

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

Joint Independent Governance, Risk and Audit Committee

Tuesday 26 Sept 2023, 14:00 – 17:00

Devizes Police HQ, The CCC Gold Room

Agenda item: 26/09/2023 meeting minutes

• **Present:**

Name	Role
Mr K Bellamy (KB)	Audit Chairperson
Ms C Baynes (CB)	Audit Member
Mr A Blair (AB)	Audit Member
Mr J Colquhoun (JC)	Audit Member

• **In Attendance:**

Name	Role
Philip Wilkinson (PCC)	Police & Crime Commissioner
Catherine Roper (CC)	Chief Constable
CFO C Barker (CB)	Assistant Chief Officer/Chief Finance Officer
Naji Darwish (ND)	OPCC CEO
J Derryman (JD)	Head of Strategy, performance & Oversight
Mr. D Hill (DH)	Internal auditors: SWAP
Mr G Hawkins (GH)	External auditors: Grant Thornton
Supt. L Coles (LC)	Supt. People, Standards and Support
M Tickner (MT)	OPCC Strategy Planning Officer
N Parris (NP)	OPCC Strategic Support Officer

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

1. **Apologies:** N/A
2. **Declarations of Interest:** There were no declarations of interest.
3. **Minutes of the Joint Independent Governance, Risk and Audit Committee meeting held on June 2023.**
 - *Approved.*
4. **Outstanding Actions**

Meeting Date: 7 June 2023, Action 4: JD and CB attended two meeting this quarter to discuss OPCC risk.

- **Resolved:** JD and CB will continue to meet in the week before each JIGRAC meeting to review OPCC risk. Proposal this action be closed.

- Completion of the action approved.

Meeting Date: 7 August 2023, Action 1: OPCC chair to send JIGRAC chair collaboration agreement documents.

- **Resolved:** ND provided KB with collaboration agreements 26/09/2023 and these will be discussed at the JIGRAC training day on 23 January 2023. Proposal this action be closed.
 - Completion of the action approved.

5. Police and Crime Commissioner Update: The Police and Crime Commissioner provided a verbal update with the following key points made:

- The PCC provided an update on force performance improvements against police and crime priorities.
- Reduce violence and serious harm: Wiltshire Police RASSO FAT rates have risen from 2% the lowest nationally to 11% in 2023; presently nationally in the top quarter. Serious organised crime (SOC) disruption volumes per head are outperforming forces nationally, and Op Scorpion a SW collaboration combating county lines drug networks stands in the top ten.
- Tackle crimes that matter most to local communities: Residents shared their road safety concerns with the PCC at area boards, parish councils, etc. Investment in 3 new road safety officers has seen speed awareness courses for the period Jan – August 2023 at 3818, fines and points 500 and court appearances 23. While 2021 saw only 192 sanctions, current figures are in excess of 10000.
- Further road safety work for 2023 shows the OPCC/Force now collate speed indicator device (SID) data to identify hot spots and work even more effectively.
- A regional unit has been formed to combat the serious and organised rural criminals targeting Wiltshire's residents for high value items such as tractors, GPS systems, etc.
- The improvements are a sign of the CCs' increased focus and grip.
- Going forward more work to tackle knife crime is required and cultural issues in the CCC. Work to improve support services and ensure effective delivery is on-going.
- Future projects – A station for the south of the county, HQ rebuild and the National Police Air Service (NPAS) commitments.

Audit member question: How did the speed enforcement officers tackle the "Maclaren" issue?

Resolved – JD/PCC The drivers were stopped and issued with TRs.

6. Chief Constable Update: The Chief Constable provided a verbal update with the following key points made:

- New business planning has allowed HMICFRS PEEL improvements work, and Business as Usual (BAU) policing be separated driving improvements in both areas.
- Responsibility for BAU improvements resides with the chief officer group (COG).
- A performance framework has been created to measure outcomes against the objective's set - safer public spaces, Violence reduction and tackling burglary/acquisitive crimes (see plans on page).

- The OPCC level of scrutiny has increased which is important to ensure we are held to account.
- An Assistant Chief Officer (ACO) has been appointed and is leading on the HMICFRS PEEL improvements.
- The ACO implemented Op Evolve with three workstream priorities initiated. 1 - identification of opportunities, 2 - A target operating model (TOM) review, and 3 - audit and inspection work. To be delivered at pace.
- Workstream 2 – TOM includes a shift pattern review (out to vote) to enable more resources into neighbourhoods and a demand management assessment.
- The PEEL oversight group (PPOG) occurred last week. The panel recognised the work carried out over the last six months which has allowed better foundations to be laid, with processes in the right place. They require the fruition of results next.
- The safer public spaces objective focus on the PCC priorities rural crime and road safety. The force dedicated additional road safety resources for one month during a peak period in the summer. Highlights further to the PCC: deployment of 188 speed enforcement officers at 254 locations, 397 online educational sessions, 239 stop checks, 1000 speed enforcement courses, 36 drivers stopped using a mobile, 10 drink driving and 10 careless drivers.
- The force has increased its attendance at area boards, and this will continue.
- The force also reintroduced of two mobile stations this summer and the PCC has purchased two further to increase the police presence in rural communities.
- The force is to drive improvements in how it tackles shop lifting using a collaborative approach.
- I have oversight of force performance against operational priorities with performance measurements either improving or static. But there is more to do to speed up the pace of forensic work.
- CCC - 999 performance is exactly where it should be, but 101 and online reporting to be gripped with a bespoke improvement plan. Up to full complement by Oct 2023 with significant scrutiny in place.
- Right care right person – Humberside Police identified officers losing 1000s of hours responding to non-policing matters, such as mental health concerns. Now a national campaign right care right person has set out the framework to improve the response for people with mental health needs. Note, Wiltshire police will always attend a threat to life or of harm.

Audit member question: Will the money gained through speed enforcement come back to the force, and as previously stated pay for the new equipment provided to enforcement officers?

Resolved – CB: The force have not covered the costs yet but will continue to monitor. ND: The motivation for buying the equipment was to prevent loss of life or injury due to speeding. In a comparable manner to other crimes cost recovery is not the goal.

Audit member question: Do the tickets then equate to an increase in money for the force?

Resolved – CB: apart from receipts for Speed awareness courses, all other fines end up with the Treasury. ND/CB: When the PCC took post, he recognised Wiltshire was not providing the speed enforcement resources of other forces. He increased the investment to reduce accidents. JD: Community speed watch volunteers have sent us 177 SID data submissions with 5 million journeys captured supporting the road safety work.

Audit member question: Are the force seeing a reduction in as people become more speed aware?

Resolved – ND: They are coming down in areas and as more work occurs this should bolster the results.

Audit member question: has there been a drop in accidents?

Resolved – PCC: no, the number of fatalities in Wiltshire are low by comparison and causes varied.

Audit member question: Is Wiltshire under any pressure to considered 20mph zones?

Resolved – ND: this would be set by national or local government and Wiltshire Police would follow legislative changes.

Audit chair: While the discussions on road safety were of interest, the JIGRAC is only really interested in the delivery of the Police and Crime Plan as it impacts on reputational risk. However, from a governance perspective the overall progress was reassuring.

Audit chair: The overall progress on improvements were noted and hopefully these will provide a springboard for achieving excellence in the future.

7. The OPCC CEO (ND) provided and PEEL progress update: Further to the circulated report ND provided an update.

- The OPCC have provided extensive support and challenge against performance.
- Our assessment aligns with the CC and organisation reform is in place.
- There are two key areas the OPCC are reviewing presently.
 1. People services – HR must be managed effectively with a strategy in place.
 2. Organisational planning – Effective business planning is essential from an operational and enabling service perspective.
- The forces strategic direction for the next 4 – 5 years is key. It should not just enable removal from HMICFRS PEEL engage but aim to be outstanding.
- This year processes have been enhanced but the force is not there yet.

CC – The force is to hold a two-day summit with the finalised business planning cycle and force management statement in place. A three-year business plan for force to be finalised. We are far beyond where we were and ready for the future, but the pressure will be kept on.

- ND – The CC has enabled the COG team to see the direction must be for high performance and driving up standards - section by section.
- ND - The political landscape one that shows the force come out of engage but that there is still a way to go.
- PCC – Long term strategic planning and leadership is key. The OPCC is cognisant of factors that may impact on this delivery.

Audit member question: The ongoing work to deliver is heartening. Collaboration is good, where has the PCC had to be firm?

Resolved: PCC – The CC and I continue to hold leadership meetings/1 to 1s which are candid. I share the views of Wiltshire's residents / businesses and request the police support needed. The CC will make me aware of challenges and our collective experience and knowledge allows us to maximise results. ND – Historically the challenge had been to enable the force to recognise the challenges and progress concerns at the speed needed. They

have now improved governance, developed a phased approach to improvement, deliver at pace and are working collaboratively.

Audit member question: What is the OPCC response to the PEEL inspection and how is it delivered?

Resolved: ND – The OPCC delivery plan is shared and governance in the right place to enable the PCC to scrutinise and support where needed. PCC – The OPCC assess performance and have a communications and engagement strategy which allows our narrative to reach the public.

Fundamentally the public voice must be heard, and so myself and the CC systematically manage attendance at area boards. We are now seeing confidence being shown in areas such as road safety.

Audit member question: What are the key messages following PPOG?

Resolved: CC – The overarching response was - progress has been made over the last six months, and the amount of work put in was acknowledged. The new strategy improved, peer support positive and accelerated improvement work accepted, but traction is now required.

The force will remain in engage, with most forces coming out of engage after two years. The aim to not simply come out of engage but lay foundations to drive excellence long into the future.

Audit member question: Would you say progress will be linear?

Resolved: CC - The response will be two pronged BAU and PEEL improvement work. We must have an all force eco system and a culture that includes performance. The COG must be visible and accessible, and we must have the right shift patterns in the right places to meet demand. The business management processes must have equilibrium and where issues are located, they need to be solved with immediacy. Whilst being pushed out into the public domain with transparency. ND - Progress must be sustainable. PCC – Communication must be aligned to reality in order the public perceive their safety and security is improving.

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9. **External Audit: Progress Report:** Further to the circulated report, Ms G Hawkins (Grant Thornton) provided a verbal update.

- The delay in completing the 2021/22 audit is now linked to the completion triennial pension revaluation exercise which is scheduled for March 2023. .
- The PSAA and NAO are considering the wider impact of delays to audit completions, in some cases going back as far as 2015/16. These discussions may lead to disclaimers for the 21/22 and 22/23 Accounts and some simplification of accounting requirements going forward.
- With this a national issue a lot of discussion is occurring with stakeholders nationally to find a balanced solution.

CB – The 2022-23 audit has not started. If it is not complete by March 2024 the set of accounts will be left without external audit oversight. All meaning the final deadline may have to be moved to Sept 2024 and the financial team left without an audit then having to provide very dated material for review.

GH – the police led valuations are the cause of the delay. A statutory override may simplify accounts meaning work is no longer expected.

CB – the property (non-commercial) and pension valuations do not carry weight for police but do councils. The force does not have influence over these areas so management cannot be judged. ND – for Local authorities this is important, and the importance may grow in the coming years.

Audit member question: Without the External audit scrutiny will JIGRACs review of the draft accounts gain importance?

Resolved: CB - JIGRAC are conducting their work correctly and asking the right questions of the force and OPCC.

Audit member question: Without these audits are necessary foundations missing for the 2023-24 audit?

Resolved: CB – Bishop Fleming (BF) will take over from Grant Thornton shortly (centrally allocated) and it could mean they start work with two audits outstanding, which may impact. Please also note, the summary fee for 2023 – 24 has increased by 151%.

Audit members question: Is the 2021 - 22 and 2022 - 23 disclaimer option viable?

Resolved: CB – if it occurs there will have been no external oversight for the 2022 - 23 and BF may not sign off the 2023 – 24 audit. The property valuation will be the issue and unusable if now received. GH – A full audit would allow a clean slate.

- GH – the value for money report has progressed well and in the reporting process.
- CB – The force has provided a lot of information, but the additional cost brought about through being engaged may need to be considered.

10. Internal Audit Update Report: A report by the South-West Audit Partnership (SWAP) was circulated prior to the meeting. Mr D Hill provided a verbal update with the following key points.

- The new audit portal is now available. Wiltshire police and the OPCC to receive access and training.
- Audit progress is where it should be. SWAP is working with the CFO on the activity plan – new recruits and overtime – to be completed by Sept 23.
- CB – the overtime system has not been as flexible as required. There will be a lot of actions to complete, and the force are aware of the changes required.
- One change to occur next. The resource management unit will no longer fall under HR.

11. Force Risk policy and procedures: circulated prior to the meeting to receive JIGRAC questions.

Audit members question: the force risk policy has altered and allows risks escalated to the CRR (scored over 30) be dealt with locally. Will this be as effective?

Resolved: CC – The previous process meant all risks were escalated up. The change will instil in local leaders' ownership of risk instead of simply passing it on. Local leaders will be asked to mitigate and score appropriately with business teams.

Senior leaders will discuss progress with owners and emerging / top risks continue to be discussed weekly at PACE settings meeting.

Audit members question: Is there a risk without force training uneducated responses will occur?

Resolved: CC – Education has occurred at SLT days and events. Cultural education rather than formed. Oversight includes the document being circulated prior to NPCC and OPCC to check and testing.

12. OPCC Risk policy and procedures: circulated prior to the meeting. JD provided a brief verbal update in preparation for JIGRAC questions, with the following key points.

- Migration of the force and OPCC policies has taken place.
- An enhanced Enterprise risk management framework is in place.
- Categorise assessed have grown with comprehensive oversight and scrutiny in place.
- Monthly meetings occur to review risk
- Process will continue to evolve.

Audit members question: The OPCC risk policy has seen considerable changes. Was this coincidental or co-ordinated?

Resolved: JD - scheduled.

Audit members question: Should there be one OPCC/Force risk register?

Resolved: ND - No, the OPCC and force are separate organisations. The CC is responsible for the force risks. The PCC has separate responsibilities with bespoke risk management.

(Note, Page 8 of the OPCC risk policy has been edited to show the work review not responsibility.)

13. A review of the force Whistle blowing policy: A report was circulated prior to the meeting. Supt L Coles provided a verbal update with the following key points.

- Brief time in post (2 weeks)
- The force has a reporting wrongdoing policy which follow national guidance.
- Reporting wrongdoing/whistle blowing is referred to in employment law and individual reporting are protected by the public interest disclosure act 1998.
- The force has received reports of wrongdoing which were upheld. It is hoped this work has helped embed a culture of people feeling comfortable to report and see it is an act of loyalty.
- Reporting is presently facilitated by crime stoppers, due to the trusted reputation. There are instances where accuracy becomes an issue and so internal email communications made reintroduced to run alongside this.
- In 10 months, we have received 158 reports and since 2020 we have continued to break down barriers.

Audit members question: when did the last review occur?

Resolved: May 2023 by Supt S Cox.

- CC – We have received a great deal of input following significant cases. It is important we bring in the culture we need.
- The culture change will need to be constantly driven to every level of the organisation.

Audit members question: Are the reporting volumes above other forces?

- **Resolved:** PCC – we compare favourably in MSG performance dashboards.

Audit chair: Reporting wrongdoing policy signed off.

14. Value for money report: CFO Barker provided a report and verbal update for the meeting, with the following key points,

- The force produces a value for money (VFM) report annually.
- Changes within the organisation and budget are highlighted in the report.
- Pre Cept performance analysis alongside fiscal comparisons with other forces are also facilitated.
- Wiltshire Police are the 4th lowest funded force nationally and so spend less.
- This year's report has allowed the CFO to identify a few areas that may no longer be providing the same VFM. One example the proportion of PSCOs vs officers in Wiltshire varies with other forces. Another the volume of police staff leaving Wiltshire (16.7%) makes them an outlier in their MSG.
- These areas receive a deep dive investigation with VFM proposals outlined to the CC and PCC next before signing off.

Audit members question: Can minister change the formula?

- **Resolved:** PCC – I have challenged the funding received and requested a realignment. ND – The OPCC review the report findings to assess performance, use of resources and ensure additionally funding results in improvements.
CC – The VFM analysis allows to improve processes and engineer efficiencies. Retention has been covered in the workforce plan with investment made in support services.

ACTION – VFM to be included in the JIGRAC agenda annually. (complete)

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

- A significant quantity of the outstanding audit requirements belongs to HR – we next need to see movement.
- CB to meet with the interim head of people to assess the timeline.
- Several senior grades are being appointed this and next month.

Date of Future Meetings

- Thursday 7th December 2023 at 14:00 – 17:00
- Tuesday the 26th of March 2024 at 14:00 – 17:00
- Tuesday the 25th of June 2024 at 14:00 – 17:00 (note the statement of accounts will be reviewed with the force accountant 13:00 – 14:00)
- Thursday the 12th of September 2024 at 14:00 -17:00

Audit members asked to confirm they have seen and agree to the dates: agreed

- TBC - Thursday the 17th of December 2024 at 14:00 -17:00

The Chair thanked everyone for their contribution to the meeting.

The meeting commenced at 2.00pm and concluded at 4.30pm

JIGRAC Chair Keith Bellamy

