

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

Joint Independent Governance, Risk and Audit Committee

Thursday 07 June 2022, 14:00 – 17:00

Devizes Police HQ, The Neville Room

Agenda item: June 2023 minutes

• **Present:**

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

• **In Attendance:**

Name	Role
CC Catherine Roper (CC)	Chief Constable
CFO C Barker (CB)	Assistant Chief Officer/Chief Finance Officer
OPCC R Llewellyn (RL)	Director of Operations
OPCC J Derryman (JD)	Head of Strategy, Oversight and Performance
Ms G Blake (GB)	Business Planning and Improvement lead
Mr. J Rahman (JR)	Internal Auditor: SWAP
Ms. A Walling (AW)	External auditors: Grant Thornton
OPCC N Parris (NP)	Strategic Support Officer

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

1. Apologies:

Name	Role
P Wilkinson (PCC)	Police & Crime Commissioner
OPCC N Darwish (ND)	OPCC CEO
Ms. C Wilson (CW)	Principal Internal auditors: SWAP
Ms. T Kirkpatrick (TK)	Internal auditors: SWAP
Ms. G Hawkins (GH)	External auditors: Grant Thornton
Mr. D Hill (DH)	Internal auditors: SWAP

2. Declarations of Interest: There were no declarations of interest.

3. Minutes of the Joint Independent Governance, Risk and Audit Committee meeting held on December 2022

- *Approved.*

4. Outstanding Actions

- Nothing to highlight.

5. Police and Crime Commissioner Update: RL provided an update on behalf of the PCC with the following key points made.

- Early signs of improved force performance are evident, examples RASSO (Rape and Serious Sexual Offences) FAT (FURTHER ACTION TAKEN) outcome rates at the top end of the national picture, ROCU (Regional Organised Crime Unit) recording Wiltshire as the 3rd most effective force in the disruption of drug related crime and road safety outcomes for the first 5 months in 2023 10 times that of 2021.
- Challenges exist in sustained leadership and staffing, but improvements are evident, and they now need to be sustained.
- The PCC is enthused by force leadership visibility, improved performance data, fortnightly letter from the CC (published on the force website) providing him with the transparency and relationship needed.
- Concerns surrounding enabling services led to the PCC commissioning an independent review which has highlighted areas for improvement.
- Following the incident in Swindon, West Point the PCC has been informed of the body of work to be conducted.
- The PCC is pleased with the initial HQ masterplans.
- The commissioning portfolio
 - A significant body of work is being coordinated by the victim and vulnerability team, who are supporting large volumes of victims in a variety of ways.
 - Prevention and Youth have commissioned the serious violence co-ordinator.
 - Criminal justice and Reoffending have entered a significant period of commissioning supporting. Healthcare provision in the custody suite saw staffing challenges but improvements are now evident.
 - The commissioning audit is underway.

Audit member question: Can you explain in more detail what the road safety metrics refer to?

JD/RL – The metrics pertain to speed enforcement. The OPCC road safety web page provides updated enforcement data. The Wiltshire Police, roads policing web page provides roads policing data.

Audit member question: Will the Speeding fine funds be distributed to the force.

JD/CB – Yes, a percentage comes back to the force. CB – presently cost neutral, non-profit.

Audit member question: The panel members were invited to attend an ELG (Executive Leadership Group) once a year. When will this occur?

Resolved *JD – The OPCC were conscious the new CC needed to introduce herself. This process will conclude shortly, and invitations sent.*

6. Chief Constable Roper's Update: Further to the circulated report the CC attended and provided an update, with the following key points made.

- In July 2022 Wiltshire Police went into PEEL (Police Efficiency, Effectiveness and Legitimacy) – Engage. At that time there was a lack of trust and confidence in the police and worry regarding the service victims received.

- During the first 100 days of my term, I have avoided introducing a 100-day plan. We focused on business-as-usual activity (BAU) improving the foundations to drive improvements. Providing the plans on a page and separate response to PEEL managed by the ACO.
- Plans on a page have also been introduced for the Chief Officer (CO) group. A 5-year business plan to support the improvements in place.
- My predecessor focused efforts on improvement activity in all areas, which meant an overwhelming amount to do. For the next financial year, we have implemented a streamlined and achievable PEEL action plan. The public will be informed of this plan in order we be held to account by the Police and Crime Panel (PCP). We are happy to stay in the Engage process until we can be sure the improvements are embedded fully and will endure.
- For transparency we advertise my biweekly letter to the PCC.
- The force now has a comprehensive performance framework to support the Police and Crime Plan (PCP) and the 3 force priorities, e.g., safer places, etc. They are designed to avoid perverse activity and as such introduce only one 100% metric which is attributed to murder investigations.
- The force priorities were introduced because the public said they did not feel safe in their homes and will span across rural communities, all demographics and deliver the PCP.
- I assess performance at key governance boards (Qu, & MTh) and daily during CO group meetings.
- The HR (Human Resources) review highlighted the loss of a dedicated HR professional lead in 2014-16. A new interim director has been resourced with the required expertise. All the recommendations in the review have been accepted and the force will ensure every aspect is covered.
- The Chief Finance Officer (CFO) is reviewing the estates strategy considering the Swindon West point incident and wider estates. This is to ensure they are fit for purpose, secure and facilities facilitate public access.
- Wiltshire Police met the uplift and will recruit a further 160 officers this year. (?)
- There is utter commitment to move out of engage, and ensure we use our resources smarter be proactive and visible.
- We have seen the 100% for DA (Domestic Abuse) incidents achieved, with a 50% arrest where appropriate with positive outcome rates.

Audit member question: What is a positive outcome composed of?

CC – Outcomes hold the individual to account, which means it ranges from charges to out of court disposals.

Audit member question: Burglary comes across strongly in the force priorities, but was not mentioned in the PCP?

CC – There is a bridge between burglary and the PCP. Burglary is an enabler crime, which means there are associated crimes fuelling or linked, and additional issues, such as the cost-of-living crisis, people in rural areas not feeling safe, and impacts on the vulnerable in our society for example in distraction burglaries and cuckooing. All of which are featured well in the PCP.

To tackle burglary, policing can combat the associated crimes through basic policing, e.g., stop checks on roads, dealing with ASB (Anti-Social Behaviour), etc.

Audit member question are the courts up to conviction increase nationally.

CC – Yes, but it may not always be about convictions at court. Instances, for example where a burglary occurs, simply due to high deprivation appropriate sanctions offered.

RL – Part of the force/OPCC PCP scorecard includes burglary crime and outcomes rates.

Audit member question: Are there more crimes occurring than reported? What is acceptable crime volume?

CC - Under reporting is linked to trust in the Police and the increase in reporting of DA a positive indicator. We will now lock on to this trajectory with an increased focus in keeping Wiltshire safe.

Audit member question: Following the burglary at West Point how have you addressed security to improve it?

CC – this remains a live investigation. West Point saw a burglary with Police kit taken which has been recovered in full. Community members came forward and assisted officers in the investigation with arrests made. The CFO and DCC are reviewing operational security and how we manage it to ensure this should never happen again.

Audit member question: – Has firearms security come into question during the review?

CC – No, firearms security is very strong as you would expect. Firearm possession has a greater level of security, in the police and community.

Audit member question: Can you monitor effectively with some areas covered by quarterly meetings?

CC – The agenda for these boards covers exceptions, emerging trends, pop up concerns etc. And they run alongside daily meetings, CO boards, PACE setter meetings, COG (Chief Officer Group), and senior leader boards.

Audit member question: how will you measure the success of the reintroduced Chief Superintendents?

CC – Through the delivery plans, performance metrics, increased visibility, and practical engagement in the community.

7. Use of the force governance boards to include how the force risk register is use.

Further to the circulated report GB attended and provided an update, with the following key points made.

- A new force governance structure has been introduced and the management of corporate risk appropriately placed within the new boards.
- A review of corporate risks has also occurred looking at policy, method, alignment, etc. During the review it was identified of the 40 risks listed, some might more appropriately be called issues, not risks.
- Historically when a local risk reached 30 it was automatically added to the Corporate Risk Register (CRR) for wider force risk management and CO boards, and it continued to be managed locally. But, during the CO meetings only exceptions were raised only, without robust conversations, mitigation addressed, and performance measured.
- Going forward to enable these performance and more focused conversation some will be managed locally and a more streamlined CRR presented to CO's.

- CC – A new focus will allow us to do better in this area with decision and guidance provided to ensure risks need to be raised.

Audit member question: Will training be provided?

GB – the force is liaising with other forces to identify what training is available and then roll out. I will continue to lead on the CO reviews.

Audit member question: How will you ensure there is consistency in the scoring from local to corporate registers?

CB – the CFO has oversight, reviews, and challenges, ensuring moderation occurs alongside diligence in the meetings. Also, the risk review will occur at the start of each meeting.

ACTION – The JIGRAC meetings will switch Part 1 and 2 (OPCC and force risk) of the agenda to ensure risks can be reviewed at the start of the meeting. This will be for a trial period and reviewed after 6 months.

Audit member question: Was operational security a risk on the CRR?

CC – Operational security will be stepped up, from parking, to building security, etc. Getting it right from the first day and in communications. Yes, identified as a risk, with the CFO working on it anyway. It will be a good example of how the CRR can help.

CB – Were we to fence HQ it would cost £1M, the new HQ masterplan will maximise security alongside accessibility to the public. To drive changes needed the DCC and CFO will run recovery meetings where formal consequences to poor professional standards are reviewed and actioned.

ACTION – item to return to JIGRAC in 6 months.

8. Progress with PEEL Recommendations: the CC attended and provided a verbal update, with the following key points made.

- The next PPOG (Police Performance Oversight Group) update will be in September 2023 with HMICFRS, the college of policing, HO etc. present while the CC and PCC update on progress.
- The previous oversight group reflected on progress with the panel recognising the energy invested. It also acknowledged the work to be done, with all parties recognising wilts Police will not leave engage as yet.
- The College of Policing (AC) made a commitment to offer a range of support.
- As of June 2023, the force knows what is needed this year and has a 5-year plan in place to progress further.
- The Engage lead's (ACO) three lane activity programme has been signed off. It distils the actions to those that will make the most progress and can be embedded well with a new target operating model to deliver service.
- I hold online chats with the entire force (600 people last time) and staff/officers are inform the direction of progress.

Audit member question: How much can you bring from your experience with the MET bearing in mind this is a shire county?

CC – It assimilates very well. I successfully led a change and improve program in London, adopting similar methodologies. The MET have strong governance, and this will assist

Wiltshire's residents' ability to trust and have confidence in local policing alongside staff morale. It is a socialisation, cultural and performance piece of work.

Audit member question: Forces spend 4 years in Engage, how will you know when you have got it right and when this will come?

CC - By Feb 2024, the force will look and feel different, and we will be able to evidence this through the footprint and feel. A shift out of engage may occur slowly to get right.

CB – the CC made a commitment to the PCP, and they will hold her to account.

Audit member question: Is there a fear we will be drowned in data and forget about entrenched views?

CC – Data can drive a perverse reaction and that is why there is only one 100 percentage metric. Previously the force sort to empower its staff and we are ensuring accountability is also part of that approach.

Audit member question: Are there implications we will stay in Engage longer?

CC – no, HMICFRS have agreed with my processes.

RL – the PCC would be in no rush. Fundamentally the force needs to deliver for the public.

9. External Audit: Progress Report Further to the circulated report, AW (Grant Thornton) attended and provided an update, with the following key points made,

- The 2021-22 interim report was provided, and outstanding actions highlighted.
- Timeliness of responses and the land and buildings valuations a significant risk.
- The force finance team completed a revised valuation report which was received March 2023 with a small number of queries responded to by 01/06/2033.
- NHS contracts mean Grant Thornton will assess the response from 01/08/2023.
- Local government auditors have temporarily paused issuing opinion for 2021/22 because of the impact off triennial funding valuations.
- Work on the IAS (International Accounting Standard) 19 assurance is now complete.

CB – I acknowledge you are following auditors' rules. But, to produce a revised valuation for 2021 be costly to taxpayers and that it could mean no sign off due to the time lag.

AW – I must follow professional standards and the embargo has been in place for a long time while thought through.

Audit member question: with the processes broken would it not be best to focus on 2022 – 23 valuations?

AW – A set of accounts cannot remain unsigned.

JD - the CC and PCC can sign them off.

Audit member question: Does that mean the CFO will have to get the outdated valuation?

AW – The local audit regime is desperately trying to fix this issue.

- *The Value for money (VFM) to cover 2021 – 2022 would now be out of date and will be incorporated into the 2022-23 annual report.*
- *Risks in the financial sustainability area and HMICFRS PEEL inspection identified.*

10. Internal Audit Update Report

11. Internal Audit: Quarterly Update Report

A report by the South-West Audit Partnership (SWAP) was circulated prior to the meeting. JR (principal auditor) attended to provide a verbal update with the following key points made.

- KB- JIGRAC members reviewed the pack prior to the meeting and are happy to sign them off.
- CB – nothing to add.
- To note, two pieces of work are outstanding for 2022-23, one the OPCC commissioning audit and one a regional audit. A revised 2022-23 score therefore be needed longer term.

CB – Progress is slow with the ERP (Enterprise Resource Planning) software causing delays.

Audit member question: Should a reserve audit be conducted?

CB - At the Dec 23 meeting the 6-month rolling project update will be provided and the order revised then.

12. Scheme of Governance Update – The new scheme of governance has been signed off the following key points were made.

- RL – members have seen and commented on earlier drafts during the development of the Scheme of Governance.

Audit member question: How did the OPCC circulate the documents?

RL - The document is to be shared with staff at the next opportunity.

CB – the budget book is published annually on the OPCC website with links to the statement of accounts and financial regulations etc.

Audit member question: How will you measure its effectiveness?

RL – Intended audit activity with leadership teams. We are making improvements to our governance structure, and I would like to show JIGRAC this.

JD – the risk management enhancements tangible proof of leadership.

ACTION: JIGRAC to be updated on progress at the March or June 2024 meeting.

13. Statement of accounts: Following the detailed briefing given to JIGRAC members prior to the meeting, a verbal update was provided with the following key points made.

- AB – The Accounts do not show signs of concern.
- The overriding pension change has been explained satisfactorily by the force accountant and assurance that the pension numbers do not have an impact on how the force runs is complete.
- The £4M underspend will go into reserves for use.
- Capital expenditure slippage of £4M noted as significant.

Audit Chair: the draft accounts were formally noted, and the CFO and his team thanked for all the hard work that had gone into meeting the “earlier closure” process.

ACTION: *With the Statement of accounts publication date brought forward to the 31st of May, the June JIGRAC meeting would benefit from being held later in the month going forward.*

14. Annual Governance statement: Further to the circulated report CB attended and provided an update, with the following key points made.

- The Annual governance statement is based on the Nolan principles and approved by the PCC and OPCC CEO.
- Two changes were made this year.
- To be produced 31st of March each year.
- New format and governance
- Effectiveness to be measured in outcomes such as audits, risk, and mitigation etc.
- A meeting has been arranged to explore what is being done and implement improvements.
- Self-assessment to occur –to identify areas of improvement.

Audit member question: I attend the force IAGs (Independent Advisory Groups) with highly relevant presentations. But not achieving the intended results.

CC – the plan on a page shows a commitment to engage and push this work. There is more to be done and we and the OPCC are involved in reviving recruitment. I will attend.

Audit Chair: The AGS (Annual Governance Statement) was formally noted.

15. Update on Insurance programme against the force: Further to the circulated report CB attended and provided an update, with the following key points made.

- The report updates members on premiums increase.
- An attempt to reduce these has been made through quotes from the 2 remaining insurance co.'s on the market but they were higher.
- The rise potentially reflected in an increase in police vehicles.
- We continue to look for best value for money and this may involve looking at a new broker going forward.

Audit member question: why has there been an increase in drones' insurance?

CB – Insuring drones has become more costly. In response we have introduced a lead and set up a reconditioning unit. We also assess demand and have implemented purchase controls.

Audit Chair: the insurance programme as formally noted.

16. Force business continuity Further to the circulated report CL attended and provided an update, with the following key points made

- In 2020 Business Continuity (BC) planning was identified as not fit for purpose.
- In 2021: Business Continuity Cultural Change Project began to address the recommendations which involved
 - Creation of 1 x FT Resilience Officer
 - Creation of Department Business Continuity Plans
 - Creation of BC SMEs - created a BC structure in the Force
 - New Business Continuity SharePoint site
 - BC training sessions and programme – to include Project Fog assessing the impact of a potential cybercrime attack and Op Tog – national power outages.
 - Horizon scanning
 - BC Plans are check and tested annually
 - BC Exercises

- The organogram shows there is a now an ACC for the department and in performance reviews.
- Next steps include a continued training and engage program with BC SMEs, raising standards of BC and as a department we are on course to check and test all BC plans for 2023.
- Improvements still to be made; Departmental BC to be more expansive, include more strategic oversight and move BC on to the establishment systems.

Audit member question: How do you check and test plans to drive improvements?

CL – reviews of plans occur and exercises to test the plans with a follow up report including GAP analysis produced.

Audit member question: could there be further investment in cybercrime?

CL – ICT (Information Communications Technology) are very progressive and resourced to prevent attacks. Results from our testing are used as benchmarks.

CB – We realised in March 22 we had to invest in new systems to prevent attacks but there will always be a risk.

Audit member question: Does BC sit on the CRR.

CL – when it was realised it was not fit for purpose it should have been added. I was not here at that time.

17. Outstanding Audit Recommendations Further to the circulated report CB attended and provided an update, with the following key points made

- HR systems feature heavily in the outstanding audit recommendations and the new interim HR director will progress these.

Audit member question: did the report identify legacy issue due to the absence of director of people?

RL – Their concerns were not down to one post or one person. The review highlights structural and system issues.

JD /CC/CB – the uplift program did not allow money for enabling service support which meant expertise in this area went unfunded after a 25% reduction in this area during austerity.

Date of Future Meetings

- Thursday 26 September 2022 at 14:00 – 17:00
- Thursday 7 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 (statement of accounts 13:00-14:00)

The Chair thanked everyone for their contribution to the meeting.

The meeting commenced at 2.00pm and concluded at 4.30pm

A handwritten signature in black ink, appearing to read 'Bellamy', with a long horizontal line extending to the right.

29/6

JIGRAC Chair Keith Bellamy