

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

**Minutes of the  
JOINT INDEPENDENT GOVERNANCE, RISK AND AUDIT COMMITTEE  
held on Tuesday 14 June 2022 at 2.00pm at  
Police Headquarters, Devizes**

**Present:** Mr K Bellamy (Chairman), Ms K Amey, Mr A Blair, 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 K Pritchard (Chief Constable), Ms G Hawkins (Grant Thornton), Mr D Hill (South West Audit Partnership), Mr M Bradford (South West Forensic Services – Item 12 only), Ms C Baynes, Miss S Kyte (minutes)

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

1. **Apologies** 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 24 March 2022**

**Resolved:** *To approve the minutes of the meeting held on 24 March 2022 as an accurate record and for the Chair to sign the minutes.*

4. **Outstanding Actions**

Meeting Date: 24 March 2022

*Minute 13a (Baseline Assessment of Maturity in relation to Fraud): Completed*

*Minute 13c (Baseline Assessment of Maturity in relation to Fraud): 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 and the following key points were duly noted:

- Following the publication of the new Police and Crime Plan in March, focus had now moved to the delivery of it
- A continuous engagement plan was in place that used all forms of social media and other methods of engagement (such as Parish newsletters), there would also be continued engagement with young people. The feedback from the community would be used to help assess how well the Plan was being delivered.
- The OPCC would be working closely with the two Community Safety Partnerships and within the thematics underneath them
- Training provision had been reviewed and the Commissioner was not confident that support systems for newly promoted officers were in place that should be,

eg. management / supervisory / leadership training. Plans had been put in place by the Chief Constable to address this.

- Within the next few weeks, the publication of the HMICFRS PEEL report was expected. A draft of this had been seen by the Commissioner and Chief Constable and it was not a positive report. This would have a negative impact on public confidence in the OPCC and the Force.
- Options for a location for Salisbury Police Station are still being explored.

#### Questions from Members

- In response to a Member's question on how value for money / performance would be measured, the Commissioner advised that the response from the public would form part of that measure. A Strategic Planning Officer had recently been appointed in the OPCC who was working on identifying gaps in information and what information is required in order to make a valued assessment of the effectiveness of the Force.
- The Commissioner confirmed there was much being done with police engagement with young people including PCSOs being assigned to and visiting schools
- Rather than moving into new areas of commissioning, there would be better co-ordination between services. For example, at a recent Youth Conference nearly 40 organisations attended with the word 'youth' in their title which raised the question of duplication of resource and effort – the OPCC could help to co-ordinate this better.

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

## **6. Chief Constable Update**

The Chief Constable provided a verbal update and the following key points were noted:

- Op Scorpion – second phase would be run in July following a successful first phase
- Summer Solstice – the Force was anticipating more operational challenges due to the closure order put in place for by-ways by the local authority
- Op Uplift – 2022-23 was the final year for Op Uplift. Clear financial penalties were in place for forces who did not meet their year 3 targets by 31 March 2023. The CFO provided some additional information and in order for the Force to not be financially penalised it would need to recruit at least 95% of its year 3 target. In order to mitigate this risk, two additional intakes were now planned which meant the Force would have intakes in September, October, January, February and March. Of the 140 places that remained to be filled, 441 applications had been received with 1 out of 10 applicants from a visible BAME community.
- Police Staff Vacancies – retention of police staff was currently an issue with approximately 10% of police staff roles vacant (nearly 100 vacancies). Suite of measures being put in place to be competitive against current market, including adding £250 across all pay scales which when combined with national pay increase leads to a 3% pay increase for police staff. Other measures were also being looked.
- PEEL Inspection – following the update given to Members at the March JIGRAC meeting, the draft report had now been received. Three 'inadequate' gradings had been given ((1) responding to the public, (2) protecting vulnerable people, and (3)

strategic planning, organisational management and value for money). All other areas were graded 'requires improvement'. There was a route to appeal through the pre-publication process which the Force was going through. As a result of the inspection, it was likely, however, that HMICFRS would move the Force to the 'engage' process which requires updating the HMICFRS on plans to address those areas of concern and make the required improvements. This would be done through the Police Performance Overview Board, chaired by the HMCIC, and who the Commissioner and the Chief Constable would report to. Response to this is the 'back to basics' review and linking back to core basics and pride in performance and appearance.

#### Question from Members

- Members asked how long it took for an individual to become a police officer. The Chief Constable responded that it depended on experience including experiences prior to becoming a police officer. The probationary period was either two or three years, but one of the biggest challenges facing new recruits was the ability to learn from those around them as a high percentage of the current force has less than 5 years' experience as an officer.
- With regard to the PEEL report, Mr Colquhoun asked how much of this was the Force aware of pre-inspection? The Chief Constable stated that some of the issues had been identified and he had listened to feedback from the Commissioner but the extent of the report was a surprise and some of the narrative was not recognised.
- The number of new officers would present a challenge around financial planning in the future if all new officers remained.
- The latest staff survey had recently been launched so data would be available shortly to share with JIGRAC so they may understand the internal reaction.

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

#### **7. External Audit: Progress Report**

Grant Thornton reported that they still aimed to present their Joint Audit Findings to the JIGRAC meeting in September but that their opinion would be given by 30 November 2022. This was because they would not receive the IAS19 Pension Assurances from the auditor of the Wiltshire Pension Fund until November 2022. The CFO stated he was not happy with this and had asked Wiltshire Council if the assurances could be provided earlier.

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

#### **8. External Audit: Joint External Audit Plan**

An additional risk (*occurrence and accuracy of employee remuneration*) recorded in the report was highlighted. It was not a significant risk but Grant Thornton would now increase their test sample and look at in more detail. The CFO welcomed the increased scrutiny as the new ERP system had not long been in place.

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

#### **9. External Audit: IT Audit Findings**

The audit identified five key findings with varying assessments (1 x significant deficiency, 2 x deficiency, and 2 x improvement opportunity). The CFO reported he had reviewed the findings with the Head of Finance and staff lead for the introduction of the ERP system so that these risks could be mitigated as far and as reasonably as

possible. Ms Hawkins advised that it was likely some of the sample sizes for journal testing would be increased as a result and that some of these findings may appear in the audit of the accounts.

**Resolved:** *To note the findings of the report and the update provided by the CFO.*

**10. Internal Audit: Annual Audit Opinion 2021-22**

SWAP stated that the main thing to highlight was that the OPCC and Force were supportive of management findings and that the time taken from audit completion to production of final report had reduced. The performance measures monitored by SWAP (on page 9 of the report) showed a 100% completion of audit reports and all other areas were also recorded at 100% which had not been the case previously.

**Resolved:** *To note the reasonable annual opinion given by SWAP for the OPCC and Force for 2021-22.*

**11. Internal Audit: Update Report**

Only two audits had been scheduled for completion in Quarter 1 and one of those had now been moved to Quarter 4. The Firearms Licensing audit which had been conducted was due to report shortly.

A CIPFA publication on '*Internal Audit: untapped potential*' had been circulated to Members for background reading prior to this meeting. The report contained a number of recommendations / observations and the Chair asked SWAP if they could report back at the next meeting on those they felt could be applied to Wiltshire.

**Resolved:** a) *To ask SWAP to report back to the September meeting those recommendations / observations from the CIPFA Internal Audit: Untapped Potential publication that could be applied to Wiltshire.*

b) *To note the content of the update report.*

**12. Internal Audit South West Forensics**

SWAP had recently completed a limited assurance management report into South West Digital Forensics. The Director of South West Forensic Services, Martyn Bradford, attended the meeting virtually to provide some context, give an overview of the report and answer questions from Members. Members noted that digital demand was only going to increase and that the resourcing of this was at a critical point in many forces. Martyn had updated each of the SWAP recommendations and would arrange for this updated document to be shared with Members. The CFO reminded JIGRAC that South West Forensics was a four force collaboration and that the process for investment had to be agreed by the four PCCs and four Chief Constables. The Regional Directors of Finance group had oversight of the work that was undertaken by the South West Forensics Services.

**Resolved:** a) *To note the SWAP management report and the limited assurance given.*

b) *Director of South West Forensics Services to share document detailing progress against each of the report recommendations.*

c) *To ask the Director of South West Forensics Services to provide an update against the report recommendations to the December JIGRAC meeting.*

### 13. Outstanding Audit Recommendations

The CFO reported that the target implementation date for some of the recommendations had slipped and this was due to staff leaving / new staff joining.

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

### 14. Annual Fraud Report

**Resolved:** a) *That the Terms of Reference of the Committee are updated to reflect CIPFA guidance relating to fraud.*

b) *To note the content of the report.*

### 15. Update on Insurance Arrangements

In response to a question from a Member, the CFO confirmed that some analysis on claims versus excess had been done in the previous financial year.

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

### 16. Date of Future Meetings

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 and 19 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. PCC Risk Register

The Chief Executive provided an overview in addition to the previously circulated report. The OPCC risk process had recently been overhauled and all risks on the previous risk register reassessed to ensure risks were focussed on the performance of the Police and Crime Plan, the OPCC, or the Force. The redesigned risk register would be central to how he led his management team so it was essential that those risks included on the register were much more specific than they had been previously. The process would be refined in the coming weeks and the Risk Management Practical Guide (which was an appendix to the Risk Management policy) would be revised and shortened.

Members were supportive of the changes that had been made and encouraged the use of Plain English and positive language wherever possible (eg. talk more about 'opportunity'). It was also suggested that paragraph 2.1 of the Risk Management policy should be amended to say 'The OPCC is required to identify...'.

Members asked how the Chief Executive would know once risk was embedded into the culture of the OPCC. It was recognised this was something that cannot be measured but key indicators would be when all staff were talking about and recognising risk, that the initial action is to ensure the risk is included on the risk

register, and when discussions take place at management meetings they reflect the content of the risk register.

Following a discussion by Members as to whether there was any learning the Force could take from the changes to the risk process made by the OPCC, the CFO reminded Members that the Force risk register contained many more risks and so it had to be managed in a different way and format. The Commissioner recognised this but the Chief Constable was talking about having a 'laserlight' focus on areas, then risks should be prioritised accordingly and focus given to those outputs which could be measured and indicate the principle roles the OPCC and Force were tasked to perform are delivering.

- Resolved:**
- a) *To note and endorse the new approach being taken by the OPCC to risk management.*
  - b) *To amend the Risk Management policy and OPCC Risk Register as detailed above.*

#### **19. Force Risk Register**

Further to the discussion which took place under the previous item, the CFO assured Members that some changes had been introduced since the JIGRAC meeting in March which included the DCC meeting with the Force risk lead on a monthly basis to discuss the movement in risks.

With regard to a Member query and the scoring for the new risk '*delivery of future cashable savings is limited and expected to be required in the near future*', the CFO stated he was still working through this risk and continually assessing the scoring of it.

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

Members noted that this would be David Line's last meeting. David joined the Committee in 2013 and the Chair thanked him for his commitment and support over this time and wished him well for the future.

The meeting commenced at 2.00pm  
and concluded at 4.20pm



**Keith Bellamy**  
**JIGRAC Chairman**

## GLOSSARY

BAME	Black, Asian and minority ethnic
CFO	Chief Finance Officer
CIPFA	Chartered Institute of Public Finance and Accountancy
DCC	Deputy Chief Constable
ERP	Enterprise Resource Planning
HMCIC	Her Majesty's Chief Inspector of Constabulary
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
JIGRAC	Joint Independent, Governance, Risk and Audit Committee
OPCC	Office of Police and Crime Commissioner
PCC	Police and Crime Commissioner
PCSO	Police Community Support Officer
PEEL	Police Effectiveness, Efficiency and Legitimacy
SWAP	South West Audit Partnership

