

**MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND
CRIME COMMISSIONER JOINT AUDIT AND SCRUTINY PANEL HELD ON
TUESDAY 30TH NOVEMBER 2021 COMMENCING AT 10.00 AM IN THE
CHAPPELL ROOM, GEDLING BC CIVIC CENTRE**

MEMBERSHIP

(A – denotes absent)

Mr Stephen Charnock (Chair)

Mr Leslie Ayoola

Alan Franks

Mr Peter McKay

Vacancy

ALSO PRESENT

Rachel Barber	Deputy Chief Constable, Nottinghamshire Police
Sharon Caddell	Temporary Assistant Chief Executive, OPCC
Craig Guildford	Chief Constable, Nottinghamshire Police
Caroline Henry	Nottinghamshire Police and Crime Commissioner
Mark Kimberley	Head of Finance, Nottinghamshire Police
Donna Lawton	Nottinghamshire Police
Charlie Radford	Chief Finance Officer, NOPCC
Claire Salter	Nottinghamshire Police
Rob Spray	Nottinghamshire Police
Justine Wilson	Nottinghamshire Police
Noel McMenamin	Democratic Services, Nottinghamshire County Council

1) APOLOGIES FOR ABSENCE

2) DECLARATIONS OF INTEREST BY PANEL MEMBERS AND ATTENDEES

None.

3) MINUTES OF THE MEETING HELD ON 29 JULY 2021

The minutes of the last meeting held on 29 July 2021, having been circulated to all members, were taken as read and were confirmed and signed by the Chair.

4) MINUTES OF THE MEETING HELD ON 9 NOVEMBER 2021

The minutes of the last meeting held on 9 November 2021, having been circulated to all members, were taken as read and were confirmed and signed by the Chair.

5) **PROGRESS AGAINST ACTION TRACKER**

The following progress was reported:

Action 038: Collaboration: Health and Safety – considered at this meeting, then completed and closed.

Action 045: Force Publication Scheme – update on use of website with data from previous years – for consideration at February 2022 meeting.

Action 047: Review of MFSS – Presentation of Lessons Learnt - considered at this meeting, then completed and closed.

Action 048: Comments on draft Annual Governance Statements for 2020-21: no comments received from Panel members. Change in categorisation of 'Wellbeing' from Limited to Satisfactory noted. Completed and closed.

Action 049: Panel member visit to custody suite and joint HQ – noted that custody suite would be available from end of 2021 and joint HQ from end March 2022;

Action 050: Information on Victims Code 'hits' on website – advised that the level of detail is not available and so can't be provided. Action to be considered completed and closed.

Action 051: Information for Panel members on outcomes/findings of the 24-hour snapshot exercise on policing and mental health – circulated with agenda papers for this meeting, considered completed and closed.

Action 052: Presentation on Digital Public Contact – to include Single online Home – scheduled for consideration at February 2022 meeting.

6) **HEALTH AND SAFETY**

The Panel considered a report and received a presentation - published with the agenda - from Claire Salter, Head of People Services, highlighting actions taken to address areas for review identified in an internal audit report undertaken by Mazars LLP.

The audit report highlighted 5 areas for review – management of RIDDOR* reportable incidents, training provision, Health and Safety policy, accident reporting process and performance monitoring. The actions taken to address identified issues, highlighted in the report and presentation, included a comprehensive overhaul of RIDDOR-related processes, monitoring and training, conducting a Force-wide training needs analysis and a focus on mandatory Ncalt training uptake, establishing a new training administration team, a refresh of Health and Safety Policy and the embedding of Health and Safety performance management in governance arrangements.

**Reporting of Injuries, Diseases and Dangerous Occurrences*

During discussions, it was confirmed that training needs analysis was nearly completed, and that Institution of Occupational Safety and Health Directing Safety training amounted to 16 hours virtual input. The view was expressed that the Covid-19 pandemic had helped increase the profile of Health and Safety within the Force.

The Panel acknowledged and welcomed the significant work that had gone into addressing the issues raised by the internal audit. A request was made for the Health and Safety Annual Plan to be circulated to Panel members for information.

RESOLVED 2021/044

That the report and presentation be noted.

7) INTERNAL AUDIT PROGRESS REPORT

The Panel considered a report, published with the agenda and introduced by Mark Lunn of Mazars LLP, which provided an update against the Internal Audit Plan for 2021-22, along with the outcomes of audits completed to date.

Mr Lunn highlighted the following:

- An updated Collaboration Workforce Planning report had been drafted, and management comments were awaited to finalise the report;
- Three reports, on Performance Management (Substantial Assurance), Firearms Licensing (Satisfactory Assurance) and MFSS transfer progress, which confirmed there were well established governance arrangements in place for the Regain Programme, had been completed to date;
- The internal audit schedule for the remainder of 2021-2022 remained very challenging, with a further ten reports timetabled for completion.

During discussion, a number of issues were raised and points made:

- It was confirmed that there were approximately 12,000 firearms licences held in Nottinghamshire. As home visits had been curtailed during lockdown, risk assessment measures were in place for renewal of licences, and additional sample assurance testing was also carried out;
- The view was expressed that the Collaboration audit plan had explored governance arrangements at great length and offered strong assurance that past shortcomings would not be repeated. The establishment of the collaboration unit helped provide more focussed management and oversight of future collaborative activity;
- Substantial assurance on performance management was noted and welcomed.

RESOLVED 2021/045

To note the report, noting also that the Panel required no additional work in relation to specific audits to ensure it had adequate assurance from the work undertaken.

8) ARCHIVES AND EXHIBITS - PRESENTATION

The Panel received a presentation, introduced by Rob Spray, Head of Archives and Exhibits and circulated with the agenda, providing an update on the progress against the recommendations arising from an internal audit of the management of Seized Property.

The presentation highlighted the main areas of risk, including policies and procedures, training, inconsistent recording, property location and drug storage issues, temporary store access and safe reconciliation issues. It was reported that policies and procedures had been revised and implemented to ensure greater handling consistency, simplified practices, reduced clutter and increased submitting officer responsibility. As a result, the Force had seen a dramatic reduction in handling and administrative errors.

Several issues were raised and points made during discussions:

- the view was expressed that the changes introduced would help change a culture of submitting excessive items over time, with greater responsibility placed on the submitting officer;
- the embedding of training for younger officers meant that good practice was being instilled from the outset, and the benefits of this approach were already apparent;
- the actions implemented should place the Force on a good footing for the upcoming audit of archives and exhibits later in 2022.

RESOLVED 2021/046

To note the presentation.

9) STRATEGIC RISK MANAGEMENT REPORT FOR FORCE AND NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER

The Panel considered the report, published with the agenda and introduced by DCC Barber, providing an up-to-date picture of strategic risk management across the Force and Office of the Police and Crime Commissioner.

The following points were made during discussion:

- It was explained that Nottinghamshire's level of risk-assessed reserves were satisfactory, and that maintaining one of the lowest levels of reserves

compared to other Forces and OPCCs nationally was not in itself a negative;

- The Panel was advised that risks associated with the new Command and Control Software lay not with the technology itself, but with compatibility with existing server and related infrastructure. A Gold Group headed up by Assistant Chief Constable Cooper had been established to make sure these issues were being addressed.

RESOLVED 2021/047

That the following be noted:

1. The current approach to strategic risk management and the assurance provided as to the effectiveness of those arrangements within the Force and OPCC;
2. The two high and one very high strategic risks on the Force's risk register namely Internal Audit report on Seized property, Multi-Force Shared Service (MFSS) transfer of the payroll system to new Fusion solution, and issues related to the new Command and Control Software;
3. The high risk on the OPCC risk register relating to Pensions; and
4. Appendix 3 to the report, which outlined more in-depth explanations of the mitigation in place in relation to the Force's high-level strategic risks.

10) AUDIT AND INSPECTION UPDATE

The Panel considered the report, published with the agenda and introduced by DCC Barber, which provided an update on progress against recommendations arising from audits and inspections which had taken place in Quarter 3 of 2021-2022, as well as providing a schedule of future audits and inspections.

During discussion, the Panel commended the level of detail provided, and noted that a number of audits awaited HMICFRS actioning and feedback, primarily because of waiting evidence from reality testing. The Panel was given assurance that, despite difficulties in carrying out face-to-face visits during the pandemic, processes had been put in place for domestic abuse cases and firearms licence renewals. A significant Review of Domestic Abuse Post-pandemic was to take place.

Arising from discussion, and following discussion with DCC Barber, it was agreed that the Panel should request a further report on an area which previously identified as having limited assurance, namely Risk Management.

RESOLVED 2021/048

To note the report.

11) MFSS – LESSONS LEARNT - PRESENTATION

The Panel received a presentation, published with the agenda and introduced by DCC Barber, providing a briefing on the lessons learnt arising from the Multi-Force Shared Service (MFSS) project led by Cheshire Police, and identifying how those lessons had been put into practice under Project Regain.

The presentation highlighted shortcomings at almost every stage of the MFSS programme. These included but were not limited to a less-than-robust business case, lack of evidence for having considered alternative solutions, the project team being too removed from the business with poor lines of communication, insufficient governance and risk management checks and balances, lack of consistency of approach across participating Forces, no end-to-end testing or formal training plan, and no technical project support after having gone live.

The Panel expressed the view that it now better understood why the MFSS project did not succeed, and received assurance that the lessons learnt had been applied to the current Project Regain.

RESOLVED 2021/049

To note the presentation.

12) ISA 260 UPDATE AND EXTERNAL AUDIT PLAN

Mark Kimberley, Head of Finance, Nottinghamshire Police, provided a brief verbal update, explaining that due diligence was still being conducted and that the final version was expected to be circulated for sign-off shortly.

RESOLVED 2021/050

To note the update.

13) POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The Panel considered the report, circulated with the agenda and introduced by Commissioner Henry, providing an update on the Police and Crime Commissioner's activity in fulfilling her statutory duties since September 2021, and on progress on developing her Police and Crime Plan 2021-2024.

The following points were raised during discussion:

- It was confirmed that the Office of the Police and Crime Commissioner had undergone an independent review to inform a restructure of the organisation;
- The Panel welcomed the community engagement that had been undertaken during the reporting period. It also welcomed confirmation that telephone and internet fraud would be addressed in the emerging Police and Crime Plan;

- Commissioner Henry confirmed that she was happy for further meetings of the Listening Group to take place, and for a Panel member to be involved.

RESOLVED 2021/051

To note the report.

14) COMPLAINTS AND REVIEWS ASSURANCE REPORT

The Panel considered the report, which had been published with the agenda and was introduced by Sharon Caddell, Temporary Assistant Chief Executive OPCC, providing information on the management of complaints by Nottinghamshire Police.

During a brief discussion, the Panel requested further information in respect of the completion of a public interest test leading to it not being in the public interest to proceed with the complaint – paragraph 4.4.2 of the report referred. Specifically, the Panel wanted to know the percentage of total complaints deemed not in the public interest to proceed.

RESOLVED 2021/052

To note the report.

15) FORCE REPORT ON COMPLAINTS AND MISCONDUCT, INVESTIGATIONS, NEW AND OPEN CASES

The Panel considered the report, which was circulated with the agenda and introduced by Superintendent Donna Lawton, provided an update on how the Force dealt with complaints and misconduct investigations in the period to 10th November 2021.

RESOLVED 2021/053

To note the report.

16) IOPC INVESTIGATIONS, RECOMMENDATIONS AND ACTIONS,

The Panel considered the report, which was circulated with the agenda and introduced by Superintendent Donna Lawton, provided an update on complaint and conduct matters which had been referred by the Force to the Independent Office for Police Conduct (IOPC) in the period to 9th November 2021.

During a brief discussion, it was confirmed that the Force was performing well above the national average and that there were currently no officers or staff under suspension.

RESOLVED 2021/054

To note the report.

17) PROFESSIONAL STANDARDS CONFIDENTIAL REPORTING PROCEDURE

The Panel considered the report, which was circulated with the agenda and introduced by Superintendent Donna Lawton, provided an update on the operation of the Force's procedures on reporting breaches of professional standards.

During discussion it was reported that policies had been rewritten with a view to instilling confidence among those coming forward that their confidentiality was protected, and this was vindicated by increased numbers using the Confidential Line.

RESOLVED 2021/055

To note the report

18) WORK PROGRAMME

The Panel agreed the Work Programme, noting that it was a dynamic document and subject to further possible change.

RESOLVED 2021/056

To approve the work programme for 2022.

19) SUMMARY OF ACTIONS

RESOLVED 2021/057

To agree that the following actions and amendments be added to the Action Tracker:

Arising from Health and Safety Report and Presentation – circulation of Health and Safety Annual Plan to Panel members.

Arising from Audit and Inspection Update – Revisit list and request a further report on an area of limited assurance – Risk Management

Arising from Complaints and Assurance Report – Further information on cases where application of the public interest test led to a complaint not being taken forward.

The meeting ended at 12.25pm