

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

**Minutes of the
JOINT INDEPENDENT GOVERNANCE, RISK AND AUDIT COMMITTEE
held on Thursday 24 March 2022 at 2.00pm at
Police Headquarters, Devizes and via Microsoft Teams**

Present: Mr K Bellamy (Chairman), Mr J Colquhoun, Mr D Line

In Attendance: Mr P Wilkinson (Police and Crime Commissioner), Mr N Darwish (OPCC Chief Executive), Mr C Barker (Chief Finance Officer), Mr P Mills (Deputy Chief Constable), Ms G Hawkins (Grant Thornton), Mr D Roberts (South West Audit Partnership), Ms G Teale (South West Audit Partnership), Miss S Kyte (minutes), Mr R Young (Major Incident Planning Manager – Item 5 only)

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

1. **Apologies** Kathryn Amey (Independent Member), Alex Blair (Independent Member), Kier Pritchard (Chief Constable), Alex Walling (Grant Thornton)

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

3. **Minutes of the Joint Independent Governance, Risk and Audit Committee meeting held on 26 November 2021**

Resolved: *To approve the minutes of the meeting held on 26 November 2021 as an accurate record and for the Chair to sign the minutes.*

4. **Outstanding Actions**

Meeting Date: 17 July 2020

Minute 12b (External Audit Planned Fee 2019-20): Completed

Meeting Date: 14 December 2020

Minute 10 (JIAC Terms of Reference and Standing Orders): To be completed outside of meeting – action closed

Meeting Date: 23 September 2021

Minute 9 (Community Policing Team Review): It was agreed this follow-up would be done once personnel were in place and relevant statistics were available.

Minute 18 (Force Risk Register): The scoring for this risk had reduced significantly and could now be closed.

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

5. **Business Continuity Review**

Bob Young, Major Incident Planning Manager, attended the meeting to give an overview on the business continuity review. The project had now formally concluded although two key issues remained outstanding (the technical issue of transfer of data into the Force system known as QlikSense and the Business Continuity role). A

response to the initial report and its recommendations would be made to the company that conducted the initial review.

The following additional information was provided in response to questions from Members:

- Department and Leadership Team, and Performance Management Boards are chaired by respectively ACCs and business continuity has been built into these agendas ensuring all Superintendents are held to account on this matter
- Further progress was required on building the framework for interdependencies
- The Business Continuity Experts were a mixture of officers and staff generally at strategic support levels / Inspector rank so they could influence plans and ensure these could be delivered

Resolved: a) *To ask for a verbal update on Business Continuity to be provided in twelve months time at the March 2023 JIGRAC meeting.*

b) *To note the update provided.*

6. **Police and Crime Commissioner Update**

The Police and Crime Commissioner spoke about his newly published Police and Crime Plan with the following key points noted:

- In putting together the new Police and Crime Plan, a number of different presentations had been given to Area Boards and Focus Groups, and there had been engagement with ethnic minority communities and the recently established Youth Commission.
- The Commissioner would be ensuring his statutory duties were carried out by him or his office (eg. leading on CSPs) rather than delegating some of these to the Force, indeed the PCC Review Part 2 clearly endorsed the view that PCCs and their office should be leading and co-ordinating in a number of key areas.
- The Force were working hard at 'going back to basics' – ensuring new officers did not forget reasons why they joined as they progressed through their service, a Training Needs Analysis exercise was being conducted and gaps had been identified in the provision of leadership and management training given to newly promoted officers.
- Over half of the new police officers from the Uplift programme would be placed with NPTs to improve the response to the public which is something the public had said they wanted to see,
- New ICT systems were being putting in place to ensure Officers were spending less time at their laptops and the best possible equipment should be provided to allow them to do their job as effectively as possible.
- The DCC was conducting a review of internal governance to make it easier to identify who was responsible and accountable for required changes – this should result in a cultural change making the Force more responsive, responsible and outward facing.

Questions from Members

- The Chairman recognised the breadth and depth of consultation that took place in the development of the Police and Crime Plan and appreciated the Commissioner's honesty around the changes which needed to be made; were there any funding issues related to the Plan that were yet to be resolved? The

Commissioner responded that this was not the case due to internal cost efficiencies that could be made. An example of this was the changes that had been made to Community Speedwatch – it was now better organised, the data provided was more meaningful and could be used to direct resources.

- Early outcomes of the Commissioner's tenure was the appointment of an Enforcement Officer working with Community Speedwatch teams. They were out every day and able to issue up to 10-15 tickets per hour. There had been an increase in people caught speeding, more people were being processed through the system and this could be evidence with the statistics available.
- Although it was recognised that the Roles and Responsibilities section of the Plan listed the statutory duties of the Commissioner, Chief Constable and Police and Crime Panel, there was no mention of JIGRAC.

Resolved: *To note the update provided by the Police and Crime Commissioner.*

7. Chief Constable Update

The Deputy Chief Constable attended the meeting in the absence of the Chief Constable and provided a verbal update. The following key points were noted:

- The HMICFRS PEEL inspection had recently been completed and a number of areas identified where the Force could do better; eg. victim services assessments but some other themes identified (keeping victims updated and VCoP compliance) were not unique to Wiltshire. Wiltshire has a largely inexperienced workforce with a proportion of this working in CPTs (a third of these officers have less than 3 years' service) but also leadership training is not being delivered. Outcome of PEEL assessment likely to be published in May 2022 and a number of areas could be 'requires improvement' whereas before they were 'good'.
- A 'back to basics' taskforce had been established to look at things such as helping the frontline to understand what a good investigation looks like, ensuring victims are kept up to date, neighbourhood principles, investigative standards, etc. Mentoring and coaching of new officers will be offered / provided and there would be a focus on leadership training and equipping new officers with the skills they need. A series of roadshows would take place in May 2022, supported by the Commissioner, talking about 'back to basics' and reaffirming of standards expected.
- Operation Uplift: good progress was being made and remains on track to deliver expected number of new recruits. This would be a difficult year to meet required numbers as all forces are in the same position and recruiting from a limited and reducing pool of candidates.
- There were currently 60+ vacancies in the Force and this could rise to around 100 following investment in posts from the Commissioner. It was proving difficult to be competitive so the Force were looking to bring people in speedily whilst getting the vetting process right.
- Specialist Ops: Following the reintroduction of armed policing, roads policing and dogs back into Wiltshire there had been challenges around training with roads policing strategic assessment identifying a deficit of resource. As a result of this 5 officers and 1 sergeant would be added to the team this year. Strategic partnership around roads policing and working with the two local authorities and key partners had been taking place. Investment was being made in drone

equipment that could be used where previously dogs may have been used as this was more cost effective.

Question from Members

- Members asked whether the Force had the number of and quality individuals needed to lead and undertake this work or should it be looking to recruit more senior people with specific leadership skills into the organisation? The DCC responded that the Force had responded to a number of major incidents in recent times, including the Novichok incidents in Salisbury. Lessons had been learnt from these major incidents and the Force had the benefit of a 'settled' leadership team. There were challenges of developing leadership training for a smaller Force with a low budget and support would be required from the College of Policing to deliver this.
- Part of the 'back to basics' review would look at using the experience and talent already in the organisation so there could be a better understanding of demand analysis.
- Massive progress had been made to ensure that vetting relevant to vacancies was undertaken. Some of the current staffing vacancies related to successful candidates appointed but that the vetting process was still to be completed.
- The Chairman asked what, if any, budget implications were there. The CFO stated there were a number of challenges but due to police officers joining towards the end of the financial year, there was some funding available to pump prime investment in other areas.

Resolved: *To note the update provided by the Deputy Chief Constable.*

8. Delivering the Police and Crime Plan 2022-25 and PCC Risk Register

The Chief Executive spoke to the circulated report and informed Members of the documents the OPCC was currently in the process of preparing. This included a review of the OPCC risk policy and register. Members noted that the PCC risk register had not been presented to this meeting as the Chief Executive stated that the office was unable to deliver changes as well as administer the current risk register. The new policy would be shared in draft with a version of the new risk register with Members prior to the new process being signed off. The PCC risk register would no longer be presented to the Police and Crime Panel and it was anticipated that the PCC risk register would instead be considered in Part 2 of the meeting. The Scheme of Governance was also being reviewed by the Chief Executive and the CFO.

Resolved: *To note the update provided by the Chief Executive.*

9. External Audit: Annual Report 2020-21

The annual report had previously been circulated to Members and published on the PCC's website in order to meet statutory deadlines.

Grant Thornton confirmed that looking at the South West areas, the Wiltshire MTFs was in line with others and expectations.

The external auditors thanked the CFO and his team for their assistance in completing the annual report.

Resolved: *To note the update provided.*

10. External Audit: Progress Report

The key deliverables were set out on page 49 of the report. Interim planning took place in February which would inform the annual audit plan to come to the June JIGRAC meeting. The proposed initial timetable was similar to last year (audit mid-July to end of August with a report to the September JIGRAC meeting). The deadline for publishing statement of accounts was currently 30 September 2022 but Grant Thornton reported that lobbying was taking place to move this to the end of November 2022. Fees remained unchanged from last year and had been agreed by the PSAA.

The CFO took the opportunity to advise Members of a piece of work that had taken place regionally to see whether OPCCs / Forces should continue with PSAA. The CFO stated he had pushed hard for the Wiltshire audit to be completed but it was noted there were some police areas who had not yet had their audits completed. PSAA would be a big lever in improving the quality of audits and the number of auditors involved. The regional Directors of Finance agreed to stay with PSAA but wrote to them asking them to focus on the objectives of completing audits in a timely manner and ensuring enough auditors were available to complete the work.

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

11. Internal Audit: Update Report

SWAP provided a verbal update to the previously circulated report. Members noted that the programme for 2021-22 was nearly completed. The Chairman asked the CFO whether this work programme had given him what he needed. The CFO confirmed he was happy with the contact with the Internal Auditors this year and that he had been able to push the scoping for the audits into the right areas.

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

12. Internal Audit: Proposed 2022-23 Annual Audit Plan

SWAP presented their proposed annual audit plan for 2022-23 and Members sought the views of the CFO. The CFO felt the plan was a good balance of audits against risk and provided an opportunity to review a number of areas. One area of concern was 'recruitment team vacancies' and this was one where the CFO was keen to ensure the audit was accurately scoped. This had been a problem area for 12-18 months but the Force had not been able to identify the reasons why. It was hoped the audit would provide some answers and whether this was a geographical issue or policing related.

Mr Colquhoun queried the number of proposed days as those allocated in the plan totalled 95 rather than the agreed 100. Page 5 of the report also talked about the 2022-23 plan being the 'equivalent to 130 days which includes 30 days carried forward from 2021-22'. SWAP stated they would look into this after the meeting and advise of any changes required.

Members noted that Laura Wickes had now left SWAP and although Georgina Teale was attending the meeting today, it was not yet known who would be the main point of contact for Wiltshire. It was expected this would be known in the next couple of months.

Resolved: a) *That SWAP would confirm the details for number of days carried forward from 2021-22 and number of planned days for 2022-23.*

- b) *To note and agree the proposed internal audit annual plan for 2022-23.*

13. Baseline Assessment of Maturity in relation to Fraud

This assessment had been carried out across the South West region. The resulting report was only advisory so there were no formal actions raised. The following matters were raised at the meeting:

- SWAP had been asked to provide some good practice on including an annual assessment of fraud in the annual governance statement. Grant Thornton advised they had some local authority annual assessments which were considered to be good practice and would share these with the CFO.
- JIGRAC were happy to see an annual assessment of fraud in the annual governance statement.
- An Anti-Corruption Policy was in place for the Force and whilst the usual process was that policies were joint between the OPCC and the Force there were different reporting mechanisms that policies needed to reflect. The Chief Executive would take an action to review the Anti-Corruption Policy in line with the Scheme of Governance to ensure it met the needs of the OPCC and the Force.
- The CFO said he would arrange to discuss the report with SWAP to identify which findings should be formed as proper recommendations and included in the outstanding audit recommendations report.

- Resolved:**
- a) *Grant Thornton to forward best practice fraud annual assessment statements to CFO for consideration.*
 - b) *Chief Executive to review Anti-Corruption Policy in line with Scheme of Governance to ensure it meets the governance structures of both the OPCC and the Force.*
 - c) *CFO to discuss fraud report with SWAP and to identify which findings should be formed as proper recommendations and included in the outstanding audit recommendations report.*

14. ICT Progress Report

Following the movement of ICT Services from Wiltshire Council back to Wiltshire Police in 2021, the CFO provided Members with a verbal update on the current situation. As at March 2022, there were 45 members of staff in ICT Services and 5 vacancies. The Head of ICT had recently left the Force for a role outside of the organisation. He had done a great job whilst working for Wiltshire Police. The Deputy Head of ICT was currently acting up whilst a formal interview process was undertaken, however, this was unlikely to be completed for about six months and would present a financial challenge as the salary was just not competitive enough. The only post which the Force had been unable to fill since the return of the department was the Technical Architect post and, again, this was due to the salary not being competitive enough. Contractors were currently being used whilst this issue was being addressed.

Since March 2021, the number of incident calls had reduced with the top three issues identified categorised as general advice, password reset, or general application. The number of service requests (eg. new mobile, new account) fluctuated per month but was generally around 350 per month.

Going forward, the department would look at improving cyber security, network upgrades and recruitment (including the development of apprentices).

The Committee thanked the outgoing Head of ICT for all his hard work in his time with Wiltshire Police and wished him well for the future.

Resolved: *To note the verbal updated provided by the CFO.*

15. JIGRAC Annual Work Plan 2022-23, Standing Orders and Terms of Reference

The Chairman introduced the proposed work plan for 2022-23 which had been developed following the Members Briefing Session that took place in March 2022. The focus for the forthcoming 12 months would be to improve recruitment processes for Members and the training provided as well as addressing areas outstanding from previous years.

The Committee had been asking for an assurance map to be established for a while but when discussing this with the internal auditors they had been advised that where JIGRAC was an effective Committee, an assurance map was unlikely to provide any additional assurance. The internal and external auditors were asked if they were aware of any Committees that used assurance maps and were more effective as a result of them. SWAP and Grant Thornton confirmed they would look at this and report back to the September meeting. The CFO stated he would welcome feedback on this also.

Resolved: a) *To note the JIGRAC Work Plan for 2022-23.*

b) *SWAP and Grant Thornton to report back at the September JIGRAC meeting of Committees that use assurance maps and are more effective as a result of this.*

16. Date of Future Meetings

Tuesday 14 June 2022 at 2pm

Monday 18 July 2022 at 2pm

Thursday 22 September 2022 at 2pm

Thursday 8 December 2022 at 2pm

17. 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 18-20 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.*

18. Force Risk Register

A number of new, high scoring risks had recently been added to the risk register. Whilst it was good that staff were thinking more about risks and recognising the need to include them on the risk register, there had been little opportunity to compare risks and scores to ensure the register accurately reflected the main risks. The CFO had asked Force ELT to share their views on the highest scoring risks on the first iteration of this report and it was agreed that some of these needed to be reviewed, hence the report was delayed to Members. Not all risks had been reconsidered this time but there was consultation and agreement with Force ELT on which risks were the

highest scoring risks. The Force risk register would be discussed between the CFO and DCC in advance of it coming to the next JIGRAC meeting.

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

19. SWAP Cyber Security Framework Review

The CFO stated this was an audit which was requested by the Force as a result of bringing ICT back in house. The aim had been to provide assurances that correct control procedures were in place, back-ups were taking place, etc. However, the scope of the audit had been changed which had resulted in some areas not being looked at. There were no issues with what had been done but it did mean this would need to be revisited at some point to ensure these matters were eventually addressed / audited. It was noted that generally, as a Force, Wiltshire was in a better position than other forces but that some further work was still required.

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

20. Outstanding Audit Recommendations

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

b) *To ask for an update on the outstanding audit recommendations be provided at the July JIGRAC meeting.*

The meeting commenced at 2.00pm
and concluded at 4.40pm



Keith Bellamy
JIGRAC Chairman

GLOSSARY

ACC	Assistant Chief Constable
CFO	Chief Finance Officer
CPT	Community Policing Team
CSP	Community Safety Partnership
DCC	Deputy Chief Constable
ELT	Executive Leadership Team
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
ICT	Information, Communication, Technology
JIGRAC	Joint Independent, Governance, Risk and Audit Committee
MTFS	Medium Term Financial Strategy
NPT	Neighbourhood Policing Team
OPCC	Office of Police and Crime Commissioner
PCC	Police and Crime Commissioner
PEEL	Police Effectiveness, Efficiency and Legitimacy
PSAA	Public Sector Audit Appointments
SWAP	South West Audit Partnership
VCoP	Victims Code of Practice