

# POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

# C

Subject: INTERNAL – MAZARS AUDIT RECOMMENDATIONS AND TRACKING  
 Date: THURSDAY 25 AUGUST 2022 14:00 – 16:00  
 Author: INSPECTORATE – ROY MOLLETT

### Brief Background

1. Mazars Auditors undertake an OPCC/Force commissioned annual programme of internal audits; for 2021-22 the following areas are subject of external scrutiny:

<p><b>Core Financial Systems</b>                  Governance                  Payroll</p> <p><b>Strategic &amp; Operational</b>                  Fleet Management                  Vetting</p>	<p>Leadership &amp; Management Development                  Recruitment                  Workforce Wellbeing and Absence Management                  Health and Safety                  Medium Term Financial Plan</p>
--	--

### Purpose of Report

- The following report provides the panel with update progress responses from business owners in relation to recommendations made so far by external auditors Mazars.
- Mazars assess and grade the recommendations in terms of **Fundamental**, **Significant** and **Housekeeping** risk and report specifically in terms of Risk Management; Value or Money and Sector Comparison.
- The following table illustrates the number of outstanding/progressing and completed proposed closed - Fundamental, Significant and Housekeeping recommendations for the Mazar’s audits for this reporting period:

Risk/Priority of Recommendation	Remaining			Completed and proposed closed		Total
	RED	AMBER	GREEN	Proposed Closed	Not Adopted proposed closed	
Fundamental	-	-	-	-	-	0
Significant	-	17	-	1	-	17
Housekeeping	-	-	4	1	-	4
<b>Total</b>	<b>0</b>	<b>17</b>	<b>4</b>	<b>2</b>	-	<b>21</b>

5. **Audit Recommendations Proposed Closed:** The following two audit report recommendations are proposed closed for this reporting period.  
 They range from Housekeeping to Significant in terms of the priority score assigned. The table also depicts each report title, the section/recommendation reference and the page reference within this report.

Audit Title	Priority Score	Section/Recommendation Reference	Proposed Closed	Page
VETTING				9
SEIZED PROPERTY	Significant	4.1 Movement of Property	YES	21

6. There are currently two reports in draft awaiting accuracy checking, management responses, identified responsible leads and target delivery dates for each recommendation. The reports are:

- **Counter Fraud** - Limited Assurance;
- **Health and Safety** – Satisfactory Assurance;

These will be reported upon at the future JARAP panel and ORB board meetings when they have been agreed by the force and finalised.

### Recommendation

7. For the board to note the attached summary action updates on progress from business owners against each respective audit recommendation thus far at **Appendix A** below and other associated appendices listed below.

8. For the board to consider and where sufficiently evidenced agree those recommendations proposed closed.

### Implications

Financial :	None
Legal :	None
Equality Impact Assessment :	None
Risks and Impact :	Risk to efficiency and effectiveness of business functions where agreed recommendations are not implemented in a timely manner.
Link to Police and Crime Plan :	Transparency and accountability for business functions.

### List of Appendices

**Appendix A Internal Audit Tracker** - This provides the business owner updates and is part of this document

**Appendix B – Recruitment Deck - Leicestershire**

**Appendix C – Recruitment Deck – EMSOU**

**Appendix D – Succession Planning Managers Toolkit**

**Appendix E – CJ Disclosure Highlight Report June 2022 – VCOP**

**Appendix F – Intranet publication - short videos improving Investigation - including property**

### Background Papers

N/A

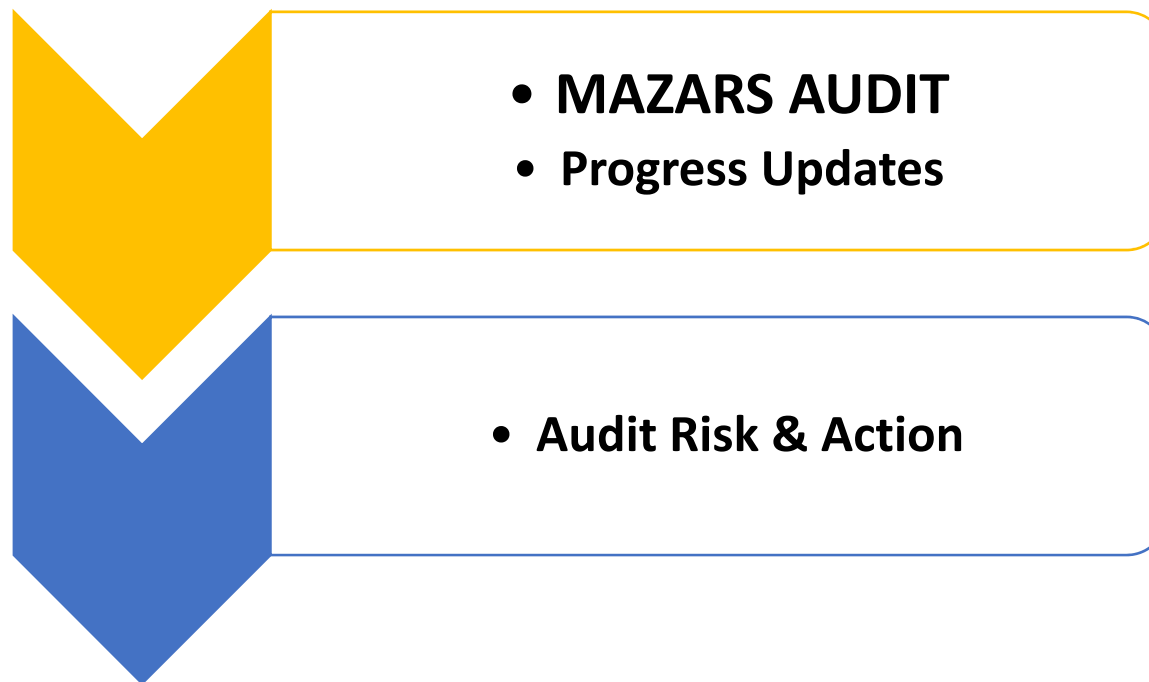
### Contacts

C/Insp Siobhan Gorman - Specialist Support Directorate

Email: [siobhan.gorman@leics.police.uk](mailto:siobhan.gorman@leics.police.uk)

Roy Mollett – External Inspection and Audit

Email: [roy.mollett@leicestershire.pnn.police.uk](mailto:roy.mollett@leicestershire.pnn.police.uk)



<b>RISK LEVEL</b>	<b>FUNDAMENTAL</b>		<b>SIGNIFICANT</b>		<b>LOW</b> Housekeeping	
-------------------	--------------------	--	--------------------	--	----------------------------	--

Audit Title	Risk	Threat to Delivering	Recommendation Reference	Business Owner - Action Plan Updates
<p style="color: blue; font-weight: bold;">FLEET MANAGEMENT</p> <p><b>SATISFACTORY ASSURANCE</b> September 2018</p>		<p>Improved Management Decision Making</p>	<p><u>4.2 Sample Check of Service Details</u></p>	<p><b>Significant Recommendation:</b> Regular sample checks should be undertaken on the services carried out and the details recorded on TRANMAN. The data should be checked to ensure:</p> <ul style="list-style-type: none"> <li>• All details (including mileage) is recorded for the service; and</li> <li>• The annual servicing timeframe, or the 12,000 miles timeframe, have been met.</li> </ul> <p><b>Historical Progress September 2018 – December 2021:</b> The Force IT department successfully rebuilt the computer system server housing the Tranman program software which is a crucial component in facilitating the future fleet system upgrade.</p> <p>The fleet senior management team have met with the Civica development team to project plan the significant pieces of necessary work identifying those critical milestones that have to be met sequentially for successful implementation.</p> <p>The server upgrade for the Tranman system was carried out on the 22nd February 2021. This has secured the safe operation of the system for many years.</p> <p><b>Progress Update – Achievements to date:</b> The milestones for delivery of the programme of IT improvement have been updated and remain under continued review by ACO Paul Dawkins and Chief Inspector Andy Parkes Interim Head of Fleet.</p> <p>All cars are now fitted with Astra boxes and remedial actions is being taken on those few cars which are not tracking (&lt;10) at last time of checking although this is multi-factorial and can change daily. The principal hardware, software and infrastructure is however now in place.</p> <p>On 9th July we moved to Tranman 9 and have been using real-time since then, snagging with Civica.</p> <p>Tranman Release 9 has a much improved interface, this will provide improvement to data recording, storage and searchability. Efficiency and effectiveness will be improved through improved service centre management information.</p> <p>Major milestones have been met with iR3 in terms of the - <b>wider force architecture implementation, reassurance, resilience and integrity and testing.</b></p> <p><b>What is left to complete?</b></p>

			<ol style="list-style-type: none"> <li>1. Understand and snag test the new Tranman 9 and iR3 interface.</li> <li>2. Determine the service scheduling solution, test, snag and implement</li> <li>3. Complete the architecture and data flow schematics for T9 / iR3 / Storm / Airwave</li> <li>4. Develop the test plan for live test of new IR3 with Storm (there is no Storm test environment)</li> <li>5. Test the new iR3 with Storm</li> <li>6. Snag test and rectify</li> <li>7. Write Service Level Agreements SLAs and Contingency Plans based on the outcomes of the aforementioned tests</li> <li>8. Switch to new iR3 and decommission old IR3</li> <li>9. Cleanse / improve Tranman data quality</li> <li>10. Understand and exploit new functionality (including tablets)</li> </ol> <p><b><u>Milestones - Timeline for completion:</u></b></p> <ol style="list-style-type: none"> <li>1. Understand and snag test the new Tranman 9 and iR3 interface. (meeting 20/7/22)</li> <li>2. Determine the service scheduling solution, test, snag and implement (TBC)</li> <li>3. Complete the architecture and data flow schematics for T9 / iR3 / Storm / Airwave (in progress)</li> <li>4. Develop the test plan for live test of new IR3 with Storm (there is no Storm test environment) (in progress)</li> <li>5. Test the new iR3 with Storm (date TBC, sometime in August allowing for leave)</li> <li>6. Snag test and rectify (Aug / Sept)</li> <li>7. Write SLAs and contingency plans based on the outcomes of the tests (Aug / Sept)</li> <li>8. Switch to new iR3 and decommission old IR3 (Sept)</li> <li>9. Cleanse / improve Tranman data quality (meeting 26/7/22)</li> <li>10. Understand and exploit new functionality (including tablets – Sept 2022)</li> </ol> <p><b><u>Barriers to completion, and how these may be resolved where possible?</u></b></p> <ol style="list-style-type: none"> <li>1. Workload demands on key personnel (no dedicated resource to IR3 / Tranman) <ul style="list-style-type: none"> <li>➤ Demand from other areas (Address base should decline), vehicle commissioning</li> <li>➤ Additional personnel (PS) into TU to assist / take some workload</li> </ul> </li> <li>2. Unforeseen IT commitments and their daily other demands (service failures etc)</li> <li>3. Unknown re level of snagging required – meetings planned, see above</li> <li>4. Changes in long-established working practices in TU required <ul style="list-style-type: none"> <li>➤ 2 x SPOCs identified</li> </ul> </li> </ol>
--	--	--	--

				<ul style="list-style-type: none"> <li>➤ PS in support re process mapping</li> <li>➤ Civica engaged regards training</li> </ul> <p>5. Absence of key personnel (Workshop controller)</p> <p><b><u>Risk - The following mitigation is in place to ensure force vehicle service schedule points are met:</u></b></p> <ol style="list-style-type: none"> <li>1. Cars with <b>Astra box</b> can be mileage tracked on new iR3 and called in for service.</li> <li>2. <b>Service stickers</b> are applied to the cars interior after each service identifying the next mileage point the car is due in – these <b>MUST</b> be checked as part of daily vehicle check and adhered to.</li> <li>3. Mileage data from <b>fuel cards</b> utilised to identify service mileage points. Correct mileage <b>MUST</b> be supplied to the cashier for accurate mileage data.</li> <li>4. HUF Boxes on old iR3 still reporting will appear on the service alert system on old iR3.</li> </ol> <p>Using the above four data sources, the TU are able to identify the service points for fleet vehicles. Messages have been published on the force intranet and through management teams instructing personnel to follow the above instructions to enable correct vehicle servicing to take place.</p>
“		Improved Management Decision Making	<u>4.4 Performance Indicators</u>	<p><b><u>Significant Recommendation:</u></b> Performance Indicators for the Fleet Management Team should be developed. These should help to assess performance against the Fleet Management Strategy (Rec 4.1). Performance should be reported to the appropriate Force and OPCC forums on a regular basis to provide assurance that the Strategy is being achieved.</p> <p><b><u>Progress Update relates to 4.2 above:</u></b> Recommendations 4.2 and 4.4 are directly linked. Delivery of 4.4 is dependent on developments being completed within 4.2 above. Ongoing work by the Head of Vehicle Fleet and the team to deliver improved service scheduling, job card processes and performance reporting via the Tranman system.</p> <p>Civica, the supplier of the Tranman system is working closely with the force to resolve what has turned out to be a more complex challenging programme of improvement. This area of work relies on completion of 4.2 the previous recommendation in relation to the scheduling work. <b>Target ‘Go Live’ date October 2022</b> – Ray Adkins Head of Fleet</p> <p><b><u>Progress Update – Achievements to date:</u></b></p> <ol style="list-style-type: none"> <li>1. Move to Tranman Version 9</li> <li>2. Plans developed around data capture for KPIs and improved processes</li> </ol> <p><b><u>What is left to complete?</u></b></p>

				<ol style="list-style-type: none"> <li>1. Understand and exploit the capabilities of T9 and determine how to link (if possible to PowerBi))</li> <li>2. Formally introduce new processes and recording (MS Forms already in design)</li> </ol> <p><b><u>Timeline for completion – August / September 2022</u></b></p> <p><b><u>Barriers to completion, and how these may be resolved where possible?</u></b></p> <ol style="list-style-type: none"> <li>1. Other demands on personnel (e.g. commissioning of vehicles)</li> <li>2. Unknown IT compatibility (MS Forms workaround planned)</li> <li>3. Absence of key personnel (workshop controller)</li> <li>4. Resignation of administrative support officer</li> </ol>
<p><b>RECRUITMENT 2019</b></p> <p><b>SATISFACTORY ASSURANCE September 2019</b></p>		<p>Improved Management Decision Making</p>	<p><u>4.3 Reporting of all agreed KPIs</u></p>	<p><b><u>Significant Recommendation:</u></b> The Force should engage with Shared Human Resources Service Centre SHRSC to ensure that all agreed KPIs are reported to the Management Board on a monthly basis.</p> <p><b><u>Historical Progress September 2019 – December 2021:</u></b> The challenges around the working environment surrounding the COVID-19 pandemic meant that many of the Human Resources Service Centre HRSC projects were delayed or put on hold in order for the department to concentrate on other priorities related to the impact of COVID-19.</p> <p>The Head of HRSC reported to the Management Board on 26<sup>th</sup> March 2021 where a business case was proposed for the board to consider in relation to funding some additional work around reporting which the department has been unable to complete over the last 12 months due to the pandemic. A copy of the report has been provided to JARAP previously.</p> <p>The additional funding proposed was not agreed by the board, however, the Head of HR Derbyshire and HR Director for Leicestershire have agreed to meet to discuss the matter further.</p> <p><b><u>Remaining Development Required and Project Milestones:</u></b></p> <p>A broad review is underway of HR Service Centre processes at the request of the Management Board. The head of department is looking to bring additional ‘Transactional’ work into the HRSC over the next 6 months.</p> <p>There are still pockets of transactional work which was not initially in scope which now need to transition into the HRSC.</p> <p>In addition, the work around reporting is continuing and head of HRSC has been tasked to prioritise reporting over the coming months.</p> <p>The head of HRSC has confirmed that the department is continuing to provide recruitment services to both Derbyshire and Leicestershire forces in line with their current recruitment plans.</p>

Force: The force has requested a position statement in relation to those projects both on hold and progressing. The statement should outline in detail the objectives, anticipated impact and desired outcomes for Leicestershire Police.

Currently Key Performance Indicators KPI's are reported twice annually via the Derbyshire & Leicestershire Support Services Board (Formerly HRSC Management Board). The recommendation from the audit report was for the HRSC to provide agreed KPI's on a 'regular basis'. The Human Resources Service Centre has been working to find a solution, however efforts have been hampered over the last 2 years by the additional work the team has been required to undertake during the pandemic and Operation Uplift which has been a priority for both forces. The additional work, coupled with losing two key members of the team has resulted in some pieces of work being delayed.

The Head of the Human Resources Service Centre completely agrees with the audit report recommendation to provide regular KPI data, however the amount of time it currently takes to compile the data would mean a fulltime role is required for this purpose and that does not under current circumstances appear to provide value for money for either organisation.

The underlying reason for this complexity in extracting data is the way in which the system stores data and the format of the extracted data, as it requires considerable manipulation to reflect the KPI's in the Service Level Agreement SLA. This is compounded by the fact that in some cases extraction of some of the basic data required is not possible.

The Head of the Human Resources Service Centre is liaising with the system supplier again to press for a resolution which will allow the department to report on the KPI's without having to spend an inordinate amount of time and effort trying to understand the data. Disappointingly, the head of department has not had much success in this regard previously; though efforts to address continue.

**Progress Update - Achievements to date:**

Please see **Appendix B and Appendix C Recruitment Deck reports for Leicestershire and EMSOU**. The reports are pretty much complete and are currently with Client Liaison for sign-off.



APPENDIX B

Recruitment Deck - Le



APPENDIX C

Recruitment Deck - E1

**What is left to complete?**

In terms of the reports, they are complete however both dashboard reports still require sign-off by Client Liaison which I am currently in the process of obtaining. Once they are signed-off they will be provided to forces on a quarterly basis.



				<p><b>Milestones - Timeline for completion:</b> Just requires Client Liaison Sign-off, which could potentially be completed within the next 4 weeks – end of August, unless they require any further amendments.</p> <p><b>Barriers to completion, and how these may be resolved where possible?</b> No real barriers, other than annual leave already booked in August which may delays things slightly.</p>
<p><b>VETTING</b></p> <p><b>SATISFACTORY ASSURANCE</b> February 2021</p>		<p>Personnel support thorough guidance</p>	<p><u>4.1 Internal Vetting guidance</u></p>	<p><b>Housekeeping Recommendation:</b> On implementation of the new vetting system, the user guide should be completed by the Force.</p> <p><b>Initial Management Response:</b> Completion of the Security Vetting Standard Operating Procedures is subject to successful on-boarding of replacement Vetting software. 'Corevet'. <b>Target date: End April/May 2022</b> - Mandy Bogle-Reilly (Security Vetting Manager) supported by Angela Cooper (Trainer and Snr Vetting Officer)</p> <p><b>Progress Update - Achievements to date:</b> New Corevet Version 5 software was successfully on-boarded 05/07/2022. A Corevet user guide has been created and added to the departmental training and operating procedures. There is no requirement to publish the documentation outside of the Vetting department – <b>Considered completed and proposed closed.</b></p> <p><b>What is left to complete?</b> - Nothing</p> <p><b>Milestones - Timeline for completion:</b> - N/A</p> <p><b>Barriers to completion, and how these may be resolved where possible?</b> - N/A</p> <p><b>PROPOSED CLOSED</b></p>
<p>“</p>		<p>Performance monitoring</p>	<p><u>4.3 Performance reporting</u></p>	<p><b>Significant Recommendation:</b> The Force should ensure that performance information is produced for Vetting, with consideration made to enhancing the data that is included within the performance indicators.</p> <p>The vetting performance information that is produced should be presented at the Professional Standards Department (PSD) Senior Management Team (SMT) meetings.</p> <p>Examples of further indicators that will enhance the reporting are:</p>

				<ul style="list-style-type: none"> <li>- The number of cases received in the month</li> <li>- The number of cases processed in the month</li> <li>- The % of renewals processed prior to the expiry date</li> <li>- Exception reporting on significant outliers in cycle / touch time</li> <li>- The proportion of each type of vetting case received within the month</li> <li>- The turnaround time on vetting appeals that are processed.</li> </ul> <p><b>Management Response:</b> Currently, MI reporting responsibility sits outside of the Vetting unit and therefore is not within the direct control of the Security Vetting Manager.</p> <p><b>1)</b> Outstanding PSD performance reports for March 2020 – January 2021 have been obtained since the draft audit report was received. <b>COMPLETED</b> - Outstanding PSD Performance pack was obtained on the 8<sup>th</sup> February 2021 - Supt Rich Ward</p> <p><b>2)</b> In line with the audit recommendations, the reporting categories and KPI's are to be reviewed by the Security Vetting Manager who will act as Subject Matter Expert to the SSD Performance Analyst lead, for the development of a Strategic and Operational Vetting dashboard.</p> <p><b>Target Date: May 2022</b> - Mandy Bogle-Reilly (Security Vetting Manager)</p> <p><b>Progress Update - Achievements to date:</b></p> <p>New Corevet Version 5 vetting software was successfully on-boarded 05/07/2022.</p> <p>We are now reviewing the standard Management Information MI reporting capabilities afforded by the software before moving into phase two, the development of an interface between Corevet, HR Gateway and Establishment records into a new front end Vetting dashboard.</p> <p><b>What is left to complete?</b> We need allocation of Power BI resource or specialist analytical support to scope the interfaces and dashboard.</p> <p><b>Milestones - Timeline for completion:</b> This will be entirely dependent on the availability of resource from the force Power BI team.</p> <p><b>Barriers to completion, and how these may be resolved where possible?</b> Failure to provide adequate resource from Power BI or specialist support will prevent any progression in the development of the dashboard.</p>
<p><b>WELLBEING</b></p> <p><b>SATISFACTORY ASSURANCE</b></p> <p><b>February 2021</b></p>		<p>Improved understanding and Compliance</p>	<p><u>4.1 Review of Policies and Procedures</u></p>	<p><b>Housekeeping Recommendation:</b> The HR procedures which have been identified as out of date through our review; the tracking of previous recommendation; and, the SORB [now the Organisational Risk Board ORB] monitoring activity should be reviewed and updated. The Force should ensure that policies and procedures are reviewed regularly; and, that this is noted in the document control sections even if no updates are made.</p> <p><b>Initial Management response:</b> The recommendation is accepted and the progression of the full range of policies, procedures and guidance is a huge task due to the sheer number of these. They</p>

will be moved forwards and the document which confirms what stage they are at will be updated as suggested regularly even if the updates are still being worked on. None of the procedures are out of kilter with current legislative compliance to provide some reassurance.

**Target Date: August 2022** / Senior HR Business Partner

**Background context 2021:** Due to the number of Policies and Procedures held on

reconciliation of all the Policies and Procedures has over time become overly complex and lengthy.

Following support at Executive Group level work is commencing to move Policies and Procedures into one document, containing the Policy with Procedural appendices where necessary. Templates for this new document have now been created and departments have now started amalgamating policy and procedure. This will make the whole process more efficient and effective, whilst also ensuring that there is no confusion amongst personnel as was the case previously with singular policies and procedures.

Significant progress has been made in the review and update in relation to overall force policies and procedures in general over the last twelve to eighteen months.

However, the force recognises that there are a number of Human Resources related policies and procedures that have during 2020-21 become overdue.

Progress is actively being tracked through the quarterly Organisational Risk Board ORB meetings where progress is a standing agenda item.

Type	Title of Policy, Procedure, Form	Date of review		Type
Procedure	Redeployment as a Reasonable Adjustment; Police Staff	Nov, 20	Very Overdue	Ongoing in terms of consultation and developing the detail. Remains under review.
Procedure	Sick Pay including Extension Framework; Police Officers	Nov, 20	Very Overdue	<b>No longer including/excluding Extension Framework. Only have Sick Pay Procedure for Staff and one for Officers. Both published Nov 21.</b>
Procedure	Sick Pay including Extension Framework; Police Officers	Nov, 20	Very Overdue	<b>No longer including/excluding Extension Framework. Only have Sick Pay Procedure for Staff and one for Officers. Both published Nov 21.</b>
Procedure	Honoraria; Police Staff	Sep, 20	Very Overdue	Ongoing in terms of consultation and developing the detail. Remains under review.
Procedure	Unsatisfactory Attendance; Police Officers	Sep, 20	Very Overdue	<b>Published 23/12/21</b>


Procedure	Unsatisfactory Performance; Police Officers	Sep, 20	Very Overdue	<b>Published 23/12/21</b>
Procedure	Work Experience	Dec, 19	Very Overdue	<b>Published 04/01/22</b>
Procedure	Ill Health Retirement; Police Staff	Mar, 20	Very Overdue	Further discussions taking place with Union representatives.
Procedure	Acting Up and Temporary Promotion (Police Staff)	Jun, 20	Very Overdue	Undergoing review
Policy	Pay, Pensions and Benefits	Jun, 20	Very Overdue	<b>Published 08/07/21</b>
Policy	Performance and Development	Jun, 20	Very Overdue	<b>Published 08/07/21</b>
Policy	Recruitment, Development and Planning	Jun, 20	Very Overdue	<b>Published 08/07/21</b>
Policy	Health and Wellbeing	Jun, 20	Very Overdue	<b>Published 08/07/21</b>
Procedure	Career Break; Police Officers	Jul, 20	Very Overdue	In the final stages
Policy	Leave	Aug, 20	Very Overdue	<b>Published 08/07/21</b>


**Progress Update - Achievements to date:** Clearly, there is a great deal of development and review work undertaken in relation to the processes and practices related to force policies and procedures. The force recognises that this is a suitable moment to apply some of the design development and improvement work to make the process more efficient and effective in supporting personnel across the force.

All the Policies are now published as shown in the table above. Five Procedures have been successfully reviewed and published with the five remaining procedures undergoing the consultative review process to ensure that they appropriately support personnel across the force in delivering a high quality of service to the people of Leicester, Leicestershire and Rutland LLR. Procedures may take longer to review as they outline more complex matters concerning the expectations of the force and other stakeholders such as union and staff association representatives - **Target Date: End August 2022**



“		Monitoring and governance	4.2 Review of <u>Thematic Data and Data Analysis</u>	<p><b>Significant Recommendation:</b> The Force should ensure that data, outlined on each working group’s Plan on a Page, is being reviewed regularly and that any data analysis requested is being carried out effectively and shared with all relevant governance bodies.</p> <p><b>Progress Update - Achievements to date:</b> The 5 Wellbeing Boards are developing data analysis against their plans and to also incorporate the benefits assessment of initiatives and working practices alongside a more developed wellbeing assessment of the Force.</p> <p>There are data packs for the Wellbeing Board for Mental Health and Physical Health Data. These are currently produced by HR until such time as the Power Bi work has moved forwards which is looking to develop the overall workforce strategic wellbeing assessment.</p> <p>The wellbeing KPIs were taken to the Chief Officer Executive Group and it was agreed that further work was required. The force is currently revisiting the workforce wellbeing enabling strategy and the KPIs and when agreed by departmental/directorate heads and the chief officer team the KPIs will be part of the Power BI build and GAIN modelling tool.</p> <p><b>Target date: End August 2022</b></p>
<p><b>WORKFORCE PLANNING</b></p> <p><b>SATISFACTORY ASSURANCE</b></p> <p><b>May 2021</b></p>		Resource Mapping	4.1 <u>Key roles mapping</u>	<p><b>Significant Recommendation:</b> The Force should complete a mapping exercise and produce a centralised log of all key staff roles across the organisation, including non-leadership roles which are critical or specialised.</p> <p>Alongside this exercise, individuals who are able to assume these positions in a short / medium / long term capacity should be highlighted.</p> <p><b>Initial Management response:</b> Accepted. It is noted the observation is in relation to ‘staff roles’. The Force has a relatively flat hierarchy for staff roles typified by significant distance between roles at a senior level.</p> <p>The Force will create a framework for succession planning that will identify the scope of senior and other critical roles. The framework will identify for each role individuals capable to step in on a short term/emergency cover basis, and those who are anticipated to be ready in medium and longer timeframe. This will allow for targeted development and plans to manage where succession gaps are evident – ACO HR Alastair Kelly</p> <p><b>Background May 2021 – May 2022:</b> A Working Group has been established to scope, develop and implement a Succession Planning Framework focused specifically on senior and critical police staff roles within the Force. This stage has been completed and piloted in areas of the business including within Specialist Support Services and the force Change Team.</p> <p>The force certainly recognises the business benefits of the Succession Planning Framework for police staff in that it will:</p> <ol style="list-style-type: none"> <li>1. Enable management to identify areas of staffing risk and how the force might best mitigate that risk;</li> </ol>

			<ol style="list-style-type: none"> <li>2. Provide a mechanism for line managers to identify which police staff roles within their area of business would be considered as 'key', critical posts;</li> <li>3. identify possible successors and when these successors might be ready to progress into roles; plus, any development requirements required to achieve this;</li> <li>4. Where successors are not apparent in the short and/or longer term, it also enables managers to start considering other means of planning e.g. through more proactive recruitment, development of regional networks that might help mitigate any risk through key personnel leaving the organisation;</li> <li>5. Identify individuals that may be able to develop into a particular role in the short, medium and long term;</li> <li>6. Identify where other outside resources may be required in the event of unforeseen loss of key personnel if a role cannot reasonably be undertaken by those in the existing staffing model.</li> </ol> <p>A presentation that outlined the initial draft Succession Planning Framework has previously been shared with the JARAP panel.</p> <p>The framework has been presented to and is supported by the Assistant Chief Officer ACO for Human Resources HR.</p> <p>The Succession Planning Framework pilot enabled SMTs to identify critical roles and plan to avoid future anticipated staffing gaps. This has also empowered those departments to configure Business Continuity Plans BCP in terms of:</p> <ol style="list-style-type: none"> <li>1. Predicting short, medium and longer term abstraction;</li> <li>2. Building stronger regional networks for mutual aid and support;</li> <li>3. improving long term planning through a more proactive approach to staff recruitment thereby reducing the gap between staff leaving and a new starter joining.</li> </ol> <p>The force is committed in going forward in introducing the framework across all police staff departments/roles and embed it into an annual programme that considers and reviews key roles in order to identify risk and inform appropriate plans for development, recruitment and business continuity.</p> <p><b>Progress Update - Achievements to date:</b> Whilst the initial roll out was originally proposed for mid-June, following feedback, it was agreed by the Working Group to conduct an additional pilot which provided the following results:</p> <ol style="list-style-type: none"> <li>1. The toolkit for managers is now ready for sign off.</li> </ol>
--	--	--	---

			<p>2. Within the toolkit there is a series of templates to support managers in creating succession plans for their areas.</p> <p>3. The templates include a 6-step process guide as follows:</p> <p><b>Step 1</b> - Identifying significant business challenges;</p> <p><b>Step 2</b> - Identify critical roles (these include senior and hard to fill roles);</p> <p><b>Step 3</b> - Identify knowledge, skills and competencies for each critical role;</p> <p><b>Step 4</b> - Who are your potential successors;</p> <p><b>Step 5</b> - Create your Succession Plan identifying your immediate, short- and longer-term successors;</p> <p><b>Step 6</b> - Developing skills gaps in individuals.</p> <p><b>Please see Appendix D – Succession Planning Managers Toolkit</b> <a href="#">Succession Planning Toolkit</a></p> <div style="text-align: center;">  <p>APPENDIX D - Sucession Planning M</p> </div> <p><b><u>What is left to complete?</u></b></p> <ol style="list-style-type: none"> <li>1. Packs to be created for each support department. This will include the roles within the department, the toolkit and a briefing on how to complete the process.</li> <li>2. This will be implemented in support departments across the force, from October 2022, alongside the 6-month PDR review process.</li> </ol> <p><b><u>Milestones - Timeline for completion October 2022:</u></b></p> <ol style="list-style-type: none"> <li>1. Final sign off of toolkit and process – August 2022</li> <li>2. Create &amp; brief managers – September 2022</li> <li>3. Support managers in the completion of the process – October 2022</li> <li>4. Templates to be returned to Leadership &amp; Management Development with further review - i.e. Succession plans go to HR and Individuals Development plans go to Team Leicestershire Academy – October 2022</li> </ol> <p><b><u>Barriers to completion, and how these may be resolved where possible?</u></b></p> <ol style="list-style-type: none"> <li>1. Line manager commitment – overcome this with ambassadors from piloted areas on managers briefings</li> </ol>
--	--	--	---

				<p>2. Resistance to the number of templates – we have identified 2 that are fundamental to creating succession plans, these being, the identification of critical roles and the succession plan that will identify individuals who are able to assume these positions in a short / medium / long term.</p>
<p><b>VICTIMS CODE</b></p> <p><b>SATISFACTORY ASSURANCE</b></p> <p>June 2021</p>		Service Delivery	<p><u>4.2 Niche Victim Information Pack</u></p>	<p><b>Significant Recommendation:</b> The Force should consider how to address the gap in data collection.</p> <p>This can include the creation of a free text field to say why the victim was not provided with the victim information pack.</p> <p>Alternatively, a further question could be included on the Niche form to ask whether the victim has been offered this information.</p> <p><b>Initial Management response:</b> The Niche question set is part of the national Niche build and is consistent for all 27 forces which use Niche. The operational and strategic leads are working with Minerva (the police working group for Niche development) to revise the current module, including the specified issue, to reflect the revised Code of Practice.</p> <p>However, we are informed that this is unlikely to be delivered by Niche within 12 months due to competing priorities.</p> <p>An interim measure will be to circulate guidance to officers to complete the remarks section to clarify the booklet has been offered.</p> <p>In addition, automated provision of the link is in progress with some crime type exceptions.</p> <p><b>Progress Update - Achievements to date:</b></p> <p>I have attached my latest (and very recent) report on performance to the Investigations, CJ and Disclosure Board chaired by Mr Sandall. <b>Please see Appendix E</b></p> <div style="text-align: center;">  <p>APPENDIX E - CJ Disclosure Highlight F</p> </div> <p><b>What is left to complete?</b> The additional update in terms of outstanding work and timescales:</p> <p>The Force Audit Manager's deeper dive audit isn't yet finalised, however it will be when she returns from annual leave.</p> <p>The other key outstanding work is the automated notification to victims of their Niche occurrence number as soon as a crime is recorded (with exceptions for sensitive investigations such as DA, sexual and child abuse offences). This has been delayed due to technical work required, but the go live date is scheduled for August 1<sup>st</sup> 2022.</p> <p>Our working using PowerBI has really paid dividends in driving VCOP compliance and performance and is reflected in the compliance data drawn from Niche.</p>



				<p>The other area of development not captured in the audit report [it was addressed in the actions section of the board] is that we are looking to build compliance with the Victim’s Code into all of our scrutiny panels: Out of Court Disposals; Rape and Serious Sexual Offences; Domestic Abuse; Child Abuse and Child exploitation, with a standard set of questions to examine the service to victims with regards to needs assessment, timely updates and their involvement and consultation in decision-making for case disposal.</p> <p>I wish to stress that there has been a real cultural shift towards the Victims’ Code of Practice driven through force performance governance - Detective Superintendent Chris Baker – Crime and Intelligence Directorate CAID</p>
<p><b>RECRUITMENT</b></p> <p><b>SATISFACTORY ASSURANCE</b> September 2021</p>		<p>Performance against Service Level Agreements</p>	<p>4.2 SLA Reporting</p>	<p><b>Significant recommendation:</b> The Force should establish a routine reporting mechanism against recruitment SLAs.</p> <p><b>Initial Management Response:</b> Supported. 1.The SLA should accurately reflect the KPIs that are in fact being monitored to assess performance. 2. Aspirational KPIs that are not currently monitored for whatever reason should either not appear on the SLA, or be clearly marked as such. KPIs are provided to the twice yearly HRSC Board meeting. However, this is recognized as too infrequent to allow early resolution and is not the intention. Monitoring of KPIs to occur at regular client liaison meetings on a monthly basis. It is recognized that some KPIs may be updated more frequently than others. Maz Ahmad, Kat Eaton to effect from <b>end July 2022</b></p> <p><b>Progress Update:</b> Please see pages 7 – 9 above as this is a duplicate - Mazars have revisited this recommendation and reiterated the need for regular reporting of KPIs.</p> <p><b>Achievements to date:</b> Please see <b>Appendix B and C Recruitment Deck reports for Leicestershire and EMSOU</b>. The reports are pretty much complete and are currently with Client Liaison for sign-off.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>APPENDIX B Recruitment Deck - Le</p> </div> <div style="text-align: center;">  <p>APPENDIX C Recruitment Deck - E1</p> </div> </div> <p><b>What is left to complete?</b> In terms of the reports, they are complete however both dashboard reports still require sign-off by Client Liaison which I am currently in the process of obtaining. Once they are signed-off they will be provided to forces on a quarterly basis.</p> <p><b>Milestones - Timeline for completion:</b></p>

				<p>Just requires Client Liaison Sign-off, which could potentially be completed within the next 4 weeks – end of August, unless they require any further amendments.</p> <p><b><u>Barriers to completion, and how these may be resolved where possible?</u></b> No real barriers, other than annual leave already booked in August which may delays things slightly.</p>
<p><b>FLEET MANAGEMENT</b></p> <p><b>SATISFACTORY ASSURANCE</b> November 2021</p>		<p>Performance against Business Plan</p>	<p><u>4.1 Performance Information</u></p>	<p><b><u>Significant recommendation:</u></b> Performance Indicators for the Fleet Management department should be developed. These should be used to assess performance against delivery of the Transport Unit Business Plan 2021/2022. Performance should be reported to the appropriate Force and OPCC forums on a regular basis.</p> <p><b><u>Initial Management Response:</u></b> The Transport Unit will commit to creating KPI's that are meaningful, provide valuable management information and that can add value. Workshop KPI's are an important part of this. Some of the proposed KPI's will be dependent on a fully working and effective iR3 system, which has yet to be resolved, along with any process refinements. Any proposed KPI's will be taken through and ratified by TUB (Transport Utilisation Board).</p> <p><b><u>Progress Update:</u></b> Interim Head of Fleet Chief Inspector Andy Parkes: <b>Target Date End September 2022</b></p> <p><b><u>Achievements to date:</u></b></p> <ol style="list-style-type: none"> <li>1. Discussions with key personnel around CI opportunities</li> <li>2. Input given to key TU staff regards use of Ir3</li> <li>3. Creation of TU Teams channel</li> <li>4. Improved communications and processes within the TU</li> <li>5. Staff performance addressed</li> </ol> <p><b><u>What is left to complete?</u></b></p> <ol style="list-style-type: none"> <li>1. Capture current processes</li> <li>2. Develop enhanced processes and where possible automate</li> <li>3. Baseline current performance</li> <li>4. Establish available KPIs</li> <li>5. Set KPIs</li> </ol> <p><b><u>Timeline for completion - End of Sept 2022</u></b></p> <p><b><u>Barriers to completion, and how these may be resolved where possible?</u></b></p>

				<p>1. Other demands on key personnel; this should however be addressed by the presence of a police sergeant to assist and support progress.</p>
“		Monitoring of Servicing	4.2 Sample check of service detail	<p><b>Significant recommendation:</b> It should be ensured that:</p> <ul style="list-style-type: none"> <li>➤ Where a vehicle has a missing or non-functional black box, this is resolved promptly.</li> <li>➤ A process is put in place to allow for the mileage of covert vehicles to be made available promptly upon request.</li> <li>➤ A vehicle servicing policy or procedure document should be created, this should include the mileage guidelines for servicing, information around exceptions such as the allowed leeway in mileage, and how covert vehicles are dealt with.</li> </ul> <p><b>Initial Management Response:</b> The rollout of the new Astra box tracking system is underway with an expected completion date of around early March 2022. Leicestershire IT, LBA and Civica are working to resolve the issues around iR3 and at this point should have a fully operational system in place. A fully functioning tracking system along with the replication of the vehicle service schedule within iR3 will overcome potential issues with service intervals being missed. Vehicles that do not have tracking systems fitted, covert/surveillance vehicles, have tended to adhere to the appropriate service regime but it is recognised that a clearer defined process for reporting mileage will help avoid missing any service intervals. An appropriate servicing guideline document will be created for submission and ratification by TUB.</p> <p><b>Progress Update:</b> Interim Head of Fleet Chief Inspector Andy Parkes: <b>Target Date End September 2022</b></p> <p><b>Achievements to date:</b></p> <ol style="list-style-type: none"> <li>1. There is already a servicing schedule (manufacturers recommended + midway (mileage or age) police safety check in place</li> <li>2. All current fleet have Astra boxes fitted</li> </ol> <p><b>What is left to complete?</b></p> <ol style="list-style-type: none"> <li>1. Check situation with ALL covert vehicles</li> <li>2. Confirm policy is recorded</li> <li>3. Utilise Tranman for service scheduling (not Ir3)</li> </ol> <p><b>Timeline for completion - End of Sept 2022</b></p> <p><b>Barriers to completion, and how these may be resolved where possible?</b></p> <ol style="list-style-type: none"> <li>1. Absence of workshop controller</li> </ol>

				2. Other daily demands; this should however be addressed by the presence of a police sergeant to assist and support progress.
“		Planning, Strategy and reporting eco-efficiency	4.4 Alignment of <u>Strategies and Delivery Plans</u>	<p><b>Significant recommendation:</b> The Force should ensure annual business plans are aligned to the overall Transport Strategy. The Force should review how it will report on delivery of the ‘eco-efficient transport solutions’.</p> <p><b>Initial Management Response:</b> The annual Transport Unit business plan is largely aligned to the Transport Strategy. The strategy of an Eco-efficient transport strategy has to be balanced against the needs of the police force and its operational requirements, appropriate vehicles in the marketplace, infrastructure and budget considerations. As part of the vehicle procurement strategy adopted thorough discussions with force fleet leads and Transport User Board, the decision was made to move away from diesel vehicles for general response vehicles. The need for inclusion of this target in the Transport Unit business plan is noted and will form part of future plans. Reporting around the environmental impact of the fleet was withdrawn as accurate data on vehicle use was not available. This will be reinstated when the tracking system roll out has been completed and accurate data can be referenced. Reducing the carbon emissions associated with the force’s fleet is included within the draft environment and sustainability enabling strategy.</p> <p><b>Progress Update:</b> Interim Head of Fleet Chief Inspector Andy Parkes: <b>Target Date End September 2022</b></p> <p><b>Achievements to date:</b></p> <ol style="list-style-type: none"> <li>1. All new General Response Vehicles GRVs and high performance vehicles are petrol or MHT.</li> <li>2. New interim Head of Fleet appointed who has attended national meetings and conferences relating to the move to EV.</li> <li>3. CC’s new car is petrol-electric hybrid and a charging point has been installed at FHQ</li> <li>4. Demos and tests are being arranged for EV / PHEV etc</li> <li>5. Head of TU and estates have had several discussions around future infrastructure requirement, Keyham Lane car park is future-ready for EV charging points.</li> </ol> <p><b>What is left to complete?</b></p> <ol style="list-style-type: none"> <li>1.Refresh of the Fleet Strategy</li> <li>2.Create a Business Plan for the move towards fleet electrification</li> </ol> <p><b>Timeline for completion – End of financial year 2022-23</b></p> <p><b>Barriers to completion, and how these may be resolved where possible?</b></p>

				<p>1.Lack of available data – Ir3 and Tranman should supply the necessary data required</p> <p>2.Complexity of the issue and maturity of understanding nationwide</p> <p>3.Lack of EVs on national framework</p>
“		Tranman Standardised Roles	<u>4.5 Tranman User Access</u>	<p><b>Housekeeping recommendation:</b> A review of user roles within Tranman should take place, and a new standardised set of user roles should be implemented.</p> <p><b>Initial Management Response:</b> As part of the new TU Transport office managers role, reviewing systems and processes has been assigned as an objective. A review of Tranman was already underway at the time of the audit. This should be implemented within the next few months when Civica, the supplier, can accommodate the change request.</p> <p><b>Progress Update:</b> Interim Head of Fleet Chief Inspector Andy Parkes: <b>Target Date End September 2022</b></p> <p><b>Achievements to date:</b></p> <p>1.Move to Tranman Version 9</p> <p><b>What is left to complete?</b></p> <p>1.Understand and exploit the capabilities of Tranman to maximise efficiency and effectiveness</p> <p><b>Timeline for completion - End of Sept 2022</b></p> <p><b>Barriers to completion, and how these may be resolved where possible?</b></p> <p>1.As previously outlined above - workload and staffing.</p>
<b>SEIZED PROPERTY</b>		Process Efficiency	<u>4.1 Movement of Property</u>	<p><b>Significant recommendation:</b> Leicestershire should provide further training to EPAT, Officers and Temporary Staff in order to minimise these discrepancies going forward. A focus should be given to addressing the issues noted at the Beaumont Leys temporary store.</p> <p><b>Initial Management Response:</b> Training inputs are required across the following specific areas:</p> <p>1. EPAT. This training will involve System Training sessions and individual staff performance monitoring - Amie Peplow EPAT Manager</p> <p><b>Progress Update - Achievements to date:</b></p> <p>There have been no recorded discrepancies by the EPAT staff since the last update. We have fully recruited to the posts of EPAT Administrators and the staff are trained in the auditing of the Temporary Stores. The EPAT have received classroom-based training on both the computer system and the associated processes. The monthly team meeting agenda now includes guest speakers/trainers who give an input to the EPAT staff from areas of the business that overlap with</p>

				<p>that of the EPAT's for example, Forensic packaging and Pronto user training. Training input is now a standing agenda item.</p> <p><b>Action 1 - Completed and closed</b> – Amie Peplow EPAT Manager</p> <p>2. LSTO's and the PCSO's who provide cover at the FEO's. An input will be given by the EPAT Team at the next LSTO team meeting – May 2022. Webinars will be conducted by the Training Academy. These will focus on the importance of accurate system updating including a refresher in the process that is required when items are returned to the owner. <b>Target date – 31<sup>st</sup> March 2022</b> Amie Peplow EPAT Manager.</p> <p><b>Progress Update - Achievements to date:</b>  The issues that needed addressing at Beaumont Leys with the LSTO's have been addressed. The main issue was that there was no clear record of the football banning orders that we placed in the ammo cabinet within the store. This process isn't linked to Evidential Property and the location was used purely for storage. Work has now been completed to improve the process and the passports from the football banning orders are no-longer stored within the ammo cabinet and temporary stores.  The deputy commander was aware of a performance issue with an LSTO based at Beaumont Leys. This has now been addressed and the individual is aware of what her responsibilities are in relation to evidential property.  Webinars weren't deemed as being necessary and the EPAT Manager has offered to attend the next LSTO team meeting to address any concerns and highlight common issues.  PSCO spoc's are now in place and are responsible for cascading messages and attending training sessions for when cover at the FEO's is required.</p> <p><b>Action 2 - Completed and closed</b> – Amie Peplow EPAT Manager</p> <p><b>PROPOSED CLOSED</b></p>
“		Oversight and Governance	<u>Audit Regime – Main Store</u>	<p><b>Significant recommendation:</b> Leicestershire should develop a formal audit plan in order to ensure that all main store items are audited in line with the Property Management Policy Leicestershire should also review the current approach to property audits at the EPAC, to ensure policy can be adhered to.</p> <p><b>Progress Update - Achievements to date:</b>  The force recognises that it is some time since the new force EPAC facility was completed and that policies and working practices are due for review and refresh where necessary.</p>

			<p>This will ensure the safe keeping, and accountability of property stored; whilst minimising risk for the force.</p> <p>The Force is actively pursuing the following actions in relation to audits generally within the force and particularly within the Force Evidential Property Archive Centre:</p> <ol style="list-style-type: none"> <li>1. <u>Review the Force Audit requirement and Strategy</u> as a whole force function. A draft proposed corporate audit schedule has recently been presented to ACC Smith for consideration prior to submission to the chief officer Exec Group.</li> </ol> <p>The following further work has been requested:</p> <ul style="list-style-type: none"> <li>➤ Further consultation across the areas of the business before finalisation of the proposal</li> <li>➤ Completion of the revised policies and procedures for the EPAC</li> <li>➤ Consult and outline the internal compliance regime that will operate within EPAC prior to endorsement of any Corporate Audit EPAC Audits. The internal compliance regime is to be the first line of defence; with this being fed into the Corporate Audit regime as this will enable the force as a whole to prioritise areas for audit.</li> </ul> <ol style="list-style-type: none"> <li>2. <u>Determine the impartial audit requirement for the EPAC</u> – particularly looking at risk in terms of what can be completed by EPAC personnel, and what property types are best audited by the corporate audit function; thereby providing stringent compliance, impartiality and minimised risk.</li> <li>3. <u>Review the Property Policy and Procedure</u> – considered outdated and now due for review and refresh, based on the aforementioned points - Target Date for completion <b>30<sup>th</sup> November 2022</b></li> <li>4. <u>Review and report with recommendations to the Executive Group:</u> <ul style="list-style-type: none"> <li>➤ <u>Demand</u> for auditing within the EPAC.</li> <li>➤ <u>Capacity and Capability</u> for the Force Corporate / EPAC auditing functions.</li> </ul> </li> <li>5. <u>Measures taken to address the backlog of accumulated property</u> within the EPAC due to the COVID-19 pandemic – Force Executive have approved a small team of 6 who will be responsible for the disposal of all evidence that is in append-disposal state. Once that is complete they will move on to a full physical audit of the EPAC, including an audit of the property management system. Estimated time or target date for completion - <b>31st December 2023</b></li> <li>6. <u>Development of an EPAC 'Formal Audit Plan'</u> The plan is currently being formed in conjunction with the 'Force Corporate Audit Team'.</li> </ol>
--	--	--	--

				<p>7. The Evidential Property Review recommended that a backlog team be secured to clear the pend-disposals and then complete a full audit of the main store. Recruitment of 3 FTC Property Staff is in progress. Once these staff are trained it will allow for the weekly audit to be included within the staff rota - Amie Peplow EPAT Manager.</p> <p><b>Update</b> – Recruitment is progressing well. 1.4 FTE staff in the training phase of their probationary period. With a further 1.10 FTE remaining the pre-employment phase. The staffing of the backlog temporary team (OP Halo 3) has commenced. The agency are in the process of sourcing suitable candidates.</p> <p><b>Target date – 31<sup>st</sup> December 2023</b> EPAT Manager and the SSD SLT</p>
“		Process Efficiency	4.3 Officer Training	<p><b>Significant recommendation:</b> EPAT should communicate with The Academy to develop an appropriate and proportionate approach to training for all Officers. This could include but not be limited to:</p> <ul style="list-style-type: none"> <li>• A set period for refresher training.</li> <li>• Targeted training when poor performance by an individual are identified.</li> <li>• A cyclical approach of team training across the different area of the Force.</li> </ul> <p><b>Initial Management Response:</b></p> <p>1. EPAT has communicated with the Academy. A review of the course content for the new recruits and operational staff has commenced and it will be upgraded to include a specific scene management section and training around RRD of evidence. The system management and accuracy of this will also be taught at the stage by the IT Trainers.</p> <p>Short videos will be made to bridge the gaps in the skills training for the serving officer's and operational staff.</p> <p>Evidence Management is not mandatory training governed by the College of Policing or linked to an accreditation. Skills training is managed by the LPD and CAID directorates. Any changes in legislation or guidance will be included in the directorates skills training sessions. This will be open-ended and orchestrated by the EPAT Manager.</p> <p>Mandated NCALT type training will be designed and developed to ensure that the recent changes in packaging and retention will be covered. A record of who has completed this training will be held.</p> <p>EPAT Manager Amie Peplow - assisted by the Force Academy - Collette Porter</p> <p><b>Progress Update - Achievements to date:</b> The EPAT supervisors give a 2 hour input to the new COHORTs. The Academy has vastly improved the training that is provided to the new recruits,</p>



			<p>involving scene management scenario days, which cover seizure, packaging, temporary store management and RRD. NPO Training days now include an EPAT section where the most common errors are covered.</p> <p>The Evidential Property Officers received an input around evidence packaging on the 12th and 25th May 2022. This has upskilled and empowered the EPAT staff to feel confident in tackling poor packing and offer good quality advice to the seizing officers.</p> <p>The Evidential property Review recommended that a Sergeant leads a six-month operation to include:</p> <ul style="list-style-type: none"> <li>• A full analysis of current training and knowledge gaps in processes and procedures, including</li> <li>• To work with the Academy and regional CSI trainer in shaping the future training offer to new recruits based around a cycle of continuous improvement and lessons learned.</li> <li>• To build and deliver a training package that upskills officers in areas identified through analysis.</li> <li>• To build a process through knowledge checks that ensures we can maintain a level of confidence in our knowledge and practices moving forward.</li> <li>• Directly tackle bad habits and provide feedback where required.</li> <li>• An aim to change the culture of property by ensuring officers and supervisors see it as a priority and therefore dedicate the appropriate time and resources.</li> <li>• A conscious avoidance of latest news articles and posters / literature.</li> </ul> <p>A Sergeant has been allocated the attachment to the EPAT to cover the points within the last update. A start date is imminent.</p> <p>Training for student officers has really progressed with the Academy developing their course content to include scene scenario days. Training for operational staff and officers is still in the strategy stage and is being led by the Academy.</p> <p>The force has launched a series of videos, which can be accessed day or night, to give officers all the information they need to ensure our investigative standards remain high, this includes important aspects related to property. The online tutorials are designed as 'how to' guides but will help all officers keep up to date with the latest investigative developments.</p> <p><b>Please see Appendix F – Intranet publication - short videos improving Investigation - including property</b></p>
--	--	--	---



Appendix F – Intranet  
publication - short vid

**Target date – 31<sup>st</sup> November 2022** EPAT Manager Amie Peplow - assisted by a Sgt for 6 months

2. NPO training has commenced and is running between November 21 and January 22. The common key causes are included. **Complete.** EPAT Manager

**Progress Update - Achievements to date:** NPO Training Powerpoint provided for the previous JARAP meeting.


Dates when the training was delivered were as follows:

11/11/2021  
18/11/2021  
25/11/2021  
02/12/2021  
09/12/2021  
16/12/2021  
23/12/2021  
30/12/2021  
06/01/2022  
13/01/2022

### **Action 2 - Completed and closed**

3. EPAT will keep a record of the prolific offenders, with escalation to the individuals Inspector or subsequent supervisor with training recommendations to support the escalation after the 2<sup>nd</sup> occurrence. This has been included within the Evidential Property Procedure. **Complete.** EPAT Manager

**Progress Update - Achievements to date:** The Evidential Property Procedure is embedded below. Section 2 - Responsibilities covers the escalation process.

				 <p>Property Management Procedure</p> <p>The Supervisors are aware of 2 officers where there have come to our attention repeatedly. One is having trouble with seizure and packaging. His training requirements are being addressed by the EPAT Team Leader and he is now engaging with the department. The 2<sup>nd</sup> officer has had recent health issues that have affected his ability whilst at work. The EPAT Manager is liaising with his Inspector to ensure that they are aware of the discrepancies that have been made and that he is receiving the correct support.</p> <p><b>Action 3 - Completed and closed</b></p>											
<p><b>GOVERNANCE</b></p> <p><b>SATISFACTORY ASSURANCE</b></p> <p><b>May 2022</b></p>	Documentation compliance	<p><u>4.1 Review of Corporate Governance Framework</u></p>	<p><b>Significant Recommendation:</b> Leicestershire should ensure that the Corporate Governance Framework is reviewed and updated in a timely manner.</p> <p><b>Initial Management Response:</b> Agreed</p> <p>Timescale and Responsibility: Immediately – Paul Dawkins Assistant Chief Officer ACO (Finance &amp; Resources) Kira Hughes Interim Chief Finance Officer CFO (OPCC)</p> <p><b>Progress Update:</b> Recently finalised report, an update will be provided for the next meeting</p>												
“	“	<p><u>4.2 Policies and procedures</u></p>	<p><b>Significant Recommendation:</b> The policies and procedures identified should be reviewed and updated in line with agreed review dates.</p> <p><b>Initial Management Response:</b> Agreed</p> <p>Timescale and Responsibility: Immediately – Paul Dawkins Assistant Chief Officer ACO (Finance &amp; Resources) Kira Hughes Interim Chief Finance Officer CFO (OPCC)</p> <table border="1"> <thead> <tr> <th>TITLE</th> <th>Review Date at Audit</th> <th>Current Status</th> </tr> </thead> <tbody> <tr> <td>Volunteer Policy</td> <td>May 2020</td> <td></td> </tr> <tr> <td>Risk Management Policy</td> <td>September 2021</td> <td></td> </tr> <tr> <td>Force Management Statement</td> <td>Requires formal review date</td> <td></td> </tr> </tbody> </table>	TITLE	Review Date at Audit	Current Status	Volunteer Policy	May 2020		Risk Management Policy	September 2021		Force Management Statement	Requires formal review date	
TITLE	Review Date at Audit	Current Status													
Volunteer Policy	May 2020														
Risk Management Policy	September 2021														
Force Management Statement	Requires formal review date														

				Diversity Inclusion and Fairness Strategy 2021-25	Still in draft
				Making and publication of decisions of significant public interest protocol and procedures	March 2021
				Risk: Policies published by the OPCC are no longer in line with practice undertaken.	
				<b>Progress Update:</b> Recently finalised report, an update will be provided for the next meeting	
		Recording of Decisions	4.3 Decision making	<p><b>Housekeeping recommendation:</b> Decision Records should not redact the names of decision maker.</p> <p><b>Initial Management Response:</b> Agreed</p> <p>Timescale and Responsibility: Immediately – Paul Dawkins Assistant Chief Officer ACO (Finance &amp; Resources) Kira Hughes Interim Chief Finance Officer CFO (OPCC)</p> <p><b>Progress Update:</b> Recently finalised report, an update will be provided for the next meeting</p>	
<b>IT RISK MANAGEMENT</b>		Risk Management Process Review	4.1 Ongoing Risk Management review	<p><b>Significant Recommendation:</b> We support the ongoing work to review the risk management process, which should ensure greater consistency in completion of risk assessments and we recommend that a timetable for completion is established.</p> <p><b>Initial Management Response:</b> Since publication of this draft audit report, the Information Management team have met with Health and Safety and developed the review of Information Security risks. These are being graded and will be delivered at the next ORB. A regular meeting will also be set up to ensure that IM risks are reviewed and identified regularly with appropriate management plans in place.</p> <p><b>Target Date: December 2022</b> – all risks will not only be graded but improved management of these risks at a local departmental level will have been embedded also.</p> <p><b>Progress Update:</b> Recently finalised report, an update will be provided for the next meeting</p>	
				<b>END</b>	