

# POLICE AND CRIME COMMISSIONER FOR WILTSHIRE

## AGENDA ITEM NO: 4

### AND CHIEF CONSTABLE OF WILTSHIRE POLICE

#### Minutes of the JOINT INDEPENDENT GOVERNANCE, RISK AND AUDIT COMMITTEE held on Thursday 22 September 2022 at 2.00pm at Police Headquarters, Devizes

**Present:** Mr K Bellamy (Chairman), Ms C Baynes, Mr A Blair, Mr J Colquhoun

**In Attendance:** Mr P Wilkinson (Police and Crime Commissioner), Mr N Darwish (OPCC Chief Executive), Mr C Barker (Chief Finance Officer), Mr D Minty (T/Assistant Chief Constable), Ms A Walling (Grant Thornton), Ms G Hawkins (Grant Thornton), Mr M Royle (Grant Thornton), Mr D Hill (South West Audit Partnership), Ms T Kirkpatrick (South West Audit Partnership), Miss S Kyte (minutes), Mr J Derryman (OPCC), Ms N Parris (OPCC), Ms M Francis (Wiltshire Police)

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

1. **Apologies** Mr K Pritchard (Chief Constable)
2. **Declarations of Interest** There were no declarations of interest.
3. **Minutes of the Joint Independent Governance, Risk and Audit Committee meeting held on 18 July 2022**

**Resolved:** *To approve the minutes of the meeting held on 18 July 2022 as an accurate record and for the Chair to sign the minutes.*

#### 4. **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.

Meeting Date: 14 June 2022

*Minute 18b (PCC Risk Register):* Completed

**Resolved:** *To note the updates provided with regard to the outstanding actions and for these to be updated accordingly.*

#### 5. **Police and Crime Commissioner Update**

The Police and Crime Commissioner gave a verbal update on the current key issues, incorporating an update on the PEEL recommendations and progress. The following key points were duly noted:

- Working with the Chief Constable, the Commissioner had reduced a number of Force established governance boards making accountability easier and more transparent;
- There were now only two plans in place – the Police and Crime Plan and Force Delivery Plan;

- A performance dashboard was being developed with the Force which would allow the OPCC to monitor trends within the Force;
- The OPCC would commission support services required by the Force to enable it to become a police service;
- The Force was now focussing on the top priorities from the PEEL inspection (Victims, Investigations, Vulnerability) and some improvements were already being seen;
- The Commissioner and Chief Constable would be attending PPOG on 13 October 2022 to provide an update on what has been done to address the criticism from the PEEL report.

#### Questions from Members

- The Chairman asked how the Panel holds the Commissioner to account in his role. The Commissioner stated he produces quarterly reports which are presented at Police and Crime Panel meetings. He also has regular dialogue with the Panel Chair. The OPCC Chief Executive informed Members that the same documentation going to Panel meetings also goes to internal ELG meetings. Panel meetings are held in public and papers published online should any Member wish to view them.
- It was felt to be useful for Members to understand the performance dashboard process. It was acknowledged this was a Panel function but it would be useful for JIGRAC to understand the process. The OPCC Chief Executive stated he would arrange a separate meeting for this briefing.

- Resolved:**
- a) That the OPCC Chief Executive would arrange a briefing for JIGRAC Members on the performance dashboard.*
  - b) To note the update provided by the Police and Crime Commissioner.*

#### **6. Chief Constable Update**

T/ACC Minty delivered a presentation in the Chief Constable's absence and the following key points were noted:

- The Force was now in the 'engage' process along with five other forces;
- A repeat Victim Service Assessment would take place end of October / early November;
- The Force was delivering on five core foundations (Back to Basics Programme, Standards and Culture, Structure, Technology Driven, and Stakeholder Engagement);
- There were now 14 Chief Inspector posts in Force supporting the work of the Superintendents who were able to get into the detail to ensure the Force was delivering on improvements and the Commissioner's Plan;
- An ACC had also been brought in for the short term to support and delivery changes.

#### Question from Members

- In response to being asked how he felt the Force was responding to PEEL, the Commissioner stated the idea of supervision was to identify issues, provide support and resolution. There may well be some officers who were struggling with

this but better management would help 'take them along' – momentum was building and change was being accepted.

- Ms Baynes asked whether the Force had lost sight of anything now that it was focussing on Victims, Investigations and Vulnerability. It was noted it was difficult to say as the Force can't stop delivering a service but what it had asked officers and staff to do, was to have a particular focus in the delivery of their work.

**Resolved:** a) *That a copy of T/ACC Minty's presentation would be circulated to Members.*

b) *To note the update provided by the Chief Constable.*

7. **Update on Progress against PEEL Recommendations** As provided in agenda items 5 and 6 above.

8. **Statement of Accounts** The Chief Executive gave an overview on the two key changes to the statement of accounts. These related to the Annual Governance Statement (AGS) and the balance sheet.

#### Annual Governance Statement

As this should reflect the position at date of signature and not at 31 March 2022, the overall opinion provided in the self-assessment section of the AGS had been amended to 'requires improvement' from 'substantial' assurance.

#### Balance Sheet

- As a result of the external auditors reviewing the assets there had been a reduction in liabilities which resulted in a £2m switch between long term assets and liabilities;
- Due to overdraft / VAT invoices it was important to note this had no overall effect on the balance sheet value and had no impact on the public;
- There would be a need to change accounting practice going forward as something that was previously considered an asset / capital spend may now not be;
- It was likely that these changes would mean more staff time spent on completing the statement of accounts and there would be more 'expert' costs incurred than was currently.

**Resolved:** *To note the update provided by the Chief Finance Officer.*

9. **External Audit: Progress Report and Interim Findings**

In response to the previous item, Grant Thornton stated they understood the frustrations of the CFO but the accounts needed to be in line with accounting standards. If they were not treated correctly, there was the potential for a cumulative effect which could potentially undermine the auditor's opinion if they were stating the accounts were materially correct. The Chairman challenged why this approach had not been taken before and it was recognised this different approach was being taken due to there being new members of the auditing team.

It was anticipated that the auditor's opinion would be brought to this meeting but due to the issues already raised and discussed, it had not been possible to do so. The pensions actuary information had been provided in December 2021 and extrapolated to March 2022 which was materially different. The Chief Finance Officer stated he would need to consider whether this information could be provided later in the financial year.

The external auditors took Members through their progress report and interim findings and the following risks were discussed:

- The CFO challenged the amount of expert advice the accountancy team should take to query whether estimated costs were accurate. Grant Thornton advised they were not looking to challenge every evaluation but would expect the finance team to have a 'reasonable' approach to this. The CFO stated he would attempt to build in a process in the next year's audit that gave him time to properly review property valuations.
- *Occurrence and accuracy of employee remuneration* – some key issues were identified which led to an extended testing sample, this was mainly due to the installation of the new ERP system. The Chairman pointed out that if this information was provided this year (and that it could be validated) then it was not expected for this exercise to be repeated next year.
- *Componentisation* – there was some discussion around when and why this was done and the level of detail to which it was required. The CFO did not want to see this being done for lower level elements nor for it to be done by a qualified accountant.

Grant Thornton also summarised those matters which had been discussed with management and were included in their written report.

**Resolved:** *In noting the content of the report, the Chair requested that "materiality" be given greater prominence when deciding on the need for additional information from the Accounts Team.*

#### **10. Internal Audit: Update Report**

Further to the circulated report, David Hill reported there were delays to the recruitment review and training audit. The recruitment review would be moved to Q3 and the Force point of contact for the training audit would be changing due to sickness. Scoping for all planned Q3 audits would be taking place shortly. It was also noted that fraud awareness training sessions would be offered to the finance team.

**Resolved:** *To note the update provided.*

#### **11. Outstanding Audit Recommendations**

In addition to the report circulated, the CFO stated changes were taking place with regard to the Superintendent in charge of firearms and management in the same area. He would be working with the new incumbent to identify new target dates to implement the recommendations from the firearms audit.

**Resolved:** *To note the content of the report.*

#### **12. CIPFA Internal Audit: Untapped Potential Publication**

A report had previously been circulated to Members with the aim of encouraging conversation on what services internal audit were currently offering and what services could be offered. SWAP circulated a response to this at Appendix Bii of agenda item 10 which highlighted what SWAP were already delivering in Wiltshire and what they were looking to develop in Wiltshire or elsewhere.

Each year, SWAP bring an annual audit plan to JIGRAC for agreement but there was an opportunity for this to be more dynamic with planning taking part on a more frequent basis allowing the plan to be reactive in year to areas identified as requiring a review / audit. The CFO stated this was something he was supportive of moving forward but with some of the other areas earmarked for development the service

provided felt like it would be more like consultancy rather than internal audit. David Hill reported that a meeting had been arranged with external audit to see whether SWAP could work more closely with them.

**Resolved:** *To note the content of the report and the update provided.*

### 13. Assurance Maps

Information relating to this item had been circulated by SWAP and was attached at Appendix Bi of agenda item 10. It was recognised that assurance mapping could become an issue in itself and SWAP stated they were looking to introduce a new IT system linking to strategic risks. It was agreed that JIGRAC would consider this at their next Members Briefing Session.

**Resolved:** *For Members to consider the issue of assurance mapping at their next Members Briefing Session.*

### 14. Regional Procurement Policy

The CFO stated he was content with the work undertaken by the South West Police Procurement Service (SWPPS) and had circulated a copy of the regional procurement policy for information. It was noted that paragraph 5.1 stated that the policy would be reviewed but does not give a timeframe for when this would be.

In response to a question from a Member about whether the SWPPS delivers and provides value for money, the Commissioner stated he would always challenge the CFO on these matters and test the procurement system. The CFO confirmed there was lots more detail around SWPPS which was not covered by this policy as it was dealt with elsewhere.

**Resolved:** *To note the content of the Regional Procurement Policy.*

### 15. Date of Future Meetings

Thursday 8 December 2022 at 2pm

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

Thursday 7 December 2023 at 2pm

### 16. Exclusion of Public

**Resolved:** *In accordance with Standing Order 6 of the Committee's Standing Orders to exclude the public from the meeting for the business specified in Items 17 and 18 below because it is likely that if a member of the public were present there would be disclosure to them of exempt information as defined in paragraph 7 (information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime) of Appendix 2 of the Committee's Standing Orders.*

### 17. PCC Risk Register

Further to the circulated report, the Chief Executive provided a further update to the Committee. Moving forward the OPCC would be looking to develop trajectories around when risks were expected to start changing given the mitigations which had been identified. Members noted that in some cases, the initial risk score identified remained the same after mitigation. This was because the mitigations were linked to

management issues and until the impact of the identified mitigation was felt, the Chief Executive reported he did not want the scores to be reduced. The OPCC would continue to test and refine this process ensuring the right risks were being identified and included on the risk register.

**Resolved:** *To note the content of the OPCC risk register and the update provided by the Chief Executive.*

## 18. Force Risk Register

The Chief Finance Officer presented the circulated risk register and the following comments were duly noted:

- *Risk 10: Lack of substantive Sergeants resulting in poor supervision and resourcing gaps* Linked to limited experience of police officers which was currently the highest scoring risk (deterioration in operational delivery due to inexperienced workforce). A determined effort was being made to reduce this risk but the mitigations in place were not quick wins and it would take time to reduce this risk. T/ACC Minty gave Members an update on the process being run by the Force during October to appoint substantive Sergeants.
- *Risk CRR/PEO2: Ethnic minority representation and inclusion within Wiltshire Police (Equality Act)* Members queried the scoring and direction of travel for this risk. The CFO stated he would review this and provide Members with an update outside of the meeting.
- The Force was seeing an increase in number of officers leaving and that in the last month, over half of the leavers were for reasons other than retirement which was not the norm. It was recognised this was not just a challenge for Wiltshire but a national one.
- Recent PEEL inspection had caused the Force to re-evaluate what it was currently working on and the new risks likely to arise from this.
- Members asked for timescales to be provided on the management of risks.
- Operation Uplift and associated funding still remained a risk and the CFO confirmed the Force would struggle to meet its targeted intake for this financial year. Based on current intake predications, it was likely the Force would lose some funding.

- Resolved:**
- a) *That the Force would provide an update on Risk CRR/PEO2 (Ethnic minority representation and inclusion within Wiltshire Police (Equality Act)) scoring and direction of travel.*
  - b) *To note the content of the report.*

The meeting commenced at 2.00pm  
and concluded at 4.45pm



**Keith Bellamy**  
JIGRAC Chairman