

MINUTES OF A MEETING OF THE JOINT INDEPENDENT AUDIT COMMITTEE HELD AT POLICE HEADQUARTERS, KIDLINGTON ON 13 JULY 2018 COMMENCING AT 10.30AM AND CONCLUDING AT 2.00 PM

Members Present:

Dr L Lee (Chairman)(LL), M A Day (MD), Dr G A Woods (GW), Richard Jones (RJ)

Present:

M Barber (Deputy Police & Crime Commissioner)
F Habgood (Chief Constable)
J Campbell (Deputy Chief Constable)
A Cooper (Director of Information)
L Waters (Director of Finance)
I Thompson (Chief Finance Officer, OPCC)
N Shovell (Chief Internal Auditor, OPCC)
J Banks (Principal Accountant, OPCC)
M Grindley (Associate Partner, Ernst & Young)
A Balmer (Manager, Ernst & Young)
H O'Neill (Ernst & Young)
M Underwood (Property Service, Facilities Manager)
P Paling (Head of Department, Health & Safety & Environment)
N Brown (Head of Business Partnering, People Directorate)
C Roberts (Executive Assistant to the PCC/DPCC, OPCC)
M Horne (Governance & Service Improvement)
S Holland (Governance & Service Improvement)

Apologies given by the Chair:

A Stansfeld (Police & Crime Commissioner)
P Hammond (Chief Executive, OPCC)
R France (Chief Supt.)
A J Phillips OBE (JIAC Panel Member)
A Shearn (Principal, Auditor, OPCC)

58 ELECTION OF CHAIRMAN 2018/19

The Committee members nominated Louis Lee (LL) to continue his role as Chairman of the JIAC. The support of Alison Phillips (AP) was conveyed by email.

59 MINUTES OF THE LAST MEETING HELD ON 16 MARCH 2018

The Committee approved and agreed Parts I and II of the Minutes of the last meeting held on 16 March 2018.

60 TVP HEALTH & SAFETY MANAGEMENT ANNUAL REPORT 2017/18

Philip Paling (PP) presented the Health & Safety Management Annual Report covering the key management areas specified within the revised 2013 publication HSG65 'Successful Health & Safety Management' ('Appendix A'), to continue the progress made in the continuous improvement of Thames Valley Police. Key aspects of the Report which were highlighted on were:

- **Fire Risk Assessment and Risk Management**

The HS&E Department and Property Service have ensured all Thames Valley Police and landlord premises have a current Fire Risk Assessment and continue to monitor the electronic fire management system to ensure both corrective and routine tasks are carried out. The current status of assessment review is such that TVP is no longer maintaining annual review of the lower risk area

risk assessments. PP confirmed that a review will be made during 2018 of TVP Fire Risk Assessment process against current guidance.

- **Legionella and Water**

The Water Hygiene Team hold monthly meetings with the Water Hygiene external consultant and are always attended by the HS&E Officer to include minutes of the meeting. A problematic area was Reading Police Station which had now been re-piped to replace an old system which required ongoing flushing, sampling and closing works. Further work would be carried out during this year to update Section 23 of the H&S Manual (Water Management) into a force policy, aligned with the requirements of HSE Approved Code of Practice L8 Legionnaires' disease. During 2018 PP will arrange for an independent external audit of procedures and the level of compliance to be carried out to support development of the above policy, to support the development of the Force policy with discussions taking place to set up a Water Safety Group dealing with issues beyond the Force estate.

- **Asbestos**

Property Services are to continue managing Asbestos Containing Materials that are known to be present within the estate. Contractors have recently changed and the time between inspections depends on the type of materials, where it is and the conditions but that inspections should be carried out every six to twelve months. All 2016 re-inspections had been completed however no re-inspections were completed in 2017. PP noted that asbestos on the properties was a fairly low risk. In 2017 a RIDDOR report was raised by a contractor due to concerns at Reading Police Station. The contractor had drilled through concrete and found asbestos behind it. No harm had been identified to police officers/police staff or contractors. A review would be undertaken as required by CAR2012 of the Asbestos Management Plan during 2018.

- **COSHH**

TVP staff have access to an e-learning package used for training in relation to the Control of Substances Hazardous to Health.

- **Changes to Legislation and Guidance**

Changes in sentencing guidelines for Health and Safety offences, corporate manslaughter and Hygiene offences have been implemented for approaching two years, with fines based on the company's turnover known as the Annual Revenue Budget. There had been a very significant increase in the level of fines with £1m+ becoming the norm for fatalities and significant increases in the number and severity of fines approximately of £160,000 to £350,000 for incidents that cause little or no harm to workers – risk based approach to sentencing. The National Police Chiefs Council (NPCC) Health Safety and Wellbeing Board has produced a Police Health & Safety: A Guide for Chief Officers which is published just outside of the time period for this meeting, although copies have been sent to Chief Officers in CCMT.

- **Clinical Governance**

The combined Thames Valley Police and Hampshire Constabulary Clinical Governance Board is chaired by ACC Dave Hardcastle and is supported by a consulting panel of doctors to manage processes used within the collaborating organisations, involving medical training, equipment and its use by staff. All is running smoothly within Thames Valley Police which are examples of improvements being made.

Support is being given to Surrey and Sussex Forces who are establishing their own Clinical Governance process. LL asked whether Surrey and Sussex Force want to be partnered with Thames Valley Police or are they establishing on their own. From initial discussions, it was noted that Surrey would run as a group with Thames Valley Police and supply information to Surrey.

- **Risk Assessment**

Risk Assessments were being carried out at four distinct levels and PP summarised these as: **Force, Local, Dynamic, and Strategic Risk.**

- **Training**

A range of health safety and environment training courses were available and accessed via the staff portal for e-learning courses. Engagement with management had improved by the development of training for CSI Teams which had been provided by the Health and Safety Department

- **Active Monitoring**

Management of the compliance of Thames Valley Police with legal and other requirements was a core function of the Health Safety and Environment Department and this item is going forwards for continued improvement.

- **External Monitoring**

During the period of this report, there have been no HSE actions against Thames Valley Police. It was noted that in December 2017 a police motorcyclist was killed in a collision with a vehicle in Berkshire together with a member of the public. This was subject to an IOPC review. A review of the tactics are now being undertaken.

- **Accident Statistics**

In relation to safety incidents involving Thames Valley Police staff and other people who may be affected by police activities, it was noted that there had been no significant changes although, the number of assaults had increased in the last reporting period. However, Thames Valley Police were continually pressing to reduce these numbers.

LL had specific items that he wished to have clarified. Reference on page 100 of the section linked to ERP and developing the new system. LL asked whether the timescale was linked in and how was compliance monitored? PP confirmed that Force policies were being generated and the documents and references made within these were updated for all officers and staff.

The Committee required clarification on page 103, second para (Legionella and water), and the paragraph was rather vague as to what the actual target of when sampling actually started. The Committee required assurance that this was being carried out correctly. PP confirmed that Reading Station was a large property and due to the nature of the system, additional treatment would be required and actions carried out in relation to the re-piping. PP would be able to provide data to the Committee members if this was required. LL indicated that for future reports, it would be useful to say what the situation was, and what was done to rectify it. PP noted this for future reports.

As to Asbestos, the Committee did not know whether the data had been integrated. PP confirmed that this was up and running and the data/drawings were being migrated to the Computer Aided Facilities Management (CAFM) system.

The Committee had an issue with the whole of the paragraph for 'Clinical Governance' on page 105 in that the stats did not seem to be moving. PP gave the Committee assurances of where they were and indicated that the paper did not show activities carried out or that would be carried out. As a Health & Safety Inspector 'good' is never good enough and a number of aspects PP was asking for in the report needed to be put before CCMT as they had an adequate level of governance within Health & Safety.

Richard Jones (RJ) wished to challenge PP as he felt disappointed that the statistics shown at the end of the report were of importance to members of the public who deal with our officers and staff. Was there a sense on focussing on too narrower remit of no further improvements? The Chief Constable accepted this point but noted that improvements were happening by analysing data and information provided by the IOPC on learning. The force were much more focussed now and improvements could be provided in the next agenda. The Committee members accepted this but noted that the report did not show the improvements that had been made and this needed to be reported on 'non-compliance' accidents including members of the public and custody staff. RJ also pointed out that the body of the report did not discharge the Health & Safety welfare of people in custody of the police. PP agreed that more could be done to encapsulate the data.

The Chief Constable gave PP the go ahead with the proposed activities highlighted in the report, subject to any comments made today and with CCMT's approval.

Action: PP to highlight continuous improvements that have been made by the Force and update the next JIAC meeting on 21st September.

61 TVP WELLBEING ANNUAL REPORT 2017/18

Norma Brown (NB) presented the first Annual Wellbeing Report produced for JIAC with the framework being used to aid the structure of the report and welcomed any feedback from the Committee members for any future reporting.

In May 2015, the NPCC agreed to sign up to the Workplace Wellbeing Charter, which was an evidence-based framework approved by the National Institute for Health and Care Excellence that is now explicitly referred to in the HMIC PEEL inspection programme.

The Framework's structure focusses on six key areas:

<u>Key Areas</u>	<u>Leading</u>
• Leadership	Helen Milne
• Absence Management	Lucy Haynes
• Creating the Environment	Norma Brown
• Mental Health	Michelle Higgins
• Protecting the Workforce	Fiona Taylor
• Personal Resilience	Tina Spackman

There is also available a Wellbeing Yammer Group which is internal to officers and staff only with useful information available.

The Core Leadership Programme (CLP) had been reviewed and re-written to strengthen the content in relation to Wellbeing CLP. NB confirmed there were two levels of core leadership, Level 1 which was for newly promoted sergeants and Level 2 inspectors and police staff equivalent. In March each year, the Force hold Leadership conferences which are mandatory for all BB4 and Inspectors. This year, the decision was taken by CCMT to open up this event to include sergeants with a total of 924 officers and staff registering on the system to attend.

The Performance and Development Review Stats were over a 3 year period and showed an overall decline since 2015-16 in the number of 'Not Rated' PDRs and a gradual increase in the number of staff and officers being rated as 'exceeded'. The latter could be related to the fact that at the start of the PDR year 2014-15 the decision was taken to reduce the number of overall ratings from 5 to 3. The Chief Constable reported that PDR was a national issue and that the quality of PDR's within Thames Valley was in a good place although there was still more work to do but had the confidence in going forwards locally as well as at a national level and those PDR's that were 'not achieved' created difficulties. The PDR team scrutinises and feeds back updates to the Force. Next year, the organisation is hoping to push staff and officers to be as competent as possible and those in the 'not achieved' bracket will have an 'action plan' in place which addresses any issues with conversations taking place through the year. It was noted that a lot of improvement and influence in relation to CPD had already increased. Staff were working incredibly hard even though they were up against a lack of resources. The Chief Constable confirmed that he looked every month at the people who were off sick from work due to stress-related issues whether this was personal or work-related.

NB confirmed she had received feedback from caseworkers regarding the new shift pattern which was well received which gave a positive impact and showed energy levels were up.

LL noting the Wellbeing Annual Report read very well but expected to see more of a blend of information showing quantity and quality and management actions. NB confirmed that the Wellbeing Annual Report next

year would include management actions. NB confirmed she would invite PP to meetings to give reflection on the impact in certain areas of the report.

62 ANNUAL REPORT FROM THE CHIEF INTERNAL AUDITOR 2017/18

The Committee had read the Annual Report and had discussed the contents prior to the meeting with NS and had a few points to note for future reports.

In relation to Performance Targets, the Committee noted that NS had good figures and asked whether these could be maintained. NS indicated that he liked to set 'high targets' but they were realistic targets and were reviewed every year. The Committee did request detail in future Annual Reports showing the trend of assurance ratings and whether these were improving.

Action: NS to include in future Annual Reports a comparison against prior year assurance ratings.

All audits were now complete and gave assurance to the Committee on how well the Force and the OPCC were doing. RJ particularly wanted it noted for the minutes that he fully agreed with the outcome and showed the organisation was in a very good place.

63 ANNUAL GOVERNANCE STATEMENT 2017/18

PCCs and Chief Constables are required to produce an Annual Governance Statement (AGS) to show the extent to which they comply with their own code of corporate governance. The Joint AGS is published in the Annual Statement of Accounts for 2017/18 that the PCC and Chief Constable produce. Following consideration by the Committee, the updated AGS will be presented to the PCC and Chief Constable for their consideration and formal sign-off at the Level 1 public meeting on 25 July 2018.

The Committee pointed out in section 1.6 on page 184 it stated that this was a more comprehensive update than in previous year's, which was incorrect. IT noted this and confirmed he would remove this sentence.

Action: IT to remove the incorrect sentence in paragraph 1.6 on page 184.

Within the Annual Governance Statement on page 190 under the section headed 'Scope of Responsibility', the Committee asked IT to report back to them how the PCC has improved his functions and improvements in the OPCC in relation to the final sentence ...'*Under the Local Government Act 1999 the PCC makes arrangements to secure continuous improvement in the way his functions are exercised, having regard to a combination of economy, efficiency and effectiveness*'.

Action: IT to report back to the Committee with an explanation as to how the PCC has improved his functions and improvements in the OPCC.

The Committee was asked to review the Annual Governance Statement for 2017/18 and endorsed the conclusion contained therein. There were no further issues that the Committee wanted to report on.

64 FINAL ACCOUNTS 2017/18

IT summarised the Narrative Report and Financial Review within the PCC & Group Statement of Accounts as to the high level analysis of the PCC's budget and expenditure. This provided a high level comparison between the approved budget for 2017/18 and the actual expenditure at the Group level i.e. PCC and Chief Constable). The annual revenue surplus of £0.772 million had been appropriated (or transferred) to general balances. This level of surplus represented just 0.17% of the Net Cost of Services which demonstrated strong and effective financial management of the annual budget.

The PCC's Medium Term Financial Plan (MTFP) reflected the police finance announcement in December 2017 that PCC's would be allowed to increase their Band D precept by up to £12 in both 2018/19 and 2019/20

provided national targets on productivity and efficiency were met. Even with this level of increase, it still required cash savings of at least £14 million over the three year period 2018/19 to 2020/21 but that the MTFP was fully balanced at this stage.

As to capital outturn for 2017/18, IT reported on the net capital position compared to the active capital budget for 2017/18. The variance of £2.691 million comprised scheme underspends of £0.623 million which included £0.430 million of items funded by external grants and slippage of expenditure of £2.068 million.

The PCC approved the Medium Term Capital Plan (MTCP) costing £65 million over the three years 2018/19 to 2020/21 which would provide the Force with appropriate infrastructure and assets to deliver innovative policing strategies with fewer resources.

The balance sheet showed the PCC's assets, liabilities, cash balances and reserves at the balance sheet date. As at 31 March 2018 there were negative net assets of £4.013 billion which implied that the organisation was technically bankrupt. Fortunately, this was not the case. The sole reason there were negative assets was because of the pension liabilities that were associated with the unfunded police officer Pension Scheme of £3.951 billion, coupled with the net deficit of £0.343 billion in the funded Local Government Pension Scheme (LGPS) for staff. Excluding these pensions liabilities, the PCC's Group Balance Sheet showed net assets of £281 million, including £64 million in usable cash reserves.

The PCC received regular updates on the reports on the level of general balances, earmarked reserves and provisions, particularly during the budget cycle.

IT continued to summarise paragraphs within the Narrative Report and Financial Review and gave credit to Judi Banks and her team, and colleagues in the Force Finance Department, for the production of the very detailed Statement of Accounts for both the PCC Group and Chief Constable.

In relation to Capital Expenditure, RJ required clarification on page 28 (in the Treasury Management outturn report) which gave the revised estimate of capital expenditure as being £37m whereas the final accounts report showed it as being £23 million. IT confirmed the organisation started the year at a much higher budget level with CCMT looking at projects to deliver and making changes to the annual budget during the year. Approximately 10 projects would be delivered this year with some projects getting pulled back. The annual budget of £26 million was the final approved drawn down figure which was approved in March this year. IT would get the capital expenditure figure (in the Treasury Management report) revised before the next Level 1 meeting

Action: IT to revise the Capital Expenditure figure on page 28 of the Report before the following week's Level 1 meeting.

The Committee thanked both finance teams for an excellent report and noted and considered the recommendations given.

65 ERNST & YOUNG RESULTS REPORT 2017/18

Maria Grindley summarised the key messages in the Executive Summary and confirmed that they had now substantially completed their audit of the Police & Crime Commissioner's and Chief Constable's financial statements for the year ending 31 March 2018 and had performed the procedures that were outlined in the Audit Planning Report. Subject to satisfactory completion of the outstanding matters, they expect to issue an unqualified opinion on the Group financial statements but until work is complete, further amendments may arise. Ernst & Young expect to issue the audit certificate at the same time as the audit opinion if they are able to complete the outstanding work on the Whole of Government Accounts.

The Audit Planning Report identified key areas of focus in the audit of the financial statements and confirmed there were no matters apart from those reported by management or disclosed within the report which would be brought to the attention of the Police & Crime Commissioner and the Chief Constable.

In relation to the ISA 19 Review, MG confirmed Grant Thornton had signed this off (in respect of police staff pensions at Bucks CC) although one point came to light in respect of this last night and MG would update this document for the Committee.

MG wanted to praise Judi Banks, Ian Thompson and Linda Waters, and their teams, for working incredibly hard and very impressively to sign the report off before the end of July 2018. IT confirmed to the Committee that today was MG's last meeting and wanted to thank her for her assistance over the last few years. LL added the Committee's thanks for all her support and hard work over the years.

Adrian Balmer (AB) then ran through the ISA19 document and has asked Bucks County Council to produce a piece of work in relation to pensions.

RJ noted that on page 299 of the 'Other Audit Findings' there were three findings shown. Ernst & Young confirmed they had no concerns here and would continue working on this.

Ernst & Young concluded that there were no matters to bring to the attention of the Committee

The Committee **APPROVED** Ernst & Young Results Report for 2017/18.

66 TVP RISK MANAGEMENT REPORT 2018/19

John Campbell (JC) gave an overview of the Risk Management policy and processes that had been adopted by Thames Valley Police covering issues such as strategic risk management framework, training, analysis of the Strategic Risk Register and potential risks to be considered.

ISO announced that the process of updating ISO31000 risk management standard had started. ISO standards were revised every five years as well as the accompanying Guide 73 on risk management terminology. Any significant changes made as a result of this process, would be taken into account by the Corporate Governance Officer. LL thought that the ISO work had concluded. Mark Horne (MH) would check this and report back to the Committee.

Action: MH to check the status on ISO work and report back to the Committee in due course.

JC confirmed that SR56 Livelink had changed and would continue to monitor the progress of this. The wording of the risk had been amended to reflect the changing circumstances around the SharePoint project.

The wording of risk SR65 Gazetteers had also been amended.

Both SR69 and SR74 remained on the Strategic Risk Register and would be monitored via Gold group activities. All Risk owners had updated the status of their risks based on the progress of mitigating actions. It was noted that Dr Steven Chase led this group (SR74).

The following risks were raised at the June CCMT meeting:

- Laptop and Smartphones
- Risk of failure of freezers within EMU resulting in the loss of essential evidence
- SEROCU estate

JC gave an overview as to ESMCP, ERP and CMP and the work planned for the coming months.

The Committee commented overall that the paper lacked transparency and comments made were too far in the future and unrealistic. Livelink for example did not make it clear what the risks were and was not explicit enough on timescales. The Committee needed the Force to create assurance by showing specific details of risk as the spreadsheet only commented on the actions of the minutes of the meeting. JC confirmed that details of these risks had been escalated up to CCMT. The Committee were informed that the spreadsheet had not been printed as per Cat Hemming's request and they asked why this was. It was confirmed that the revised spreadsheet was not where the organisation would be in a few months and it would be worth circulating the new revised spreadsheet of risks to accompany the report thereafter. Amanda Cooper (AC) would take this up with individuals and would forward this on to the Committee.

Action: AC to forward to the Committee the revised spreadsheet of risks which was not produced at the meeting.

The Committee **REVIEWED** and **NOTED** the report as appropriate.

67 TVP BUSINESS CONTINUITY REPORT 2018/19

JC went through the Business Continuity Report 2018/19 which provided an annual overview of the management policy and processes adopted by Thames Valley Police together with the most recent quarterly process report which covered issues such as training, learning from business continuity incidents and exercises.

The Force-wide incidents were summarised for the period February 2018 to May 2018 which had been reported to the Strategic Governance team. The incident that occurred in May 2018 was the flood in Milton Keynes Police Station which affected a number of areas but mainly the kitchen, corridors and loading bays. Activities were underway to recover from this incident and a health and safety investigation had been instigated and actions taken to prevent further incidents happening in the future.

JC noted the current Business Continuity (BC) activities that were under review:

- The United Kingdom Accreditation Service (UKAS) follow-up surveillance visit was complete. There was one recommendation in relation to the update of the lessons learnt tracker. However, no further actions or recommendations were noted and UKAS were happy with the organisation's ongoing activity.
- Work with Hampshire BC colleagues and ICT were continuing in reviewing the prioritisation of the recovery of critical services.

Gordon Woods (GW) would like to see more narrative of what changes have actually been made. Overall, it was a good Business Continuity Report noting the improvements made and wanted to congratulate those that had worked so hard.

The Force Auditors had completed their internal audit and planning and activity was underway to complete the actions identified and to review the BC processes. The overall strategy and reviewed policy for BC had been sent for formal consultation.

The Committee **REVIEWED** and **NOTED** the report as appropriate.

68 ERP UPDATE

In partnership with Surrey and Sussex, the ERP Programme commenced in August 2015 with the intent of procuring and providing a shared, single IT system to streamline, integrate and automate administrative practices within 'Back Office' departments, Resource Management and Learning and Development. The single solution would replace numerous existing systems and offer enhanced functionality and efficiency savings across the forces. It was initially expected the programme would be complete in May or June this year however, this has not been possible to achieve. The programme was currently at an 'amber' stage and now scheduled to deliver in November 2019.

A comparison of the functionality for the current landscape and the future position of ERP was set out on pages 256 and 257. The ERP Programme would offer a modern, future proof solution which would deliver the functionality shown at section 1.5 on page 257 of the update.

JC ran through the Programme process noting in particular the 'design phase' which commenced in March 2017. Due to the extent of the design work, changes to the programme methodology and change in third party contractors, the design work was still ongoing with completion set for 27 July 2018, subject to delays of programme management.

Building of the system had commenced whilst the design work was ongoing with the build phase scheduled to complete in November 2018. Due to the decisions to adopt the latest Crown Resource Management functionality, the 'Duties' work-stream would run until January 2019. Approval had been given by the Police & Crime Commissioners and Chief Constables across all three forces to support this but with a degree of scrutiny.

LW, AC, SC, JC attended an internal strategic board and it was confirmed they were happy with the product which was fit for purpose and how it would impact on staff.

Section 4.3 on page 260 contained a summary of the key recurring findings supplemented by the corrective actions or control measures that had been implemented.

The draft ERP Governance Structure as set out on page 263 was discussed. The organisation were in a much better place than previously and confident of the November 2019 date being implemented.

The Committee noted the report which met with their approval and now had a better understanding of ERP.

Mike Day (MD) asked how comfortable the Force were as to the timelines. JC noted that the relationship with KPMG was a secure contract and now sat on the force's board and were meeting all the requirements.

The Committee asked whether there would be financial penalties to pay if dates were not met. LW confirmed that if the delays were from the Force beyond these dates, then KPMG would discuss these delays with the Force. However, if the delays were due to KPMG then they would be liable to pay the penalties.

The Committee **REVIEWED** and **NOTED** the report as appropriate.

69 ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2017/18

IT presented the report and confirmed that since the Treasury Management Strategy Statement was approved in January 2017, the PCC received quarterly treasury monitoring reports in July and October 2017 and also in January 2018.

There were issues and key points for the Committee to note set out on page 14 of the report. IT noted that they had borrowed monies on five occasions throughout the year to cover short-term cash shortfalls, but this was planned and expected. IT summarised the Treasury Position in table 1 on page 20 of the actual borrowing position in 2017 and 2018. As at 31 March, the under borrowing amounted to-£17.327m and a plan had been put in place to reduce this level of internal borrowing.

As to Performance Management in section 10.3 on page 26, it was noted that the PCC's maximum security risk benchmark for the whole portfolio, when compared to historic default tables was 0.25% historic risk and IT indicated that he would not want to exceed this.

The OPCC was below the benchmark level of '£5m within 7 days' on a total of 6 days during the year. This was rectified by short-term borrowing as set out in Table 5 on page 23 of the report.

The Committee thanked IT for a good year and **NOTED** the Annual Treasury Management Report for 2017/18.

70 TVP ENVIRONMENTAL ANNUAL REPORT

Mike Underwood (MU) outlined the range of environmental sustainability work of the Force and gave an overview of Environmental Performance, focussing on the estate function and outlining some of the work which would be undertaken in the coming year and beyond for continuous improvement.

The responsibility for the Environmental Management Group had been transferred to the Facilities function within the Property Services Department with key issues of any changes to legislation. Changes to the Hazardous Waste Regulations 2005 were introduced in 2016/17. As from 1 April 2016, premises were no longer required to register with the Environment Agency as hazardous waste producers to comply. In addition, new codings came into force. The codings had to begin with the first six letters of the organisation's name i.e. THAMES followed by five characters generated by the waste contractors for each collection.

Significant progress had been made during the last year towards the 33% CO² reduction target that had been set for the entire ten year period of both plans (transport and buildings). Reductions in consumption of 22% had been achieved to date.

MU continued reporting to the Committee on various sections within the report and concluded by confirming that Thames Valley Police continued to meet its obligations under environmental legislation and pro-actively manages all aspects of its environmental impacts.

The Committee **NOTED** the Environmental Annual Report.

71 EQUALITY & DIVERSITY ANNUAL REPORT 2017/18

Norma Brown (NB) presented the Equality & Diversity Annual Report 2017/18 and focussed on internal employment matters with a heavy emphasis on BAME, an area which required attention and focus.

The Equality and Diversity Board was chaired by the Chief Constable which takes place on a quarterly basis to meet and review current equality and diversity priorities, as well as looking at regional and national issues to ensure that the organisation is better sighted on what the Force needs to do and take action on.

Challenges of increasing BAME representation across the workforce remained. NB ran through the data for performance against the Force Delivery Plan for the four staff groups:

- **Diagnostic Indicator**

The BAME population in the Thames Valley area was 13.7%.

As at 31 March 2018 there were 211 police officers from a BAME background, a representation rate of 5.02%. The rate had increased from 4.81% on March 2017 when there were 202 police officers from a BAME background.

As at 31 March 2018 there were 21 PCSO's from a BAME background, a representation rate of 5.0%. This rate had decreased from 6.80% in March 2017 when there were 30 PCSO's from a BAME background.

As at 31 March 2018 there were 40 special constables from a BAME background, a representation rate of 9.46%. This rate had decreased from 9.54% in March 2017 where there were 48 special constables from a BAME background.

Finally, on 31 March 2018 there were 172 members of police staff from a BAME background, a representation rate of 5.73%. This rate had increased from 4.97% in March 2017 where there were 142 members of police staff from a BAME background.

NB noted that some BAME special constables and PCSO's had gone on to become police officers and were economically active between the ages of 16 and 65 years.

The BAME population in the Thames Valley area was 13.7%.

The Force continued to invest in the Springboard Women's Development Programme through four workshops that spread over three months. This enabled women to value their skills and build on their strengths whilst also conquering their weaknesses. It developed the self-confidence and assertiveness for women to make changes in their lives both at work and at home.

Thames Valley Police were dedicated to addressing its gender pay gap and looking at a number of initiatives to reduce it. These initiatives aim to address how the organisation could increase the number of women taking on more senior roles in the organisation and taking on roles that received bonus payments.

The NPCC Diversity, Equality & Inclusion Strategy included within the papers gave clarity of leadership and action that is required by the police service across three categories; organisation, communities and partners. A lot of the areas within this is contained in the Force's road map for Thames Valley Police.

The Committee read all the activity strands and the numbers are just about within statistical fluctuation in relation to recruitment. The Committee queries whether there was anything else the Force could do, or do differently in moving forwards? There seemed to be a lot going on in this area but the Force just did not seem able to crack it. The Chief Constable said this was very frustrating as other forces had recruited but Thames Valley Police had made progress with apprenticeship schemes and a direct route for inspectors but not one single BAME candidate managed to get through the process.

RJ noted that the proportion of BAME recruitment was looking low and wondered why people were leaving disproportionately. NB could not give an explanation as to this.

The Committee members wanted to know how many BAME people get through the recruitment process other than non-BAME. NB would follow this up and report back to the Committee on this.

Action: NB to follow up on how many BAME people get through the recruitment process other than non-BAME and would report back to the Committee with this information.

The Committee **NOTED** the Equality and Diversity Annual Report.

72 OPCC RISK REGISTER

The OPCC Risk Register identified those risks that had the potential to have a material adverse effect on the performance of the Police & Crime Commissioner and/or his office and the ability to deliver his strategic priorities, as well as information on how those risks were mitigated.

In March, the OPCC reported on three discrete risks on the register. Review had taken place of the current risk profile and proposed to close down two of those risks, these being OPCC19 and OPCC21. However, four new risks had now been added as OPCC18 - OPCC22. IT noted that the OPCC were not aware of any internal audit risks and the contract with Victims Support had now concluded.

The Committee **APPROVED** the recommendations given in the report.

73 PROGRESS ON DELIVERY OF AGREED ACTIONS IN INTERNAL AUDIT REPORT

The report provided details of the progress made by managers in delivering the agreed actions in internal audit reports. The Committee had read the report and noted that work was needed on the 'follow up' actions but that the figures were higher than they were a year ago. There was nothing further to raise in the report from the Committee about any specific issues. NS confirmed he was content with the comments made by managers and progress was heading in the right direction.

The Committee required a 'follow up' summary table of the last three years so that they could see the trend in overdue actions. NS confirmed he would take this on board for future reporting.

Action: NS to provide the Committee a 'follow up' summary table of the stats over last three years.

AC needed to know how many actions were in the audit and how many were overdue, in order to provide context as to the number of actions already implemented.

Action: NS would update AC as to the overdue actions.

One point LL wished clarification on was set out on page 235 under the 'Ethics and Cultural Learning' as to why the date of anticipated completion was 31 August 2018. NS noted that this phase was taking a little longer than anticipated. Having reviewed the Force wide plan, a point had been reached where the initial embedding phase was complete and a new development plan to be compiled.

The Committee members **NOTED** the report.

74 ERNST & YOUNG POLICE SECTOR AUDIT COMMITTEE BRIEFING

LL had read through the Committee Briefing and wanted to note in particular the key questions set out on page 253 for the Audit Committee and felt that this briefing could be more highly visible for the Committee members.

The Committee **NOTED** the briefing given by Ernst & Young.

75 ANY OTHER BUSINESS

None to report.

Date of next meeting 21 September 2018 at 10.30am the Conference Hall, TVP Headquarters South