including; authorisation of capital projects / expenditure, maintenance of the asset register, internal verification of assets, disposals of assets, maintenance of inventory registers.		
Covert Human Intelligence Source (CHIS) Payments and Covert Accounts	Systems Based	Q3
Management and recording of CHIS Payments, in addition, as part of our review we will include controls for the management of covert bank accounts and petty cash floats to ensure use is appropriate, authorised and properly recorded.		
Seized/Lost Property and Controlled Drugs	Systems Based	Q3
Review of the storage, and control of seized property and controlled drugs including accurate recording and updating on the system.		
Other Internal Audit Activity		
Follow up	Follow up	Q4
To meet internal auditing standards, and to provide assurance on action taken to address recommendations previously agreed by management.		
Management	N/A	Throughout the year
This will include:		
<ul style="list-style-type: none"> • Annual planning • Preparation for, and attendance at, JAC • Regular liaison and progress updates • Liaison with external audit and other assurance providers • Preparation of the annual opinions 		

Bedfordshire, Cambridgeshire and Hertfordshire Collaborative Audit Plan

Objective of the review (Strategic risk)	Audit approach	Proposed timing
Bedfordshire lead		
<p>Proceeds of Crime</p> <p>Review of compliance with the procedures in relation to the Proceeds of Crime. As part of the scoping of this review, consideration will be given to the ERSOU, BCH and individual Force elements of the process.</p>	Risk Based	Q2
Cambridgeshire lead		
<p>Corporate Review – BCH Governance</p> <p>Review of the governance arrangements within BCH including overall structure, adherence to the Section 22s in place and clarity of decision making and reporting.</p>	Systems Based	Q1/2
<p>Procurement Follow up</p> <p>To follow up on the action agreed within the BCH Procurement review completed within 2020/21 to provide assurance on action taken to address these areas.</p>	Follow up	Q3
Risk 3.1, 3.2		
<p>Payroll including overtime</p> <p>A joint Payroll review across BCH, this year we will also include the overtime management including the use of CARMS within the organisations.</p>	Systems Based	Q3
Hertfordshire lead		
<p>ICT – Distribution of Assets</p> <p>An audit of the distribution of ICT assets within the collaboration including the allocation of costs relating to the assets.</p>	Systems Based	Q2

ICT Risk Assessment

Advisory

Q3

Advisory review to support the ICT department to develop an ICT Risk Assessment. Future ICT work will be informed from the ICT Risk Assessment.

Risk 419

Emergency Services Network (ESN)

Risk Based

Q3

An audit of the local arrangements for the ESN implementation to cover preparedness of the team, the governance and structures and the project planning and management arrangements.

Risk 3.1, 4.2

A detailed planning process will be completed for each review, and the final scope will be documented in an Assignment Planning Sheet. This will be issued to the key stakeholders for each review.

2.1 Working with other assurance providers

The JAC is reminded that internal audit is only one source of assurance and through the delivery of our plan we will not, and do not, seek to cover all risks and processes within the organisation.

We will however continue to work closely with other assurance providers, such as external audit to ensure that duplication is minimised, and a suitable breadth of assurance obtained.

APPENDIX A: YOUR INTERNAL AUDIT SERVICE

Your internal audit service is provided by RSM Risk Assurance Services LLP. The team will be led by Daniel Harris as your Head of Internal Audit, supported by Suzanne Rowlett as your senior manager and Alan Grisley as your assistant manager.

Fees

Our fee to deliver the plan is in line with our tender submission and is based on 137 days input.

Core team

The delivery of the 2021/22 audit plan will be based around a core team. However, we will complement the team with additional specialist technology risk auditors, fraud solutions specialists and other skills where required.

Conformance with internal auditing standards

RSM affirms that our internal audit services are designed to conform to the Public Sector Internal Audit Standards (PSIAS).

Under PSIAS, internal audit services are required to have an external quality assessment every five years. Our risk assurance service line commissioned an external independent review of our internal audit services in 2016 to provide assurance whether our approach meets the requirements of the International Professional Practices Framework (IPPF) published by the Global Institute of Internal Auditors (IIA) on which PSIAS is based.

The external review concluded that “there is a robust approach to the annual and assignment planning processes and the documentation reviewed was thorough in both terms of reports provided to audit committee and the supporting working papers.” RSM was found to have an excellent level of conformance with the IIA’s professional standards.

The risk assurance service line has in place a quality assurance and improvement programme to ensure continuous improvement of our internal audit services. Resulting from the programme, there are no areas which we believe warrant flagging to your attention as impacting on the quality of the service we provide to you.

Our next external review will be conducted during 2021 and we will inform the JAC of its findings.

Conflicts of interest

We are not aware of any relationships that may affect the independence and objectivity of the team, and which are required to be disclosed under internal auditing standards.

In previous years we have undertaken work to support the Police and Crime Commissioner and Chief Constable in updating the latest Annual Governance Statements, based on the evidence provided and discussions with a number of key individuals. If this is completed again within 2021/22, this will continue to be completed under separate Letters of Engagement and will be independently undertaken by separate management teams and Partners, independent of the internal audit team. Therefore, we do not consider any conflicts of interests need to be declared.

APPENDIX B: INTERNAL AUDIT STRATEGY 2021/22 – 2022/23

The table below shows an overview of the audit coverage to be provided through RSM's delivery of the internal audit strategy. This has been derived from the process outlined in Section 1 above, as well as our own view of the risks facing the sector as a whole.

Police and Crime Commissioner For Cambridgeshire And Cambridgeshire Constabulary Audit Strategy

Assurance Provided		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Red - No Assurance / Poor Progress						
	Amber/red - Partial Assurance / Little Progress						
	Amber/green - Reasonable Assurance / Reasonable Progress						
	Green - Substantial Assurance / Good Progress						
	Advisory						
Audit Area	Strategic / Force Risk reference						
Governance	1.1, 3.4, 4.1, 3.5		Reasonable	Reasonable		✓	✓
Business Planning, Commissioning & Medium Term Financial Planning	2.1, 3.1, 3.2, 3.3, 4.2, 4.3, 372, 396	Substantial (MTFP & Delivery of PCP)	Reasonable		TBC		✓
Estates Management	Risks linked to Cambs Southern Policing Station Project Risk Register		Reasonable			✓	✓ Agile working
Victim Satisfaction / Code of Practice	3.3			Reasonable			✓
Equality & Diversity (Ethics & Culture)	4.1 & 4.5	Reasonable			TBC		✓

Assurance Provided		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Red - No Assurance / Poor Progress						
	Amber/red - Partial Assurance / Little Progress						
	Amber/green - Reasonable Assurance / Reasonable Progress						
	Green - Substantial Assurance / Good Progress						
	Advisory						
Audit Area	Strategic / Force Risk reference						
Risk Management		Substantial	Reasonable	Substantial		✓	✓
Budgetary Control	3.1		Substantial	Reasonable		✓	
General Ledger		Reasonable	Substantial		Substantial		✓
Payroll & Expenses		Substantial	Substantial	Reasonable	Reasonable	See BCH Plan	See BCH Plan
Payments & Creditors		Reasonable	Reasonable		Reasonable		
Income & Debtors				Substantial			✓
Cash, Banking & Treasury					Reasonable		
Capital Accounting & Fixed Assets		Reasonable				✓	

Assurance Provided							
	Red - No Assurance / Poor Progress	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Amber/red - Partial Assurance / Little Progress						
	Amber/green - Reasonable Assurance / Reasonable Progress						
	Green - Substantial Assurance / Good Progress						
	Advisory						
Audit Area	Strategic / Force Risk reference						
Covert Human Intelligence Source (CHIS) Payments						✓	
Seized/Lost Property and Controlled Drugs		Limited	Reasonable			✓	
Complaints	1.1, 4.1, 4.2, 436						✓
Capital Programme				Substantial			
Communications Strategy			Reasonable				
Delivery of Major Projects			Partial				
GDPR	421						✓
Brexit	2.3, 394					TBC	
Follow up		Advisory	Advisory	Advisory	TBC	✓	✓

Bedfordshire, Cambridgeshire and Hertfordshire Collaborative Audit Plan

Assurance Provided		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Red - No Assurance / Poor Progress						
	Amber/red - Partial Assurance / Little Progress						
	Amber/green - Reasonable Assurance / Reasonable Progress						
	Green - Substantial Assurance / Good Progress						
	Advisory						
Audit Area	Strategic / Force Risk reference						
Corporate Review – to cover Year 1 - Benefits Realisation Year 2 - Risk Management process Year 3 – TBC once new PCCs in post	2.3, 3.2, 4.1		Advisory (JPS Benefits Realisation)	Benefits realisation	Risk Management	✓	✓
Fraud				Advisory (Risk Assessment)	(included in procurement review)	(included within individual audits)	(included within individual audits)
Procurement (7Force – Lead Essex Police)	3.1, 3.2				Reasonable	✓ (Follow up)	✓
Procurement Compliance (BCH)	3.1, 3.2			Partial	Poor Progress		✓
ICT	419	Advisory (Cyber Security)	Advisory (GDPR)	Reasonable (Business Continuity)	Advisory (Cloud Security)	✓	✓
			Partial (ICT Infrastructure)		TBC (Remote Working)		
Proceeds of Crime						✓	

Assurance Provided		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Red - No Assurance / Poor Progress						
	Amber/red - Partial Assurance / Little Progress						
	Amber/green - Reasonable Assurance / Reasonable Progress						
	Green - Substantial Assurance / Good Progress						
	Advisory						
Audit Area	Strategic / Force Risk reference						
Health and Safety	4.4, 4.5			No Assurance	Substantial		✓
Police Education Qualification Framework	395						✓
Cameras, Tickets and Collisions		Substantial					✓
Occupational Health (Incorporating Wellbeing)					Advisory		
Payroll including overtime				Previously within individual plan		✓	✓
Preparedness for Emergency Service Network	3.1, 4.2					✓	
HR		Reasonable (Recruitment and Succession Planning)	Reasonable (Readiness for Implementat'n of New System)				
Major Crime		Reasonable					
Preparedness for Athena		Reasonable					
Professional Standards Department: Governance and Improvement		Reasonable					
Local Criminal Justice Board Secretariat		Advisory					
Dealing with BCH Internal Audits			Advisory				

Assurance Provided		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Red - No Assurance / Poor Progress						
	Amber/red - Partial Assurance / Little Progress						
	Amber/green - Reasonable Assurance / Reasonable Progress						
	Green - Substantial Assurance / Good Progress						
	Advisory						
Audit Area	Strategic / Force Risk reference						
Custody including Health & Safety Incident Reporting			Reasonable				
ERSOU (Financial Management of grants and expenditure)			Substantial				
Regional Development Centre (7 Force – Lead - Essex Police)					Advisory		

APPENDIX C: INTERNAL AUDIT CHARTER

Need for the charter

This charter establishes the purpose, authority and responsibilities for the internal audit service for the Police and Crime Commissioner for Cambridgeshire and Cambridgeshire Constabulary. The establishment of a charter is a requirement of the Public Sector Internal Audit Standards (PSIAS) and approval of the charter is the responsibility of the joint audit committee.

The internal audit service is provided by RSM Risk Assurance Services LLP (“RSM”).

We plan and perform our internal audit work with a view to reviewing and evaluating the risk management, control and governance arrangements that the organisation has in place, focusing in particular on how these arrangements help you to achieve its objectives. The PSIAS encompass the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF) as follows:

- Core principles for the professional practice of internal auditing;
- Definition of internal auditing;
- Code of ethics; and
- The Standards.

Mission of internal audit

As set out in the PSIAS, the mission articulates what internal audit aspires to accomplish within an organisation. Its place in the IPPF is deliberate, demonstrating how practitioners should leverage the entire framework to facilitate their ability to achieve the mission.

“To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight”.

Independence and ethics

To provide for the independence of internal audit, its personnel report directly to the Partner, Mark Jones (acting as your head of internal audit). The independence of RSM is assured by the internal audit service reporting to the Police and Crime Commissioner and Chief Constable, with further reporting lines to the Chief Finance Officer.

In previous years we have undertaken work to support the Police and Crime Commissioner and Chief Constable in updating the latest Annual Governance Statements (AGSs) for the Constabulary and for the Office of the Police and Crime Commissioner, based on the evidence provided and discussions with a number of key individuals.

If this is completed again within 2021/22, this will be completed under separate Letters of Engagement and will be independently undertaken by separate management teams and Partners, independent of the internal audit team. Therefore, we do not consider any conflicts of interests need to be declared.

The head of internal audit has unrestricted access to the chair of audit committee to whom all significant concerns relating to the adequacy and effectiveness of risk management activities, internal control and governance are reported.

Conflicts of interest may arise where RSM provides services other than internal audit to Police and Crime Commissioner for Cambridgeshire and Cambridgeshire Constabulary. Steps will be taken to avoid or manage transparently and openly such conflicts of interest so that there is no real or perceived threat or impairment to independence in providing the internal audit service. If a potential conflict arises through the provision of other services, disclosure will be reported to the joint audit committee. The nature of the disclosure will depend upon the potential impairment and it is important that our role does not appear to be compromised in reporting the matter to the joint audit committee. Equally we do not want the organisations to be deprived of wider RSM expertise and will therefore raise awareness without compromising our independence.

Responsibilities

In providing your outsourced internal audit service, RSM has a responsibility to:

- Develop a flexible and risk based internal audit strategy with more detailed annual audit plans. The plan will be submitted to the joint audit committee for review and approval each year before work commences on delivery of that plan.
- Implement the internal audit plan as approved, including any additional tasks requested by management and the joint audit committee.
- Ensure the internal audit team consists of professional audit staff with sufficient knowledge, skills, and experience.
- Establish a quality assurance and improvement program to ensure the quality and effective operation of internal audit activities.
- Perform advisory activities where appropriate, beyond internal audit's assurance services, to assist management in meeting its objectives.
- Bring a systematic disciplined approach to evaluate and report on the effectiveness of risk management, internal control and governance processes.
- Highlight control weaknesses and required associated improvements together with corrective action recommended to management based on an acceptable and practicable timeframe.
- Undertake follow up reviews to ensure management has implemented agreed internal control improvements within specified and agreed timeframes.
- Report regularly to the joint audit committee to demonstrate the performance of the internal audit service.

For clarity, we have included the definition of 'internal audit', 'senior management' and 'board'.

- Internal audit – a department, division, team of consultant, or other practitioner (s) that provides independent, objective assurance and consulting services designed to add value and improve an organisation’s operations. The internal audit activity helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.
- Senior management - who are the team of individuals at the highest level of organisational management who have the day-to-day responsibilities for managing the organisations.
- Board - The highest level governing body charged with the responsibility to direct and/or oversee the organisation’s activities and hold organisational management accountable. Furthermore, “board” may refer to a committee or another body to which the governing body has delegated certain functions (eg a joint audit committee).

Client care standards

In delivering our services we require full cooperation from key stakeholders and relevant business areas to ensure a smooth delivery of the plan. We proposed the following KPIs for monitoring the delivery of the internal audit service:

- Discussions with senior staff at the client take place to confirm the scope six weeks before the agreed audit start date.
- Key information such as: the draft assignment planning sheet are issued by RSM to the key auditee six weeks before the agreed start date.
- The lead auditor to contact the client to confirm logistical arrangements at least 15 working days before the commencement of the audit fieldwork to confirm practical arrangements, appointments, debrief date etc.
- Fieldwork takes place on agreed dates with key issues flagged up immediately.
- A debrief meeting will be held with audit sponsor at the end of fieldwork or within a reasonable time frame.
- Draft reports will be issued within 10 working days of the debrief meeting and will be issued by RSM to the agreed distribution list / Huddle.
- Management responses to the draft report should be submitted to RSM.
- Within three working days of receipt of client responses the final report will be issued by RSM to the assignment sponsor and any other agreed recipients of the report.



We continue to closely monitor and implement official guidelines from the Government and health organisations in respect of Covid-19. All our staff must adhere to the relevant RSM Policies, including limiting time on site and completing the relevant approvals prior to any site visit.

Authority

The internal audit team is authorised to:

- Have unrestricted access to all functions, records, property and personnel which it considers necessary to fulfil its function.
- Have full and free access to the joint audit committee.
- Allocate resources, set timeframes, define review areas, develop scopes of work and apply techniques to accomplish the overall internal audit objectives.
- Obtain the required assistance from personnel within the organisation where audits will be performed, including other specialised services from within or outside the organisation.

The head of internal audit and internal audit staff are not authorised to:

- Perform any operational duties associated with the organisation.
- Initiate or approve accounting transactions on behalf of the organisation.
- Direct the activities of any employee not employed by RSM unless specifically seconded to internal audit.

Reporting

An assignment report will be issued following each internal audit assignment. The report will be issued in draft for comment by management, and then issued as a final report to management, with the executive summary being provided to the joint audit committee. The final report will contain an action plan agreed with management to address any weaknesses identified by internal audit.

The internal audit service will issue progress reports to the joint audit committee and management summarising outcomes of audit activities, including follow up reviews.

As your internal audit provider, the assignment opinions that RSM provides the organisation during the year are part of the framework of assurances that assist the board in taking decisions and managing its risks.

As the provider of the internal audit service we are required to provide a annual opinions on the adequacy and effectiveness of the organisations' governance, risk management and control arrangements. In giving our opinions it should be noted that assurance can never be absolute. The most that the internal audit service can provide to the board is a reasonable assurance that there are no major weaknesses in risk management, governance and control processes. The annual opinions will be provided to the organisations by RSM Risk Assurance Services LLP at the financial year end. The results of internal audit reviews, and the annual opinions, should be used by management and the Board to inform the organisations' annual governance statements.

Data protection

Internal audit files need to include sufficient, reliable, relevant and useful evidence in order to support our findings and conclusions. Personal data is not shared with unauthorised persons unless there is a valid and lawful requirement to do so. We are authorised as providers of internal audit services to our clients (through the firm's terms of business and our engagement letter) to have access to all necessary documentation from our clients needed to carry out our duties.

Quality Assurance and Improvement

As your external service provider of internal audit services, we have the responsibility for maintaining an effective internal audit activity. Under the standards, internal audit services are required to have an external quality assessment every five years. In addition to this, we also have in place an internal quality assurance and improvement programme, led by a dedicated team who undertake these reviews. This ensures continuous improvement of our internal audit services.

Any areas which we believe warrant bringing to your attention, which may have the potential to have an impact on the quality of the service we provide to you, will be raised in our progress reports to the audit committee.

Fraud

The joint audit committee recognises that management is responsible for controls to reasonably prevent and detect fraud. Furthermore, the joint audit committee recognises that internal audit is not responsible for identifying fraud; however internal audit will be aware of the risk of fraud when planning and undertaking any assignments.

Approval of the internal audit charter

By approving this document, the internal audit strategy, the joint audit committee is also approving the internal audit charter.

FOR FURTHER INFORMATION CONTACT

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of the Police and Crime Commissioner for Cambridgeshire and Cambridgeshire Constabulary, and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

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