



# Minutes

<b>Department/ Division:</b>	Chief Officers
<b>Name of meeting:</b>	Organisational Reassurance Board (ORB)
<b>Location of meeting:</b>	Restaurant Meeting Room, Headquarters
<b>Date:</b>	Thursday 8 <sup>th</sup> March 2018
<b>Time:</b>	09:00

<b>Chair:</b>	T/DCC Laurence Taylor
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<b>Attendees:</b>	<b>Name</b>	<b>Initials</b>	<b>Position</b>
	Kathy Wrathall	KW	Risk Manager
	David Tonkin	DT	Force Diversity Manager
	Mark Streater	MS	PCC CEO / Monitoring Officer
	Miranda Kadwell	MK	Finance
	Andy Stenning	AS	Unison
	Adrian Rutherford	AR	People Services
	Matt Webb	MW	Federation
	Lisa Griffiths	LG	Minutes
	Maria Coppard	MC	Force Business Continuity Coordinator
	Dermot Torney	DT <sub>o</sub>	Equality and Diversity
	Samantha Bleach	SBI	OPCC
	C/Supt Neil Honnor	NH	Operations
	Louise Whiteoak	LW	Head of Forensics
	C/Supt Jayne Dando	JD	Public Protection
	Sgt Mark Townsend	MT	Staff Officer to T/ACC May

<b>Apologies:</b>	<b>Name</b>	<b>Initials</b>	<b>Position</b>
	ACC Steve Barry	SB	ACC Operations
	Peter Gillett	PG	Director of Finance
	D/CI Jon Hull	JHu	PSD
	ACC Jeremy Burton	JB	SCC
	D/C/Supt Jason Tingley	JT	SCC
	Matt Webb	MW	The Federation
	D/Supt Steve Boniface	SB	PSD

Neil Roberts	NR	Head of ICT
T/ACC Di Roskilly	DR	HR
Trevor Bowles	TB	Force Crime Registrar
T/ACC Nick May	NM	Local Policing
Steve Voice	SV	Head of Planning & Resourcing
Marcus Potter	MP	Force Information Manager

<b>Part 1: OPEN SESSION</b>	
<b>1.</b>	<p><b>Introduction and Apologies</b></p> <p>LT welcomed all present. Apologies were noted as above.</p>
<b>2.</b>	<p><b>Minutes and Action from Previous Meeting – Open Session</b></p> <p>No comments were made on previous minutes.</p>
<b>Part 3: OPEN SESSION</b>	
<b>7.</b>	<p><b>Risk Strategy and Policy – Review</b></p> <p>The latest version of the Risk Management Strategy was circulated prior to the meeting. This will link into the changes with the introduction of Force Management Statements.</p> <p>Key changes are: more notes on ownership on p.5 and greater clarity on how strategic risks are defined and differentiate from divisional/departmental risks on p.6.</p> <p>With regards to collaboration (p.9), KW works closely with Surrey to ensure that joint risks are reflected accurately and are consistent on both force risk registers.</p> <p>With regards to Policy, there are minor changes which have been through the usual consultation process.</p>
<b>8.</b>	<p><b>Business Continuity Internal Audit Report Recommendations Update</b></p> <p>MC gave an overview of the above paper.</p> <p>With regards to the snow last week, an issue was raised regarding the Force Research Bureau. They have the same telephone system as Contact Centre and the only back up for this is East Grinstead, Burgess Hill and Haywards Heath. The Force Research Bureau need to access the telephone system as they all live in East Sussex and if they can't get to HQ there should be a contingency plan on East. Julia Page is overseeing this. This could have an effect on PNC, checking warrants etc. which has an operational impact.</p> <p><b>Action: SN to pick up the East snow Contingency as part of CDD's Business Continuity plan.</b></p> <p>There is a Surrey/Sussex cyber-attack exercise planned next week for incident and response training.</p> <p>MC has been delivering Business Continuity training in Sussex and has received</p>

	<p>good feedback – she is hoping that this will be positively received in Surrey also.</p> <p>MC will ensure that each Business Continuity plan is exercised annually.</p> <p><i>Recent Water Suppliers issue</i> – MC will ascertain whether this affects us in any way.</p>
9.	<p><b>Legitimacy Board update (Verbal)</b></p> <p>NH gave an overview of the Legitimacy Board which was started around a year ago and oversees the following areas: Use of Force, Stop &amp; Search; Ethical Matters – it reports into the Organisation Reassurance Board.</p> <p>SB is asking for greater representation at the Legitimacy Board from both forces.</p> <p>Gathering use of force data remains challenging due to Niche not covering all of the areas required. Most Niche forces are in this position. It isn't clear whether the July Niche upgrade will include the new form which is needed to be able to gather this data.</p> <p>In April CDD will be able to download the infographic and the data will then be available to the Public. Pronto is being developed to be able to fill the form in which is a positive step forward for officers although Specials will not have access to Pronto due to not having terminals.</p> <p>Use of force data shows that the biggest issue is data quality. The responsibility should be with the supervisors to ensure that they are assessing use of force and who is using it. Use of force on young people is high and BME data is disproportionate. We need to understand why this is. It was discussed whether there was any evidence to suggest that officers are more likely to fill out a form for BME communities. Also, whether officers may be less inclined to use 'use of force' due to the bureaucracy involved.</p> <p>The question was asked with regards to use of force data and BME communities and whether this also reflected in other forces? The only comparison we have at the moment is Surrey and they are similar to Sussex in this area.</p> <p>Use of media in misconduct related issues – is the force too forward in giving information to the media.</p> <p>There is a 44 point action plan for Abuse of Authority which goes to the Legitimacy Board and PSD attend from both forces.</p> <p><b>Action: LT to speak to Steve Boniface for feedback on the Abuse of Authority Action Plan in order to feed back to the national lead on this.</b></p> <p>JD added that re-inspection for Custody was a month ago – HMIC was interested in Use of Force data and they will speak to SB regarding inaccuracies in data. This remains an AFI for Custody and a Custody representative attends the Legitimacy Board.</p> <p><b>Action: DTo to find out from Surrey how their new Ethical Committee differs from a Strategic AIG.</b></p>
10.	<p><b>Equality and Diversity Update</b></p> <p>DTo gave an update of the Equality and Diversity paper which was circulated to</p>

	<p>attendees before the meeting.</p> <p>A Stop and Search Public Scrutiny Panel has been set up to provide independent assurance of use of powers.</p> <p>A Dyslexia Support IT package will be available soon to all Surrey and Sussex Police employees – ‘Read and Write Gold’. There will be an icon on desktops automatically which means that everyone will have access and there is no need to flag or draw attention to using it. Comms are due to be sent out on this.</p> <p>Positive Action Working Group is working on recruitment, retention and progression. The July cohort was the most recent - 54 out of 900 applicants were BME which is an improvement. This is a 20% increase but we do need to see more of an increase. There is a support session next week. These interventions have proved successful. The latest recruitment campaign closed on the 5th March and we are currently awaiting the breakdown in demographics. AR has been working on name anonymous applications. In terms of positive action best practice nationally, we are demonstrating a good number of these to good effect.</p> <p>Sussex Police once again received recognition by Stonewall as a Top employer in the country. Achieving 47th place nationally and third position within policing. DT has offered support to Surrey who are 160<sup>th</sup> place nationally.</p> <p>Sussex Police hosted the National SWIP conference in Brighton in November 2017. In spring 2018, we will host a national policing seminar as law enforcement leads for the UN initiative ‘He For She’.</p> <p>Police forces will report on gender pay gap from April and there is a joint group for Surrey and Sussex for this – it was discussed at Joint COM yesterday.</p> <p>Pregnancy Keep It Touch (KIT) days are successful and 56 people attended the last event.</p> <p>Jane Derrick will chair the Youth AIG which is arranged for May.</p> <p>The Faith Forum has progressed into an inter-faith forum and will be begin in June.</p> <p>NH raised an issue with a female firearms officer and issues she was having after maternity leave and having to undertake an 11 week course again due to the policy on this and requirements to remain current with training. It was discussed that we should be able to think outside the box with issues like this. JD commented that something like that would go through the policy review. DT added that all policies are reviewed regularly and if a policy creates a problem, it should be easily rectified.</p>
<p>11.</p>	<p><b>Annual Governance Statement</b></p> <p>The AGS process last year worked well for Sussex, and the process received Substantial assurance following an internal audit review. The same approach will be taken again this year. This is an ongoing task to collect evidence and review throughout the year.</p> <p>KW circulated the AGS Evidence Template prior to the meeting. During the meeting, KW briefly ran through the CIPFA seven principles of good governance and the proposed Chief Officer owners for each area for 2017-18 and the process for identifying continuing areas for improvement and new areas which will form</p>

	<p>part of the action plan for the 2017-18 AGS.</p> <p><b>It was agreed by the Board to adopt the suggested areas for improvement and suggested areas to focus attention.</b></p> <p>In relation to IT areas, these have been signed off by Neil Roberts.</p> <p>Some discussion was had regarding the differences between this and the FMS which is more around capability and demand. The two processes and documents have different purposes and focus.</p> <p><b>Action: DT to produce an Overall Assurance map – a high level map with a glossary, incorporating the Police and Crime Plan which will link in to the 18-22 plan etc.</b></p>
12.	<p><b>Force Policy Database</b></p> <p>The Force Policy Database provides an overview of force policies review dates and whether any are overdue. This is an improving picture for ACCs and the DCC - 80% of policies which are overdue are only overdue by a few months. For People Services, 66% of policies are current, 11 are overdue and only 2 are under review – this was highlighted by internal auditors. AR advised that they do have the most amount of policies and it is a work in progress to try and reduce this amount. Maternity/Paternity is under review and also protected days.</p> <p><b>Action: AR to prepare a status report for the 10 outstanding policies for People Services. AR will also find out the reason for the Police Officer Postings and Tenure policy (702/2010) being so overdue. AR will ensure that there is /escalation to the lead of the policies where needed.</b></p> <p><b>Action: MK to get an update for the two really overdue policies - 1001/2011 (Use of Private Vehicles) and 1000/2011 (Use of Sussex Police Vehicles).</b></p>
13.	<p><b>Internal Audit Outstanding Recommendations</b></p> <p>This paper was circulated prior to the meeting. Internal Audit is our objective independent assurance route. Most of our core internal audit reports revolve around finance and compliance and controls.</p> <p><b>MAIN ACCOUNTING, March 2016:</b> The Main Accounting recommendation relates to budget monitoring procedures and communication with budget holders. A lot of progress has been made with this over the past year. We had anticipated that we would be working from one system due to the introduction of the ERP system, but this has been delayed. This should be cleared within the next month</p> <p><b>PAYROLL, January 2017:</b> With regards to the Payroll Recommendation, Payroll has additional resources to address this. This should all be cleared on the control account before moving on to the ERP system. Anyone involved with the internal audit is urged to clear the recommendations. This recommendation will be kept as an outstanding recommendation but it is noted that it is being addressed.</p>
14.	<p><b>Draft Internal Audit Plan 2018-19</b></p> <p>This paper is a draft internal audit plan for the next 3 years (2018-2021) proposed by internal auditors (Southern Internal Audit Partnership).</p> <p>Leads are urged to see where when their area is next due for internal audit (p.6</p>

	<p>onwards of the plan shows the areas up for review in 18/19). P.10 onwards shows this information for the following years.</p> <p><b>Action: Chief Officers to ensure that there are no areas with significant change that would benefit from an internal audit. If there is, they should notify PG and/or MK.</b></p>
15.	<p><b>HMICFRS PEEL 2017-18 – Verbal update</b></p> <p>The Legitimacy Inspection Report was published in December, we were assessed as good with no causes for concern but five areas for improvement all of which were reasonably simple. The Effectiveness Inspection report has been delayed and will now be published on the 22<sup>nd</sup> March. We will receive an embargoed copy 2 days beforehand.</p> <p>Due to the introduction of Force Management Statements, PEEL for 18/19 will change significantly. There will now be a risk based approach based on our Force Management Statements. The inspection programme will begin in the Autumn and the next single PEEL inspection will be between September and July. Once the final template has been received from HMIC, we will know more and timelines will be clearer.</p> <p>DT added that the National Legitimacy Report was published. CDD circulates summaries of the Force and National report and also highlights best practice identified by HMIC. Chief Officers all have a copy of these documents.</p>
16	<p><b>Force Management Statements – Update</b></p> <p>P.2 of this document shows the Year One process. ECOM looked at key risk areas and investment priorities for 18-22 and this discussion generated a list of investment opportunities which Chief Officers have agreed in principle. AR advised that with regards to FTE numbers, a plan previously went to the Establishment Board with assumptions based on precept increase of £12, £12, £5, £5 for the next 4 years.</p> <p><b>Action: MK, SN and AR to discuss the design piece for establishment figures with regards to the precept increase.</b></p> <p>There is a Task and Finish group specifically to look at demand and the PEEL Board will look at mitigated gaps. This will then feed into the production of the Internal Management Statements. SN is hoping to have both pieces of evidence ready for COM in May to look at the list of gaps identified by Force Management Statements, risk assessed and then to align with investment opportunities identified through the 18-22 strategy. The agreed outcome at COM will result in a list of actions which will be monitored through the 18-22 plan and through various boards such as the Local Policing Accountability Board.</p> <p>SN also added that more work should be done on the L&amp;D Training design piece before going out to divisions and departments. AR has agreed with PG that HR and Finance will ensure that the starting point is affordable. There are some issues around timescales and getting guidance from HMIC.</p> <p>p.4 of the paper sets out the HMIC view of FMS planning cycle. This will need to be updated and is intended to fit the business planning process and financial strategy.</p> <p>The FMS Internal governance p.5 highlights the quote from HMIC “<i>internal</i></p>

	<p><i>documents – from those used to inform the force’s overview assessment, through to the command team agreeing costed proposals for making the changes, plus any other necessary supporting documentation [.....] Represent an audit trail of decision making by the force and will be used by HMICFRS to decide the extent and focus of risk based inspections”</i></p> <p>We do need a clear audit trail and performance data should be incorporated into the PEEL Board. ORB should receive a regular update for Force Management Statements and risks should also come to ORB.</p> <p><b>Action: SN to circulate the paper to divisional and departmental heads.</b></p> <p>SN added that once guidance has been received from HMIC, this will be taken to ECOM for a briefing.</p>
17.	<p><b>HMICFRS Recommendations update</b></p> <p>HMICFRs have confirmed that for 2018, there are 6 recommendations outstanding for Sussex Police as summarised in the HMICFRS Recommendations paper circulated to attendees. The completed recommendations are greyed out in this paper.</p> <p>Most of the outstanding recommendations are being progressed or are with the appropriate accountability board.</p> <p>For outstanding AFIs and recommendations from joint inspection with other bodies, HMIC are not tracking these currently, but will in the future.</p> <p>We are still awaiting access to the website, once forces have agreed what is on there, it will then be available to the Public.</p> <p>LT added that where there is a confirmed expected completion date, can we expedite delivery of these.</p>
18.	<p><b>IOPC Recommendations – Update</b></p> <p>There are four outstanding recommendations relating to Op Ohio. Simon Nelson has been requested to provide updates to the next Local Policing Accountability Board.</p> <p>We are behind on identified “Learning the Lessons,” which relate to Public Protection. JD will follow up on this.</p> <p><b>Action: JD to update on learning the lessons recommendations which relate to Public Protection.</b></p>
19.	<p><b>Gold Groups Update on Lessons Learned</b></p> <p>MT distributed a Gold Group update paper to attendees during the meeting and gave a brief verbal update.</p> <p><b>Action: MT to get an update from Miles Ockwell for Op Oldbury. Emma O’Dwyer had completed a lot of work on this</b></p> <p><b>Action: With regards to Op Recorder, MT will find out whether this is in the plan for Staff Training coming up.</b></p>

	<p><b>Action: With regards to Op Barista, MT to look into whether lessons learnt can be built into the NCT review process.</b></p> <p><b>Action: MT to create a central register for lessons learnt from Gold Groups.</b></p>
20.	<p><b>IOCCO Recommendation Summary</b></p> <p>These recommendations have come to light during the AGS process. The report currently has two recommendations.</p> <ol style="list-style-type: none"> <li>1. <i>It is recommended that Sussex Police introduces measures to ensure that applicants, Single Points of Contacts (SPOCs) and Designated Persons (DPs) share a consistent and accurate interpretation of paragraphs 3.72 – 3.84 of the Codes of Practice.</i></li> <li>2. <i>It is recommended that the Senior Responsible Officer (SRO) ensures that a clear audit trail of occurrences, actions and decisions is comprehensively retained across all areas relating to the acquisition of communications data</i></li> </ol> <p>It was confirmed that these recommendations had been addressed.</p>
21.	<p><b>AOB</b></p> <p>No AOB at this meeting.</p>

**Date / Location of next meeting: 24<sup>th</sup> May 2018**