

**POLICE AND CRIME COMMISSIONER FOR WILTSHIRE  
AND CHIEF CONSTABLE OF WILTSHIRE POLICE**

**Joint Independent Governance, Risk and Audit Committee**

**Thursday 8 December 2022, 14:00 – 17:00**

**Devizes Police HQ, The Bay Room**

**Agenda item: 3**

• **Present:**

<b>Name</b>	<b>Role</b>
Mr K Bellamy (KB)	Audit Chairman
Ms C Baynes (CB)	Audit Member
Mr A Blair (AB)	Audit Member
Mr J Colquhoun (JC)	Audit Member

• **In Attendance:**

<b>Name</b>	<b>Role</b>
Philip Wilkinson (PCC)	Police & Crime Commissioner
Russell Holland (RH)	Deputy Police & Crime Commissioner
Paul Mills (DCC Mills)	Deputy Chief Constable
Naji Darwish (ND)	OPCC Chief Executive
Clive Barker (CB)	Assistant Chief Officer/Chief Finance Officer
Chris McMullin (CMcM)	Director of People and Change
Ms A Walling (AW)	Grant Thornton
Ms G Hawkins (GH)	Grant Thornton
Superintendent Guy Elkins (GE)	Crime Standards and Justice <i>item 7 only</i>
DI Kerry Lawes (KL)	Crime Standards and Justice <i>item 7 only</i>
Mr Martyn Bradford (MB)	Director of SW forensics services <i>item 6 only</i>
Ms. Natasha Parris (NP)	OPCC Strategic Support Officer

**PART 1: Items to be considered whilst the meeting is open to the public**

- Apologies:** Mr K Pritchard (Chief Constable) *represented by Mr P Mills (Deputy Chief Constable)* , Josh Connelly (SWAP (South-West Audit Partnership)) and Charlotte Wilson (SWAP). *Ms T Kirkpatrick (SWAP) was unable to join the meeting because of technical issues.*
- Declarations of Interest:** There were no declarations of interest and before starting the meeting the Chair wanted to place on record his thanks for the commendable efforts of the outgoing secretary Sarah Kyte.
- Minutes of the Joint Independent Governance, Risk and Audit Committee meeting held on 22 September 2022**

- **Resolved:** To approve the minutes of the meeting held on 22 September 2022 as an accurate record and for the Chair to sign the minutes.

**4. Appointment of Chairman** In accordance with the Committee's Terms of Reference, Members were invited to appoint a Chair for the forthcoming twelve months.

- **Resolved:** Members agreed the appointment of Mr K Bellamy as Chairman for the next 12 months.

## 5. Outstanding Actions

Meeting Date: 24 March 2022: Minute 13b (Baseline Assessment of Maturity in relation to Fraud): A draft revised Scheme of Governance would be circulated this month.

- **Resolved:** ACTON - The OPCC CEO (Chief Executive Officer) and Chief Finance Officer (CFO) are to join JIGRAC (JOINT INDEPENDENT GOVERNANCE, RISK AND AUDIT COMMITTEE) members during the annual briefing session and review progress.

Meeting Date: 23 September 2022: Minute 5: (Police and Crime Commissioner Update): That the OPCC CEO would arrange a briefing for JIGRAC members on the performance dashboard.

- **Resolved:** ACTION - The OPCC SPO (Strategy, Performance and Oversight) lead is to provide a briefing to audit members.

**6. Internal Audit - Southwest Forensics:** Mr Martyn Bradford provided a verbal update on the current issues. The following key points were made:

- Two new fingerprint forensic hubs have been set up with,
  - ❖ recruitment is stable,
  - ❖ UCAs accreditation has been signed off and applications submitted.
- The SWAP assessment of SW forensics provided valuable guidance with the following recommendations and solutions identified.
  - ❖ Additional resourcing requirements: procurement solutions are needed to upgrade the technology available to forensic investigators & ensure they can meet the growing complexity of the cases. CFO – An increased budget has been requested by the 4 regional forces.
  - ❖ Capacity solutions: to find efficiencies a staff tracker is to be facilitated.
  - ❖ Key Performance Indicators (KPI): SW forensics are to introduce performance scorecards with KPI measurements and service level agreements (SLA) to be agreed by the head of crime.
  - ❖ Demand management: Two detectives are to act as communication gate keepers, triaging work requests.
  - ❖ Legislation compliance: SW Forensics review best practice periodically.
  - ❖ New leadership roles (ACCs): Senior leaders have been recruited to help implement the new ways of working (culture change); with staff welfare at the forefront.

*Audit member question: Do SW forensics compare their performance against partners? MB advised SW Forensics have a regional set up which is unique and means comparisons cannot be made. A national case management system would standardise work and allow comparisons.*

*Audit member question: Will the national strategy help forensics teams?*

*MB advised wholesale change was recommended following a recent inspection in order new ways of working be developed.*

*Audit member question: Is demand shifting beyond SW forensics capability and is support available to ensure this is resolved?*

*MB advised better data would allow analyse and facilitate innovative solutions. The regional force investment will bring improvements, but more is needed to support training, staff, and infrastructure. This is in part, because SW Forensics also now need to achieve time consuming accreditations which may jeopardise performance. The CFO asked if this risk has been mitigated via a risk register. MB advised it has.*

*The new BT server contract will offer support once in place and embedded.*

**Resolved:** The progress made since the previous presentation was noted with a request for a further update in 12 months' time.

**7. Internal Audit - Wiltshire Police Recruitment Review Final Report:** Further to the circulated report, the Director of People and Change attended and provided an update. The following key points were made.

- The recruitment team shortfall has been filled, and the team are now running at one over full capacity.
- A finder's fee has been implemented in the contact centre.
- Adjustments are being made to the recruitment process with live time recruitment information available to senior managers.
- The force has over recruited police officers for the last 4 months with a view to meeting the governments uplift. The rise is in response to the cost of living causing high staff attrition rates. The knock-on effect has meant increased demand for vetting and training services.
- An external consultant has been reviewed recruitment levels and recommended that more emphasis is given to the benefits e.g. pension when recruiting; to make better use of apprentices and to improve the way it manages performance related pay.

*Audit member question: Are senior managers now resourcing the police staff needed?*

*CMcM advised a short-term prioritisation process was implemented in order the force reach uplift, and contact centre supported. This is no longer in place and police staff have and are being resourced.*

*Audit member question: how confident are you in the strategy? Do you think it will meet resourcing demands?*

*CMcM advised the leaver reforms are being implemented and performance will be measured. The performance related bonus procedures will take longer to plan and implement.*

*Audit member question: How effective do you think the scheme will be?*

*CMcM and the CFO advised – Accurately identify the staff group performing at an exceptional level is key to the scheme's success. This must be ensured before it is introduced. Therefore, the force is to review of the PDR (Performance & Development Review) system and ensure culture is aligned with its purpose before implementing.*

*Audit member question: How is the Oleoo system running?*

*CMcM advised contractual reviews are occurring with a few small issues to be resolved by Jan 2023.*

*Audit member question: Police officers and staff are known join to the Police in order they "Make a Difference." How much of a place does this have in recruitment?*

*CMcM advised police officers continue to be driven by this yes, but the cost-of-living crisis is eroding the good will in some cases.*

**Resolved:** The greater effort and emphasis now being given to recruitment was noted and the delivery of the SWAP recommendations will be monitored through the Standing Item: Outstanding Audit Recommendations

**8. Stores Integration into Stores Management Further:** Further to the circulated report, DI Lawes provided the below update.

- The new storage facilities are complete.
- The aim is to then process new and existing cases, alongside clearing legacy assets.

*Audit members questioned the size of the new storage facility, and then how the unit would be run effectively?*

*Supt Elkins advised*

- *The new facility is equivalent to a building with room for 4 vehicles.*
- *Funding has been agreed for 2 years enabling the staff uplift and implementation of a dedicated manager to support and direct the team.*
- *The new team will facilitate the introduction of a bar coding system to improve efficiency.*
- *An equilibrium will be sought and work evenly distributed across the hubs.*

**Resolved:** The significant progress since the previous update was noted and a further briefing scheduled for the December 2023 JIGRAC

## **9. Police and Crime Commissioner Update (to include progress against PEEL (Police Efficiency, Effectiveness and Legitimacy))**

The Police and Crime Commissioner provided a verbal update on the current key issues.

- The PCC has expanded his engagement with residents listening to their concerns and scrutinised progress of the Police and Crime Plan.
- The PCC's office is constantly seeking to focus commissioning services and support the force in its critical functions
- The PCC is working alongside MPs to drive improvements in the force funding formula, alongside build Wiltshire's drone capacity to reinforce the police search and rescue team and strengthen investigations.
- The CC (Chief Constable) and PCC attended the PPOG oversight group. He advised the panel he requires further reassurance from the force the revised plan and VIV (Victims, Investigations and Vulnerability) campaign will produce the results he expects. The recent Victim support assessment was not encouraging.
- The new CC appointment is progressing.
- Work to deliver the new South of the County police station continues with an engagement event occurring Oct 2022.

## **10. Deputy Chief Constable Update**

The Deputy Chief Constable gave a verbal update on the current key issues. The following key points were noted:

- The force has responded to the HMICFRS PEEL report with a plan of activity designed to drive improvement. The plan includes the back-to-basics programme, embedding effective audit measures, training, a streamlined governance structure and performance scorecards. So far success has been identified in the CCC (Crime & Communications Centre) with improving THRIVE (Threat Harm Risk Investigation Vulnerability Evaluation) assessments.
- Investment in the officer uplift program continues, alongside improved leadership training; designed to support the new entrants.
- The proposed 4<sup>th</sup> entry route into the force will be explored as the government releases more information.
- A more efficient business planning process (ORA (Organisational Risk Assessment)) was introduced Jan 22. Its use has facilitated an improved understanding of future demand.

The audit members questioned how the force are addressing the needs of a younger workforce.

*DCC Mills advised Superintendents now carry out internal audits, which measure officer performance and inform appraisals supporting effective training plans. The effectiveness has been checked by HMIC and will continue to prevent future optimism bias.*

The audit members questioned how much of a culture change was needed before improvements can occur?

*The PCC recommended leaders provide clearer direction and engage with frontline officers more, (as recommended in the PEEL inspection). The OPCC CEO advised the culture change will come and recognised many of the issues faced by the force are national problems. Citing the new College of Policing schedule which incorporates more leadership training to instil the recognised change in a younger workforce quicker.*

**11. PSD Misconduct Data** – moved to the March 2023 JIGRAC.

**12. External Audit: Progress Report** Further to the circulated report, Ms A Walling (Grant Thornton) provided a verbal update.

- Initially AW acknowledged she could see the detailed application of FRC regulations had caused a great deal of frustration but reiterated she was obliged to ensure the standards stipulated were met and that the audit of the Statement of Accounts was progressing.
- The CFO questioned the additional level of scrutiny over valuations with the force not a private sector business with associated borrowing.
- Following a brief discussion, it was agreed the statement of accounts audit work was of great importance to the PCC.
- The CFO referred the committee to page 16 of the report and advised that from 2022/23 the External Accountant role will move from Grant Thornton to Bishop Fleming.

**13. Internal Audit Update Report A** report by the South-West Audit Partnership was circulated prior to the meeting and members noted the progress being made with the delivery of individual audits.

**14. Outstanding Audit Recommendations** were circulated prior to the meeting. The following key points were noted,

- The cyber security listing review date was discussed briefly with no change.

- The chair asked the OPCC CEO if he had taken steps to recruit a new JIGRAC member?  
**Resolved:** *The CEO confirmed he had set up the requested linked in recruitment process, to take place in Jan 2023.*

**15. JIGRAC Annual Report:** The Chairman introduced this item and all Members agreed to approve the content.

**Resolved:** *To agree the content of the Annual Report and for this to be signed by the Chairman and a copy placed on file.*

- **Internal Audit Delivery Paper** A report by the South-West Audit Partnership was circulated prior to the meeting. Its contents were noted with concerns about the “trusted advisor” concept.

**Resolved: ACTION** *CEO David Hill to provide an update on their delivery plan during the December 2023 meeting.*

#### **16. Date of Future Meetings**

Thursday 23 March 2023 at 2pm

Thursday 15 June 2023 at 2pm

Monday 17 July 2023 at 2pm (Statement of Accounts pre-meet at 1pm for Members and Chief Finance Officer)

Monday 18 September 2023 at 2pm (TBC)

Thursday 7 December 2023 at 2pm

The Chair thanked the committee and wished them all season’s greetings.

The meeting commenced at 2.00pm and concluded at 4.30pm



Chair

23/3/23