

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT, AUDIT AND RISK ASSURANCE PANEL

PAPER MARKED

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Subject: INTERNAL – MAZARS AUDIT RECOMMENDATIONS AND TRACKING
Date: APRIL 2022
Author: INSPECTORATE – ROY MOLLETT

Brief Background

1. Mazars Auditors undertake a commissioned annual programme of internal audits; for 2020-21 the following areas are subject of external scrutiny:

Core Financial Systems

Code of Governance
Payroll

Strategic & Operational

Fleet Management
General Data Protection

Leadership & Management Development

Recruitment

Workforce Wellbeing and Absence Management

Procurement

Medium Term Financial Plan

Vetting

Purpose of Report

2. The following report provides the board with update progress responses from business owners in relation to recommendations made so far by external auditors Mazars.
3. Recommendations are reported in terms of risk/priority such as, **Fundamental**, **Significant** and **Housekeeping** by Mazars; these are indicated in Appendix A below.
4. 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	1	-	-	1	-	1
Significant	-	16	-	2	-	16
Housekeeping	-	-	5	2	-	5
Total	1	16	5	5	-	22

5. **Audit Recommendations Proposed Closed:** The following five audit report recommendations are proposed closed for this reporting period.
They range from Housekeeping to Fundamental in terms of 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
IT SECURITY	Fundamental	4.1 IT Health Check Remediation	YES	16
MEDIUM TERM FINANCIAL PLAN MTFP	Housekeeping	4.1 Savings Plans	YES	17
FLEET	Significant	4.3 Procurement Documentation	YES	18-19
CORE FINANCIALS	Significant	4.1 Debt Recovery	YES	26
“	Housekeeping	4.2 Agresso User Access	YES	26

6. The number of recommendations proposed closed for this reporting period is significant given the challenging environment the Covid-19 pandemic has presented over the last 24 months. Any delay in the progressive development action required has been minimised or mitigated as much as possible.

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.
8. For the board to consider and where sufficiently evidenced agree those recommendations proposed closed. The Joint Audit and Risk Assurance Panel JARAP closed five of the recommendations in January and these are indicated.

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 – 07042022

Appendix C - NPO Training

Background Papers

N/A

Contacts

DCC Julia Debenham

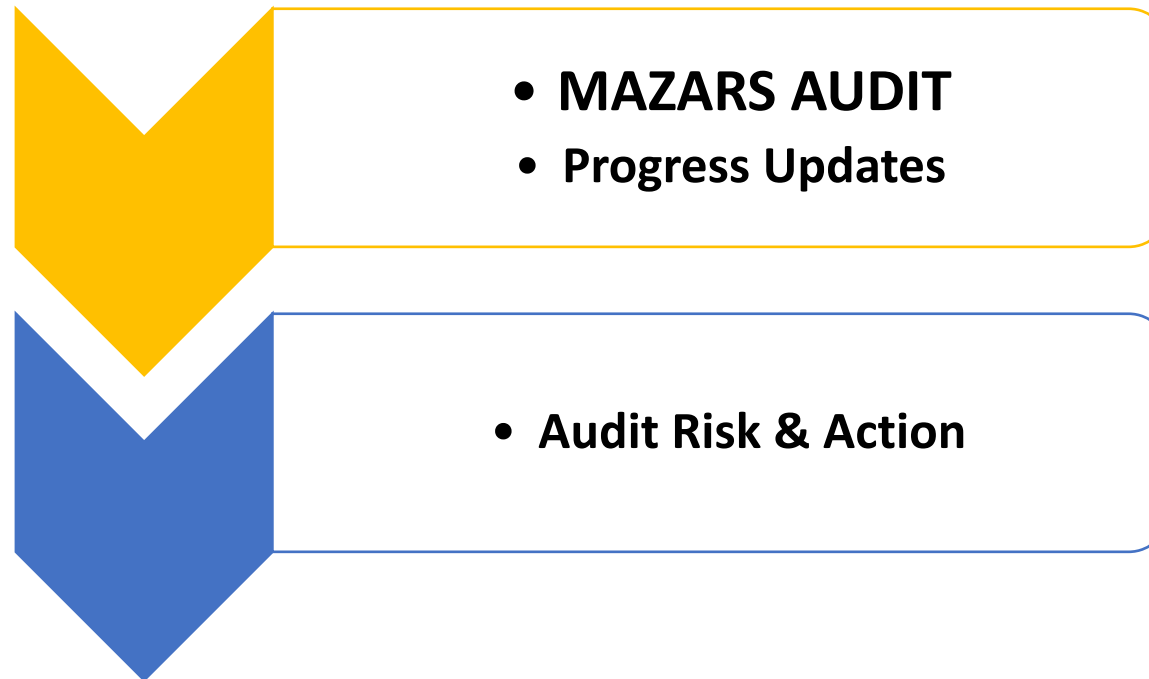
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Email: roy.mollett@leicestershire.pnn.police.uk



RISK LEVEL	FUNDAMENTAL		SIGNIFICANT		LOW Housekeeping	
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Audit Title	Risk	Threat to Delivering	Recommendation Reference	Business Owner - Action Plan Updates
FLEET MANAGEMENT SATISFACTORY ASSURANCE September 2018		Improved Management Decision Making	4.2 Sample Check of Service Details	<p>Significant Recommendation: 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"> • All details (including mileage) is recorded for the service; and • The annual servicing timeframe, or the 12,000 miles timeframe, have been met. <p>Historical Progress September 2018 – December 2021: 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>Progress Update: The milestones for delivery of the programme of IT improvement have been updated and remain under continued review by ACO Paul Dawkins and Ray Adkins the force temporary Head of Fleet.</p> <p>Remaining Development Required and Project Milestones:</p> <p>RELEASE OF VERSION 9 OF TRANMAN</p> <ul style="list-style-type: none"> • Currently using release 8 which is now not supported by the supplier and outdated technology. • Tranman Release 9 has a much improved interface, this allows improvement to data recording, storage and searchability. Efficiency and effectiveness will be improved through improved service centre management information. <p>There have been some challenges in loading the test environment of release 9 onto Transport Unit TU PC's. Whilst this is now active on TU PC's there are some refinements taking place which are considered work in progress.</p> <p>A further phase of User Acceptance Testing UAT is scheduled to be carried out week commencing 18th April 2022. Enhancements/changes are planned to take an additional 3 weeks.</p> <p>Target Release of Tranman release 9: Week commencing 2 May 2022 - Subject to satisfactory User Acceptance Training UAT</p>

			<p>Identified risks and challenges - IT resource and TU resource to support the changes and User Acceptance Training UAT. Test environment resolved and progressing.</p> <p>SCHEDULER</p> <ul style="list-style-type: none"> The revised scheduler system will allow vehicles to be scheduled for their planned maintenance based on mileage information derived from iR3 thereby ensuring that the prescribed service intervals are adhered to. Currently the TU runs an alert system which does not allow forward planning and does not provide users with advanced warning of vehicles being required for maintenance. Clearly the new scheduler will resolve these challenges. In addition, the new scheduler will enable forward planning, and service plans to be issued to users; the monitoring of work in progress and adherence to repair times. <p>Tasks to be completed:</p> <ul style="list-style-type: none"> Scheduler data load to Tranman by TU User Acceptance testing UAT Test system run Implementation <p>Preliminary work completed to create vehicle service schedules.</p> <p>Target Go live date: September 2022 - This is a revised date required due to key staff absences.</p> <p>Identified risks and challenges</p> <ul style="list-style-type: none"> Identifying vehicles with lost tracking, and conversion to Astra box system. Service scheduler operation within Tranman is dependent on conversion to the new Astra box tracking system and new iR3. There have been a number of challenges with the trackers and iR3 which has delayed the roll out. Resolution of some of these are still ongoing. Conversion of HUF boxes to Astra box – Costs for fitting of the tracking system have increased from £30k to £50k. Suitable labour is becoming more difficult to secure. Resolution of iR3 issues – working with LBA/IT/C/Insp Project Support. <p>ELECTRONIC TABLETS</p> <ul style="list-style-type: none"> Follows the timing of the scheduler Additional Admin support required – these resources will come from TU office admin staff. <p>Project milestones:</p> <table> <tr> <th>Activity</th><th>Involved</th><th>Start Date</th><th>Target Date</th></tr> <tr> <td>Schedules to be loaded to Tranman</td><td>NC</td><td>Sept 2022</td><td>Support from Civica has to be requested and scheduled</td></tr> </table>	Activity	Involved	Start Date	Target Date	Schedules to be loaded to Tranman	NC	Sept 2022	Support from Civica has to be requested and scheduled
Activity	Involved	Start Date	Target Date								
Schedules to be loaded to Tranman	NC	Sept 2022	Support from Civica has to be requested and scheduled								

				Test environment to be created by Civica	Civica	Sept 2022	Sept 2022
				User Acceptance testing UAT of schedules	TU/Civica	Sept-Nov 22	Test schedules to be created. Scheduler cannot be launched until Astra conversion is complete
				Astra box fit	TU	Oct 21 – Feb 22	Dependant on constant support being secured – 2 full time fitters Work ongoing currently to fit Astra Boxes. Work completed
				Scheduler launch	TU/Civica	Sept 2022	
				ELECTRONIC TABLETS			
				Electronic tablets will follow the same timing path as above			
				<p>Risk – Inability to identify cars service schedule points - missing service points.</p> <p>However, the following mitigation is in place to ensure vehicle service schedule points are met:</p> <ol style="list-style-type: none">1. Cars with Astra box can be mileage tracked on new iR3 and called in for service.2. Service stickers are applied to the cars interior after each service identifying the next mileage point the car is due in – these MUST be checked as part of daily vehicle check and adhered to.3. Mileage data from fuel cards utilised to identify service mileage points. Correct mileage MUST be supplied to the cashier for accurate mileage data.4. HUF Boxes on old iR3 still reporting will appear on the service alert system on old iR3. <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>Significant Recommendation: 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>Progress Update relates to 4.2 above: Recommendations 4.2 and 4.4 are directly linked. Delivery of 4.4 is dependent on developments being completed within 4.2 above.</p> <p>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.</p> <p>This area of work relies on completion of 4.2 the previous recommendation in relation to the scheduling work. Target 'Go Live' date October 2022 – Ray Adkins Head of Fleet</p>
<p>RECRUITMENT 2019</p> <p>SATISFACTORY ASSURANCE September 2019</p>		<p>Improved Management Decision Making</p>	<p><u>4.3 Reporting of all agreed KPIs</u></p> <p>Significant Recommendation: 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>Historical Progress September 2019 – December 2021: 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 26th 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>Remaining Development Required and Project Milestones:</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>

			<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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Progress Update Process Review Update – In January 2022 a number of processes were identified which were of a transactional nature and could fall under the remit of the HR Service Centre. 12 Processes were identified, of which 6 have already been transferred to HR Service Centre. The remaining 6 processes are being reviewed with a view to them being handed over to the HR Service Centre between April and June 2022.</p> <p>Analytical performance reporting capability – The HRSC recruited into the vacant analyst post in December 2021. The new post holder has spent the last three months familiarising himself with the new reporting tool (Power BI). Formal training for the post holder is now scheduled for June 2022. In the interim he has already drafted a number of suggested performance reports. The draft reports have been taken to Client Liaison and the Management Board at the end of March 2022 and they have suggested the addition of some wider elements. The wider elements are currently being scoped and may include data already provided to the Home Office for Operation Uplift.</p> <p>A suitable supplier has now been procured to provide Power BI training for the performance analyst, and this is scheduled for June 2022. Whilst the report is currently still in the early stages of 'draft' development it has highlighted what Power BI is capable of – please see draft performance report embedded below. Plans are in place to finally agree a suite of reports via the forces Client</p>
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				<p>Liaison function with the first set of reports being issued at the end of July. These reports will cover the first quarter of 2022/23 (April to June 2022).</p> <p>A copy of the draft data dashboard created. The composition of the draft report remains work in progress, however the following draft provides the panel with an example of progress so far:</p> <p>Please see Appendix B - Recruitment Deck - Leicestershire - 07042022</p>
<p>VETTING</p> <p>SATISFACTORY ASSURANCE</p> <p>February 2021</p>		Personnel support thorough guidance	<p><u>4.1 Internal Vetting guidance</u></p>	<p>Housekeeping Recommendation: On implementation of the new vetting system, the user guide should be completed by the Force.</p> <p>Initial Management Response: Completion of the Security Vetting Standard Operating Procedures is subject to successful on-boarding of replacement Vetting software. 'Corevet'.</p> <p>Target date: End April/May 2022 - Mandy Bogle-Reilly (Security Vetting Manager) supported by Angela Cooper (Trainer and Snr Vetting Officer)</p> <p>Progress Update: The Project to manage migration to the new vetting administration system Corevet is still in progress. Development of the Standard Operating Procedures SOPs and User Guides will be included as part of the on-boarding process.</p> <p>Back Record Conversion and User Acceptance Testing UAT is due to commence in January 2022 and this will be followed by system training – Target May 2021.</p> <p>Once training has been completed and Corevet is successfully on-boarded, the in-house training pack will be produced and published widely across the force.</p>
“		Performance monitoring	<p><u>4.3 Performance reporting</u></p>	<p>Significant Recommendation: 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"> - The number of cases received in the month - The number of cases processed in the month - The % of renewals processed prior to the expiry date - Exception reporting on significant outliers in cycle / touch time - The proportion of each type of vetting case received within the month - The turnaround time on vetting appeals that are processed.

			<p>Management Response: 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>1) Outstanding PSD performance reports for March 2020 – January 2021 have been obtained since the draft audit report was received. COMPLETED - Outstanding PSD Performance pack was obtained on the 8th February 2021 - Supt Rich Ward</p> <p>2) 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>Target Date: May 2022 - Mandy Bogle-Reilly (Security Vetting Manager)</p> <p>Progress Update: The Project to manage migration to Corevet is still in progress. The Head of Vetting has made early engagement with the Chief Inspector Performance within Corporate Services and the Power BI team, who have recommended that the provision of their analytical support for the creation of a new vetting dashboard should be delayed until Corevet is fully on-boarded and the full suite of Corevet system MI reports are available.</p> <p>Back Record Conversion BRC and User Acceptance Testing UAT is due to commence in January 2022 and this will be followed by system training – Target May 2021. Once testing is complete and Corevet is successfully on-boarded, engagement can commence with the PowerBi team to create a new vetting dashboard to enable reporting of the required management information.</p>
<p>WELLBEING</p> <p>SATISFACTORY ASSURANCE</p> <p>February 2021</p>		Improved understanding and Compliance	<p><u>4.1 Review of Policies and Procedures</u></p> <p>Housekeeping Recommendation: 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>Initial Management response: 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 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.</p> <p>Target Date: August 2022 / Senior HR Business Partner</p> <p>Background context provided in July 2021: Due to the number of Policies and Procedures held on directorate/departmental websites as well as the force document library the process of 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</p>

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 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 next review	Update	Type
Procedure	Redeployment as a Reasonable Adjustment; Police Staff	Nov, 20	Very Overdue	Ongoing in terms of consultation and developing the detail
Procedure	Sick Pay including Extension Framework; Police Officers	Nov, 20	Very Overdue	Published 1/11/21
Procedure	Sick Pay including Extension Framework; Police Officers	Nov, 20	Very Overdue	Published 1/11/21
Procedure	Honoraria; Police Staff	Sep, 20	Very Overdue	Ongoing in terms of consultation and developing the detail
Procedure	Unsatisfactory Attendance; Police Officers	Sep, 20	Very Overdue	Published 23/12/21
Procedure	Unsatisfactory Performance; Police Officers	Sep, 20	Very Overdue	Published 23/12/21
Procedure	Work Experience	Dec, 19	Very Overdue	Published 04/01/2022
Procedure	Ill Health Retirement; Police Staff	Mar, 20	Very Overdue	Latest Target date for completion June 2022. Consultation nearing completion following some final feedback from UNISON.
Procedure	Acting Up and Temporary Promotion (Police Staff)	Jun, 20	Very Overdue	Ongoing in terms of consultation and developing the detail
Policy	Pay, Pensions and Benefits	Jun, 20	Very Overdue	Published 08/07/21
Policy	Performance and Development	Jun, 20	Very Overdue	Published 08/07/21

				<table> <tr> <td>Policy</td><td>Recruitment, Development and Planning</td><td>Jun, 20</td><td>Very Overdue</td><td>Published 08/07/21</td></tr> <tr> <td>Policy</td><td>Health and Wellbeing</td><td>Jun, 20</td><td>Very Overdue</td><td>Published 08/07/21</td></tr> <tr> <td>Procedure</td><td>Career Break; Police Officers</td><td>Jul, 20</td><td>Very Overdue</td><td>Currently being reviewed – chaser sent to Workforce Planning 13/04/22</td></tr> <tr> <td>Policy</td><td>Leave</td><td>Aug, 20</td><td>Very Overdue</td><td>Published 08/07/21</td></tr> </table> <p>Progress Update: Clearly, there is a great deal of development and review work progressing in relation to the processes and practices in relation 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.</p> <p>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 direction concerning the expectations of the force in relation to service delivery and compliance - Target Date: August 2022</p>	Policy	Recruitment, Development and Planning	Jun, 20	Very Overdue	Published 08/07/21	Policy	Health and Wellbeing	Jun, 20	Very Overdue	Published 08/07/21	Procedure	Career Break; Police Officers	Jul, 20	Very Overdue	Currently being reviewed – chaser sent to Workforce Planning 13/04/22	Policy	Leave	Aug, 20	Very Overdue	Published 08/07/21
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“		Monitoring and governance	4.2 Review of Thematic Data and Data Analysis	<p>Significant Recommendation: 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>Progress Update: 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>Target date: August 2022</p>																				

<p>WORKFORCE PLANNING</p> <p>SATISFACTORY ASSURANCE May 2021</p>		Resource Mapping	4.1 Key roles mapping	<p>Significant Recommendation: 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>Initial Management response: 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>Progress Update: 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"> 1. Enable management to identify areas of staffing risk and how the force might best mitigate that risk; 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; 3. identify possible successors and when these successors might be ready to progress into roles; plus, any development requirements required to achieve this; 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; 5. Identify individuals that may be able to develop into a particular role in the short, medium and long term; 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. <p>An initial presentation that outlined the Succession Planning Framework has previously been provided to JARAP.</p>
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			<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 has enabled the Specialist Support Directorate SSD and Change Team 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> <ul style="list-style-type: none"> ➤ Predicting short, medium and longer term abstraction; ➤ Building stronger regional networks for mutual aid and support; ➤ improving long term planning through a more proactive approach to staff recruitment thereby reducing the gap between staff leaving and a new starter joining. <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>Progress Update: April 2022: The force is continuing to scope out the programme management required to roll out this work efficiently and effectively across the force and embed it into business as usual. To this end, a toolkit for managers is being developed.</p> <p>The programme is being presented to the next SERB meeting for sign off with the view of rolling it out mid June 22.</p>
<p>VICTIMS CODE</p> <p>SATISFACTORY ASSURANCE</p> <p>June 2021</p>		Service Delivery	<p><u>4.2 Niche Victim Information Pack</u></p> <p>Significant Recommendation: 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>Initial Management response: 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>Progress Update:</p> <p>Target milestones:</p>

			<p>1. Changes to VCoP module on Niche - A number of improvements to the module have been agreed by Minerva (the consortium of Niche users representing 27 forces) following workshops DI Dimmock and I attended. These will not be implemented until next year [2023] or later as the national group has prioritised other areas of the system re-build. However, a free text field does exist within the module below the question about leaflet supplied and guidance has been circulated to officers to record any reasons why not supplied. Target 2023-24</p> <p>2. The project to automatically send the Information for Victims leaflet to victims has been stalled by IT availability, however the IT Business Systems Analyst who sits on the VCOP Group states this should be ready for go live in May 2022.</p> <p>The TORs and membership for the VCOP Delivery Group were completed following receipt of the Mazars audit and are embedded below for reference.</p> <p>A new delivery plan has been developed for the next performance - financial year 2022/23 and this is also embedded below for reference.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  VCOP Delivery Group Terms of Reference A1 </div> <div style="text-align: center;">  VCOP Delivery Plan 22-23.docx </div> <div style="text-align: center;">  CJ Disclosure Highlight Report Mar </div> </div>
IT SECURITY LIMITED ASSURANCE July 2021		Security of Information Technology Systems	<p><u>4.1 IT Health Check Remediation</u></p> <p>Fundamental Recommendation: Outstanding issues and vulnerabilities should be addressed as soon as possible and where possible ahead of the next round of penetration testing and vulnerability scanning for this year's accreditation processes. The use of a tool similar to Nessus is also supported as a way of regularly assessing vulnerabilities within the force's IT environment.</p> <p>Progress Update: The IT Health Check workstream for 2021 has concluded, with the main remedial action completed (Serious, High, certain medium risks). The attached excel spreadsheet provides a summary of the workstream relating to our environments.</p> <div style="text-align: center;">  20210608-IM_IS_Acc reditation_PSN_PSN </div> <p>This spreadsheet has been formally endorsed by DCC Nixon and CC Cole. A number of items were also 'risk accepted' at the time, as these were of a nature that they could not be wholly remediated, or were assets due to be disposed of.</p> <p>In relation to the confidential network, whilst a number were classed as open, these were also risk accepted at this time, due to the wider safeguards for that particular environment – such as the fact</p>


			<p>that the environment is not connected to the internet, meaning that these vulnerabilities are unable to be exploited.</p> <p>For clarity in respect of the risk acceptance, DCC Nixon stipulated that each must still be addressed wherever possible for the confidential network environment, rather than being considered “closed”, therefore risk acceptance is considered short term, not long term.</p> <p>We currently have a trial version of Nessus in Force, with Jedd Ryan leading on its procurement. Should we be given the greenlight to procure the full system, this will mean the Force continually conducts an IT Health check for our environments, addressing each issue in a timelier way. Whilst this trial is occurring post our IT Health check from December, it is acting as a means to verify successful remediation by the IT team of the issues the report highlighted.</p> <p>In respect of the Mazar’s audit, I am of the opinion that we have now met the recommendations made by the Auditor.</p> <p>That said, IT Health check workstreams are an annual process, and the attached report was provided by our supplier in late December. The report highlights a number of new issues, which are currently being addressed, a rough estimate is that we are approaching 40% completion. The issues with the confidential network which were reflected as “open” have been transferred to this new workstream (with most of these issues also captured in the new report).</p> <p></p> <p>20220110-IM_IS_Acc reditation_PSN_2022</p> <p>Please note: This recommendation was proposed and agreed closed at the Organisational Risk Board ORB on the 9th March 2022.</p> <p>It is now proposed closed for the Joint Audit and Risk Assurance Panel JARAP based on the update provided. It is considered that the Mazar’s audit recommendations have been met, albeit additional action is required outside of the recommendation.</p> <p>Mazars will return through the audit programme cycle to sense-check progress and undertake another audit thereby ensuring that the recommendation has been implemented.</p> <p>PROPOSED CLOSED</p>
RECRUITMENT SATISFACTORY ASSURANCE September 2021		Performance against Service Level Agreements	4.2 SLA Reporting <p>Significant recommendation: The Force should establish a routine reporting mechanism against recruitment SLAs.</p> <p>Initial Management Response: 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</p>

				<p>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 September 2021</p> <p>Progress Update: 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. This is currently work in progress – A new performance analyst team member was appointed in December 2021 and he is currently undergoing induction and training. A first priority for the new team member has been to develop knowledge and skills in relation to Power BI and how to provide performance management reports and a draft report has been provided for consideration and further development.</p> <p>Plans are in place to finally agree a suite of reports via the forces Client Liaison function with the first set of reports being issued at the end of July. The reports will cover the first quarter of 2022/23 (April to June 2022).</p>
MEDIUM TERM FINANCIAL PLAN SIGNIFICANT ASSURANCE September 2021		Efficiency	<u>4.1 Savings Plans</u>	<p>Housekeeping recommendation: A longer-term efficiency plan should be developed at the earliest opportunity to address future forecasted deficits. Agreed. A draft efficiency strategy was completed in June 2021. This will be discussed and agreed with the Chief Officer Team and PCC. September 2021 CFO</p> <p>Progress Update: Recommend closed – the 2022/23 Budget and the Medium term Financial Plan MTFP to 2025/26 was approved by the Police and Crime Commissioner PCC at the Corporate Governance board CGB on the 17th January 2022 as part of the budget approval process. Both the budget and MTFP are now balanced for the years ahead. The identification of future efficiency savings is ongoing – ACO Finance Paul Dawkins</p> <p>PROPOSED CLOSED</p>
FLEET MANAGEMENT SATISFACTORY ASSURANCE November 2021		Performance against Business Plan	<u>4.1 Performance Information</u>	<p>Significant recommendation: 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>Initial Management Response: 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</p>

			<p>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>Progress Update: T/Head of Transport Ray Adkins: Target Date October 2022</p> <ul style="list-style-type: none"> ➤ Agreed KPI's - Target date October 2022 ➤ Implementation of KPI's - Target date October 2022
“		Monitoring of Servicing	<p><u>4.2 Sample check of service detail</u></p> <p>Significant recommendation: It should be ensured that:</p> <ul style="list-style-type: none"> ➤ Where a vehicle has a missing or non-functional black box, this is resolved promptly. ➤ A process is put in place to allow for the mileage of covert vehicles to be made available promptly upon request. ➤ 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. <p>Initial Management Response: 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>Progress Update: T/Head of Transport Ray Adkins - Target Date October 2022</p> <ul style="list-style-type: none"> ➤ Replication of iR3 Vehicle Service Schedule – Target date October 2022 (in line with Astra box rollout) ➤ Mileage reporting process established for non-tracked cars – Target date October 2022 ➤ Servicing guideline document submitted to TUB – Target date October 2022
“		Compliance with procurement procedures	<p><u>4.3 Procurement Documentation</u></p> <p>Significant recommendation: The processes and procedures to be followed when undertaking procurement activities should be formally documented. This document should be reviewed on an annual basis and updated when necessary, this should be recorded in a document attributes section detailing the person responsible for updating it, approval, and the date of the next review cycle. The Force should ensure that all supporting documentation in relation to procurement activities is retained and readily accessible in order to demonstrate compliance with procurement procedures.</p>

			<p>Initial Management Response: The revised process for vehicle procurement was introduced to provide a clearer audit trail. Every single request now includes the request form, formal quotation and the registration number of the vehicle being replaced – linking it to the agreed and funded replacement plan. Any missing documentation may have been prior to its introduction. All vehicles are purchased through either the BLC or CCS framework where discounts have already been agreed at a National level. We therefore do not go through a tender process which negates the risk of not achieving VFM.</p> <p>A review of the purchase process is to be undertaken with the procurement department. This will then be documented and will include the Force's vehicle replacement criteria.</p> <p>Progress Update: T/Head of Transport Ray Adkins - Revised Procurement Guidelines agreed and implemented March 2022 – Completed.</p> <p>Copy of Procurement Guidelines:</p> <div style="text-align: center;">  Local Procurement Guidance for Leicester </div> <p>PROPOSED CLOSED</p>
“		Planning, Strategy and reporting eco-efficiency	<p><u>4.4 Alignment of Strategies and Delivery Plans</u></p> <p>Significant recommendation: 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>Initial Management Response: 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.</p> <p>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.</p> <p>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>Progress Update: T/Head of Transport Ray Adkins - Target Date October 2022</p>


“		Tranman Standardised Roles	4.5 Tranman User Access	<p>Housekeeping recommendation: A review of user roles within Tranman should take place, and a new standardised set of user roles should be implemented.</p> <p>Initial Management Response: 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>Progress Update: T/Head of Transport Ray Adkins - Target Date October 2022</p>
<p>SEIZED PROPERTY</p> <p>SATISFACTORY ASSURANCE</p> <p>January 2022</p>		Process Efficiency	4.1 Movement of Property	<p>Significant recommendation: 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>Initial Management Response: Training inputs are required across three specific areas:</p> <ol style="list-style-type: none"> 1. EPAT. This training will involve System Training sessions and individual staff performance monitoring - Amie Peplow EPAT Manager <p>Progress Update:</p> <p>There has been a change in staff responsible for the audits and movements of evidence within the temporary stores, full training has been provided and the EPAT Supervisors dip sample audit sheets to check for discrepancies. There is now a rotation of staff who are responsible for this task which aides a secondary check. A recruitment process is underway for 2 FTE's EPAT Administrators who will be responsible for audit and compliance within the temp stores. Posters have been placed on all temp store doors and a note is attached to each exhibit that is sent out from the EPAC to the officers. This instructs the updating of Niche when the exhibit is moved. The stats for the recording of the movement of evidence from the temporary stores shows an improvement – The month of January saw 1086 items not being present in the 15 temporary property stores, with a reduction to 989 items in March. Additional responsibilities of escalating the non-compliance to the OIC's supervisors will be absorbed by the new starters. Further monitoring of the stats is required to ensure that the totals continue to fall to an acceptable level. The Evidential Property Officers are being given an overview of Pronto to enable them to assist the officers who require help and assistance when updating the system with the exhibit moves. There is a training session on retention periods and system updating for the Evidential Property Officers on the 27/04/22.</p> <p>Target date – 31st July 2022 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. Target date – 31st March 2022 Amie Peplow EPAT Manager.</p> <p>Progress Update: 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>Action 2 - Completed and closed</p>
“		Oversight and Governance	<p><u>Audit Regime – Main Store</u></p> <p>Significant recommendation: 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>Initial Management Response: 1. A formal audit plan is in place and the process included within the Evidential Property Management Procedure. Complete. EPAT Manager</p> <p>Progress Update: 1. An extract from the Evidential Property Management Procedure is below. Attached is the Audit Regime which will be used when the additional staff are in post.</p> <div style="text-align: center;">  Audit Regime 16.12.21.xlsx </div> <p>8.3.2 Main Store</p>

			<p>The general procedure should be followed in addition to the following specific procedure for the Main Store - EPAC.</p> <p>The Evidential Property Team will be responsible for auditing the Main Stores. Audits will be conducted in accordance with the rota set and agreed by the Evidential Property Officers and the Evidential Property Team Leader, which will be authorised by the Evidential Property and Archive Manager.</p> <p>There should be two members undertaking audits for the Main Store -EPAC. However, if capacity is limited, one member will be acceptable until the second member becomes available.</p> <p>EPAC will be subject to an audit on a rolling basis. Audits must take place weekly on a fixed day that is convenient and agreed by the Evidential Property Team Leader. This will be supervised by the Evidential Property and Archive Manager.</p> <p>The length of the list per audit day printed from NICHE property, will be at the discretion of the Evidential Property Team Leader.</p> <p>Action 1 - Completed and closed</p> <p>2. 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>Progress Update: There has been an amendment to the recruitment of the additional staff. Funding was approved for the FTC's to be converted to permanent contracts. The successful candidates are in pre-employments checks.</p> <p>Target date – 30th July 2022 Amie Peplow EPAT Manager.</p> <p>3. The Evidential Property Review will cover the audit capacity within the current establishment. Recommendations will be formulated on conclusion of the review - EPAT Manager & the SSD SLT</p> <p>Progress Update: The review recommended that a backlog team be secured to clear the pend-disposals and then complete a full audit of the main store. It recognised that ongoing audits will be an additional demand on the department.</p>
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			<p>The review proposed a phased approach to the recommendations. Phase 2 the full audit and process mapping is anticipated to take 3 months and will be completed after phase 1 which is expected to take 12 months. The process mapping is intended to provide an efficient prediction of staffing and future management of demand.</p> <p>The following target date is based upon - receiving approval from the Chief Officer Executive Group; the subsequent recruitment process taking approximately 5 months, plus the 12 months for phase 1 and the 3 months for phase 2 equating to December 2023.</p> <p>Target date – 31st December 2023 EPAT Manager & the SSD SLT</p>
“		Process Efficiency	<p><u>4.3 Officer Training</u></p> <p>Significant recommendation: 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"> • A set period for refresher training. • Targeted training when poor performance by an individual are identified. • A cyclical approach of team training across the different area of the Force. <p>Initial Management Response:</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>Progress Update: 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, involving scene management scenario days, which cover seizure, packaging, temporary store management and RRD.</p>

			<p>NPO Training days now include an EPAT section where the most common errors are covered.</p> <p>The Evidential Property Officers are receiving an input around evidence packaging on the 12th and 25th May 2022. This will upskill and empower 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"> • A full analysis of current training and knowledge gaps in processes and procedures, including • 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. • To build and deliver a training package that upskills officers in areas identified through analysis. • To build a process through knowledge checks that ensures we can maintain a level of confidence in our knowledge and practices moving forward. • Directly tackle bad habits and provide feedback where required. • 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. • A conscious avoidance of latest news articles and posters / literature. <p>A business case is being submitted to Force Exec on the 28/04/22. If this is approved the sergeant will be responsible for the development of an appropriate and proportionate approach to training for all Officers and Staff.</p> <p>Target date – 31st November 2022 EPAT Manager Amie Peplow - assisted by a Sgt for 6 months</p> <p>2. NPO training has commenced and is running between November 21 and January 22. The common key causes are included. Complete. EPAT Manager</p> <p>Progress Update: Embedded here is the PowerPoint that was used for the training:</p> <p style="text-align: center;">Please see Appendix C - NPO Training</p> <p>Dates when the training was delivered were as follows:</p> <p>11/11/2021 18/11/2021 25/11/2021 02/12/2021</p>
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			<p>09/12/2021 16/12/2021 23/12/2021 30/12/2021 06/01/2022 13/01/2022</p> <p>Action 2 - Completed and closed</p> <p>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 2nd occurrence. This has been included within the Evidential Property Procedure. Complete. EPAT Manager</p> <p>Progress Update: The Evidential Property Procedure is embedded below. Section 2 - Responsibilities covers the escalation process.</p> <div style="text-align: center;">  Property Management Procedure </div> <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 2nd 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>Action 3 - Completed and closed</p>
<p>CORE FINANCIAL CONTROLS</p> <p>SUBSTANTIAL ASSURANCE February 2022</p>		Financial prudence	<p><u>4.1 Debt Recovery</u></p> <p>Significant recommendation: Leicestershire should ensure greater compliance with the debt recovery procedures in place at the Force. This could be achieved in a number of ways including but not limited to:</p> <ul style="list-style-type: none"> • Staff Communication • Staff Training • Audit spot checks on debts to ensure compliance with procedures

			<p>Initial Management Response: Management were aware that debt chasing had not been undertaken due to limited resources, though, at the time of the audit the total outstanding debt over 28 days was in a similar position to the same time last year, so the lack of capacity to chase the debts has not affected the overall debt position. In terms of risk – 96% of the outstanding debt related to other Police Forces / Public Bodies hence minimal risk</p> <p>The limited resources was due to the loss of key members of staff in the Finance Operations Team but following the recruitment and training of new finance staff - arrangements are now in place to resume the debt recovery procedures as per the policy.</p> <p>Target Date: April 2022 - Samantha Lamb (Senior Accountant)</p> <p>Progress Update: Achieved and proposed closed – Debts are now being recovered as per the Debt Recovery Policy.</p> <p>Please find attached an extract from the Finance system which shows the notes attached to a Debtor account and evidence this debtor has been chased recently. Further evidence is available where required – Samantha Lamb Senior Accountant</p> <div style="text-align: center;">  Debtor Chasing Evidence.docx </div> <p>PROPOSED CLOSED</p>
“		System security	<p><u>4.2 Agresso User Access</u></p> <p>Housekeeping recommendation: The Force should ensure that Agresso access for staff leavers is removed in a timely manner, especially those with privileged access and/or approval roles.</p> <p>Initial Management Response: Agreed Implemented Samantha Lamb (Senior Accountant)</p> <p>Progress Update: Achieved and proposed closed – a report on this area of the system has been diarised to be undertaken at the end of April. However, please note that staff with privileged access and/or approval roles are removed from the system in a timely manner – Samantha Lamb Senior Accountant</p> <p>PROPOSED CLOSED</p>
			END



Shared Human Resource Service Centre
Providing HR Services for Derbyshire & Leicestershire

Shared HR Service Centre Police Staff Dashboard

Leicestershire - 2021



Recruitment Overview - 2021

288

Vacancies Processed

2187

Total Applicants

22%

BAME Applicants

215

Offers Made

32

B.A.M.E. Offers Made

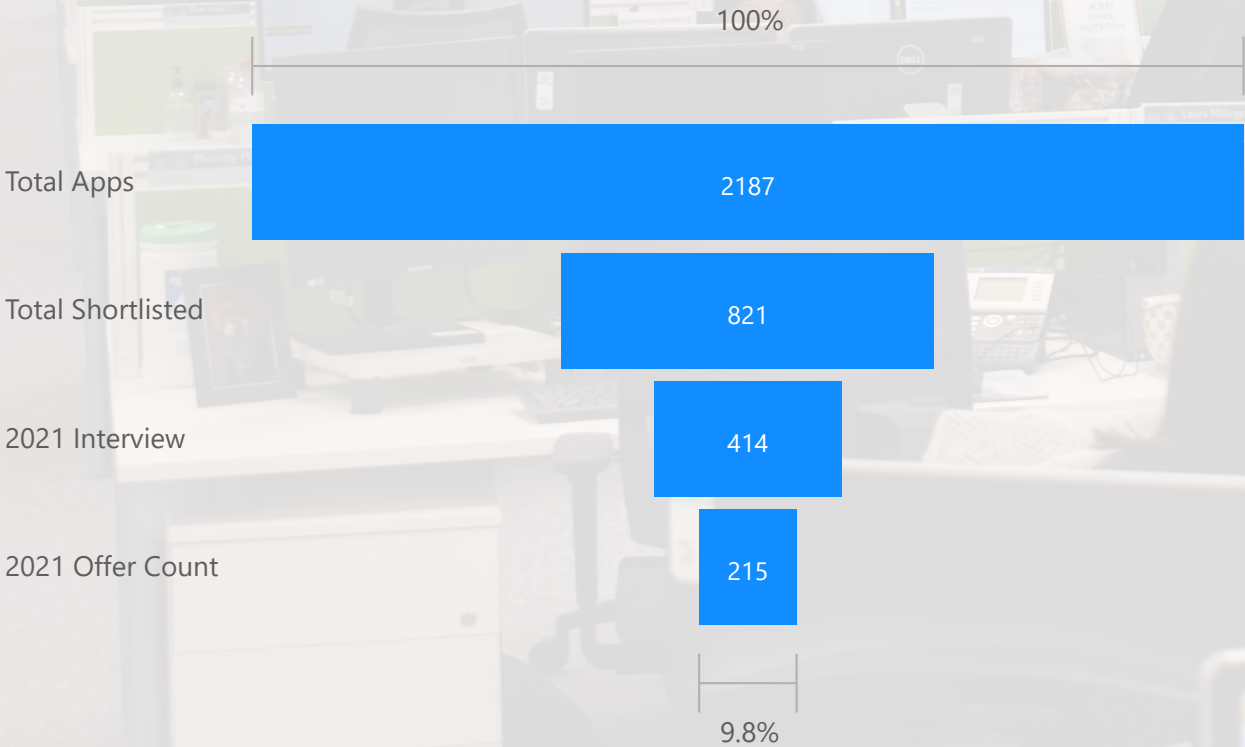
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% B.A.M.E. Offers

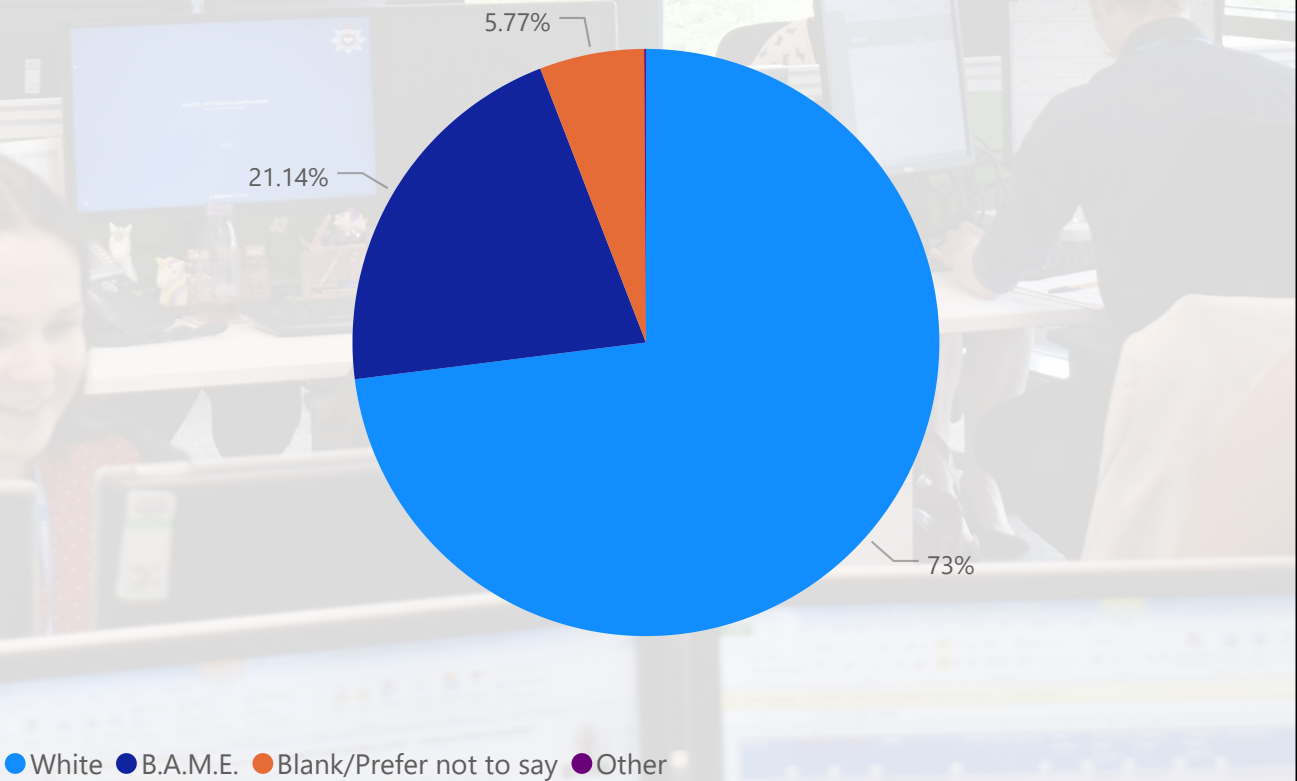
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Total Application Time (Average Days)

Number of Applications per Stage



Applications - Ethnicity

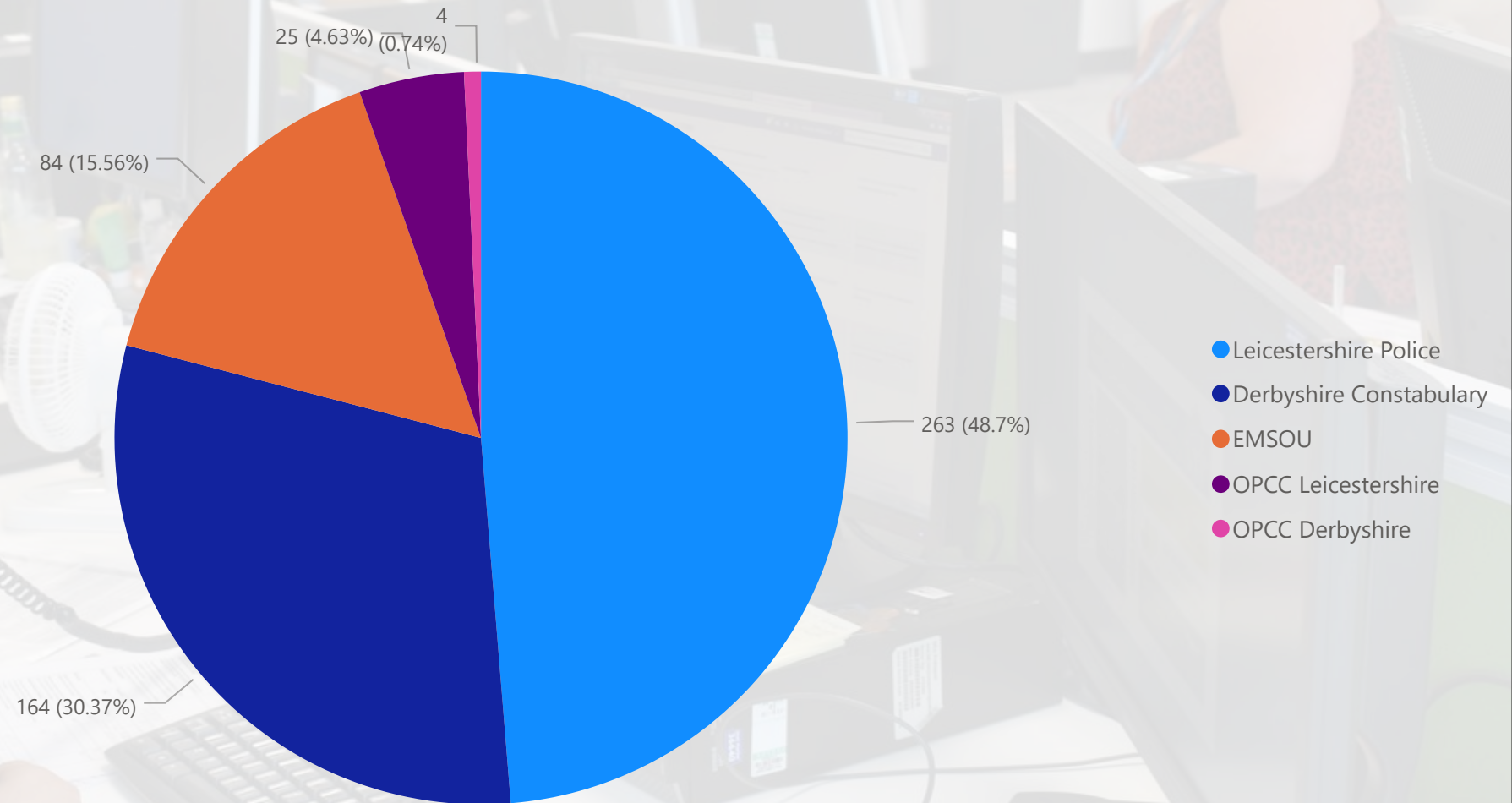


Vacancies - 2021

288

Leicestershire Vacancies

Organisational Vacancies





Number of Hires - 2021

215

Total Offers Made

209

Offers Accepted

6

Offers Declined/Withdrawn

75

Internal Hires

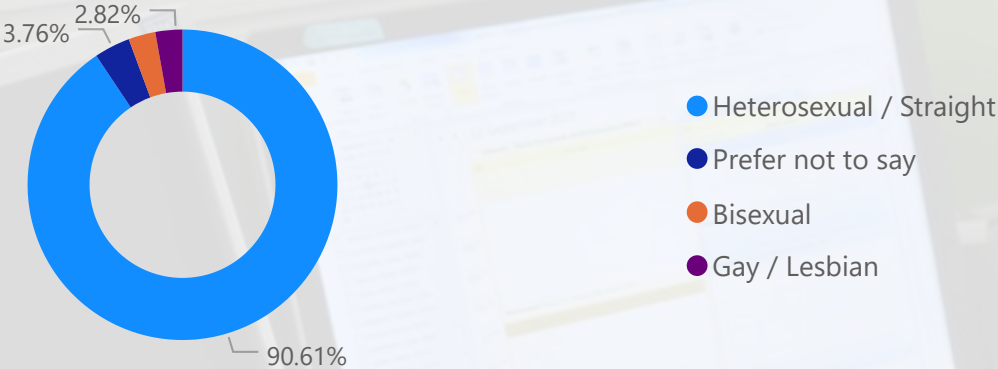
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External Hires

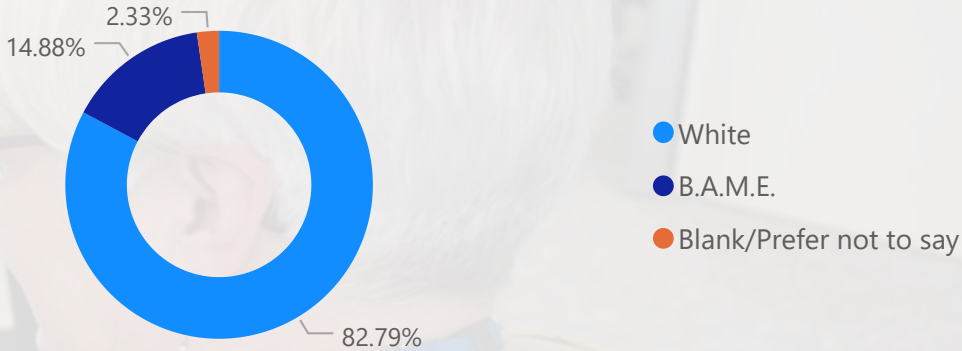
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Other Force Hires

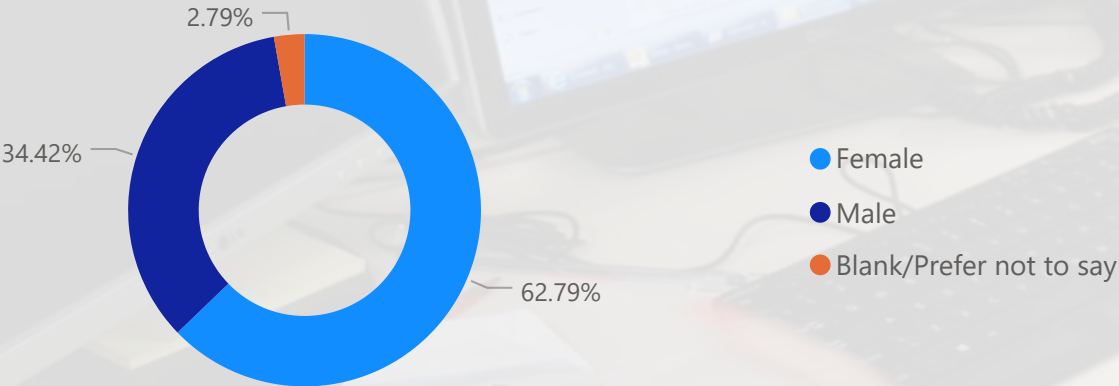
Offers - Sexual Orientation



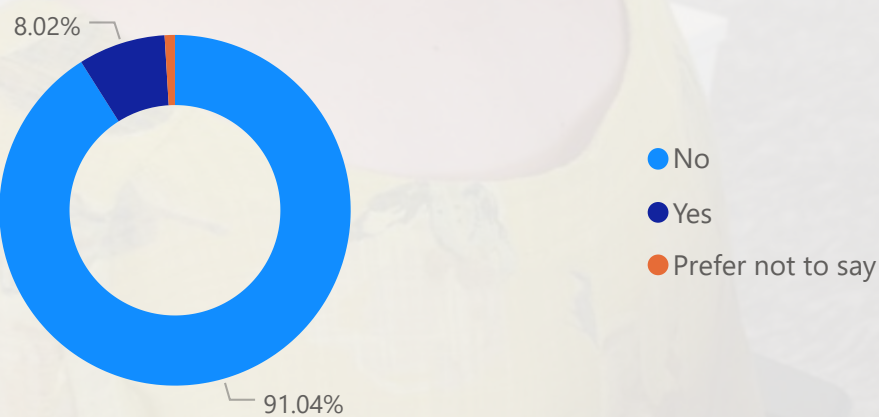
Offers - Ethnicity



Offers - Sex

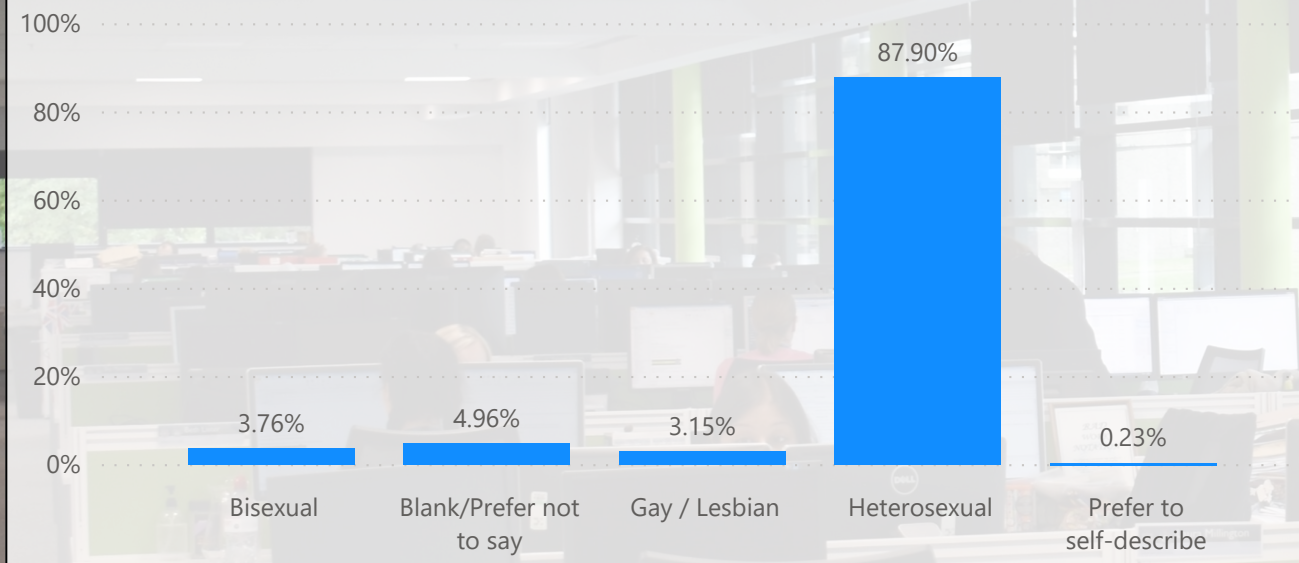


Offers - Disability

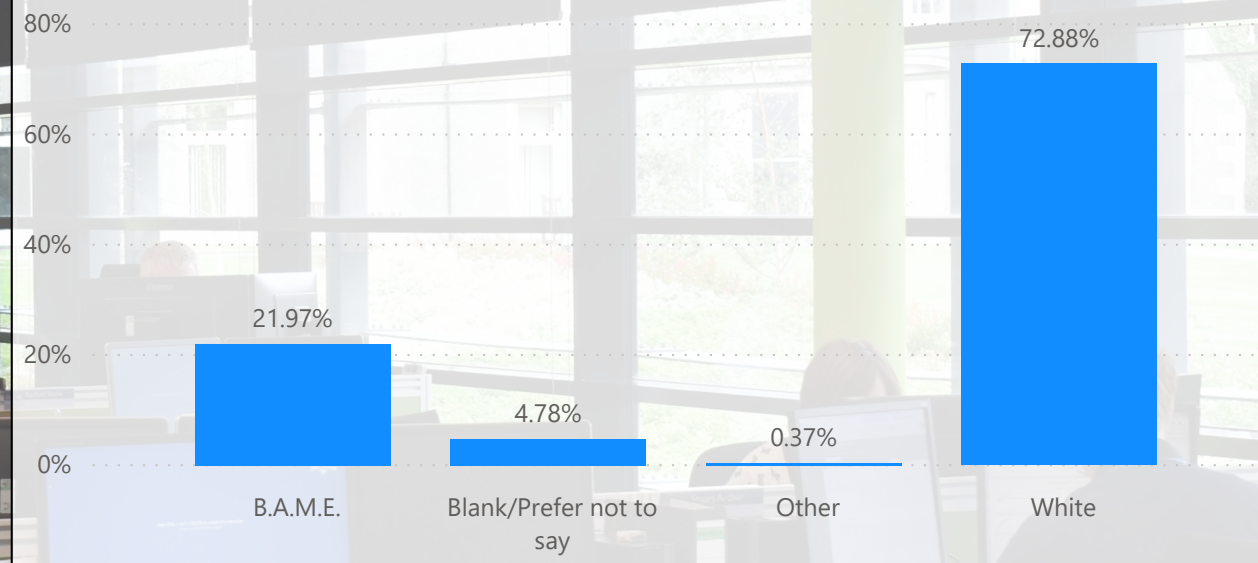


Application Pipeline - 2021

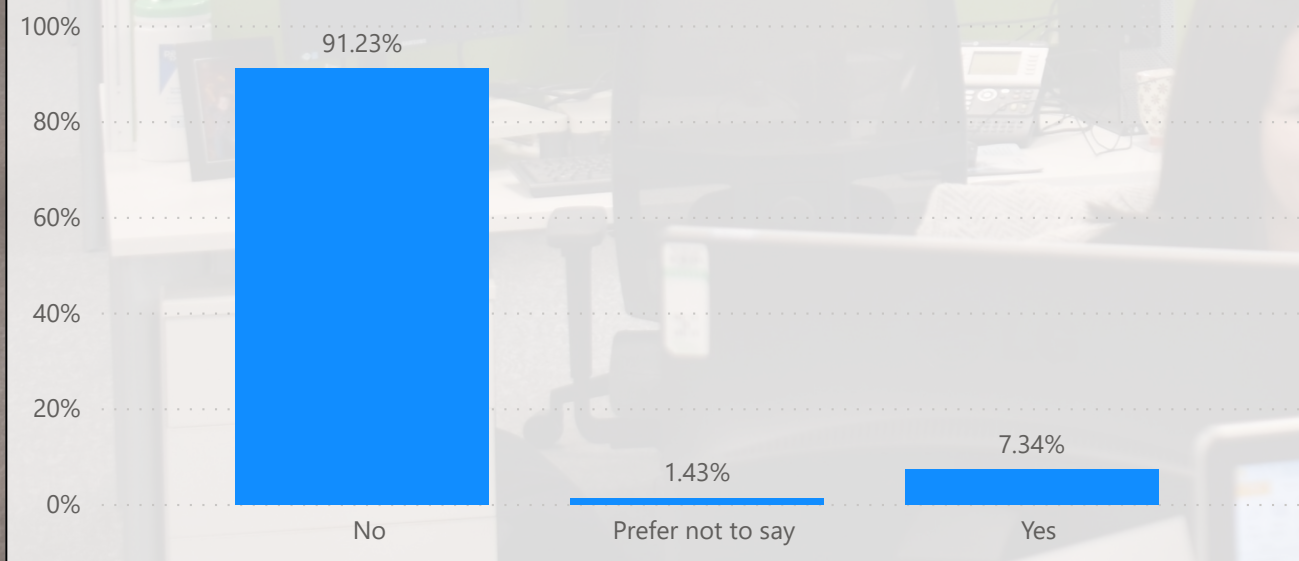
Applications - Sexual Orientation



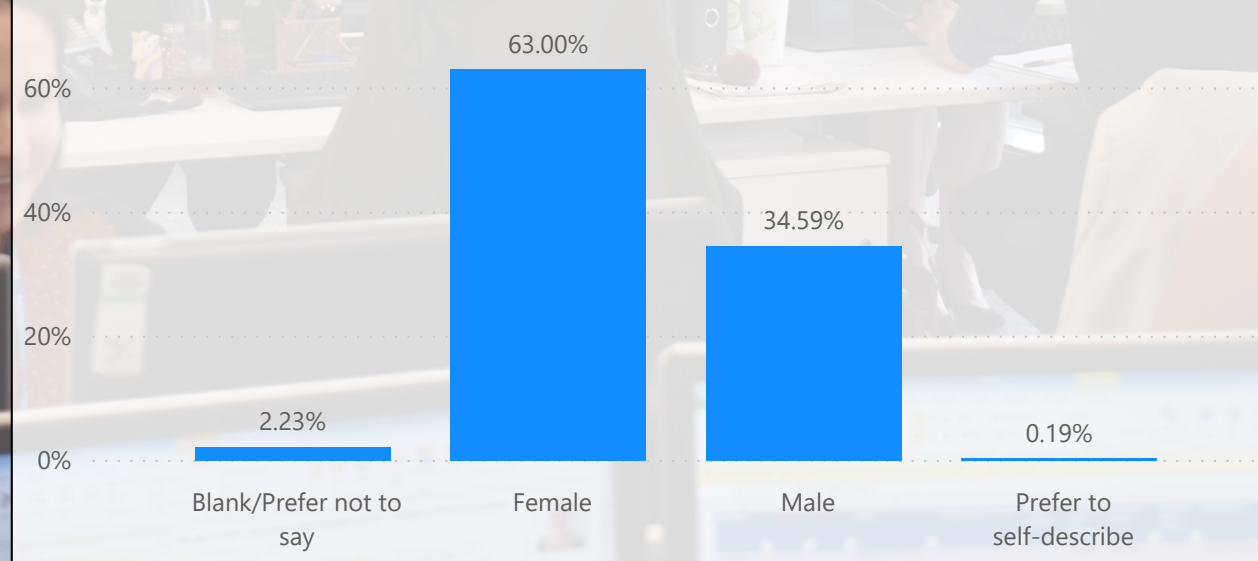
Applications - Ethnicity



Applications - Disability

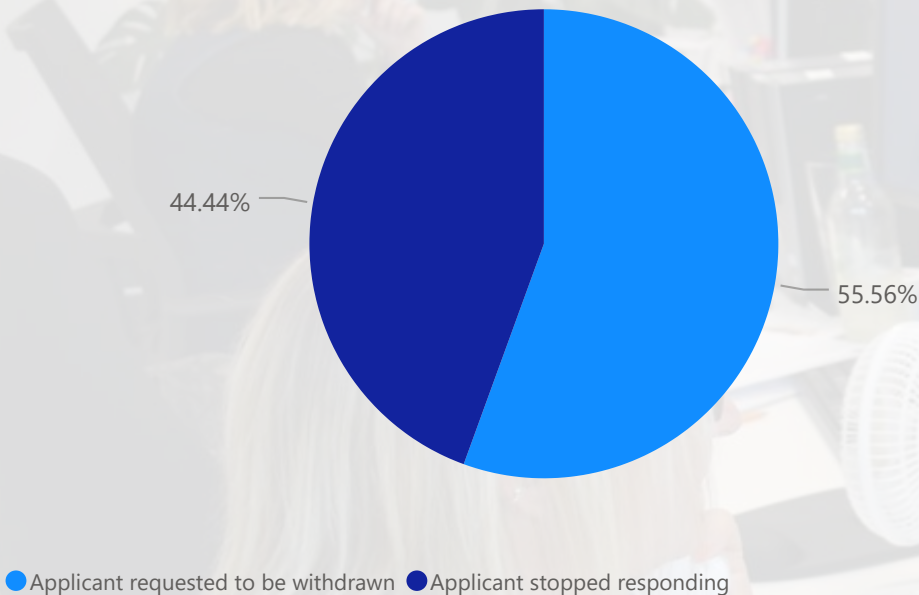


Applications - Sex

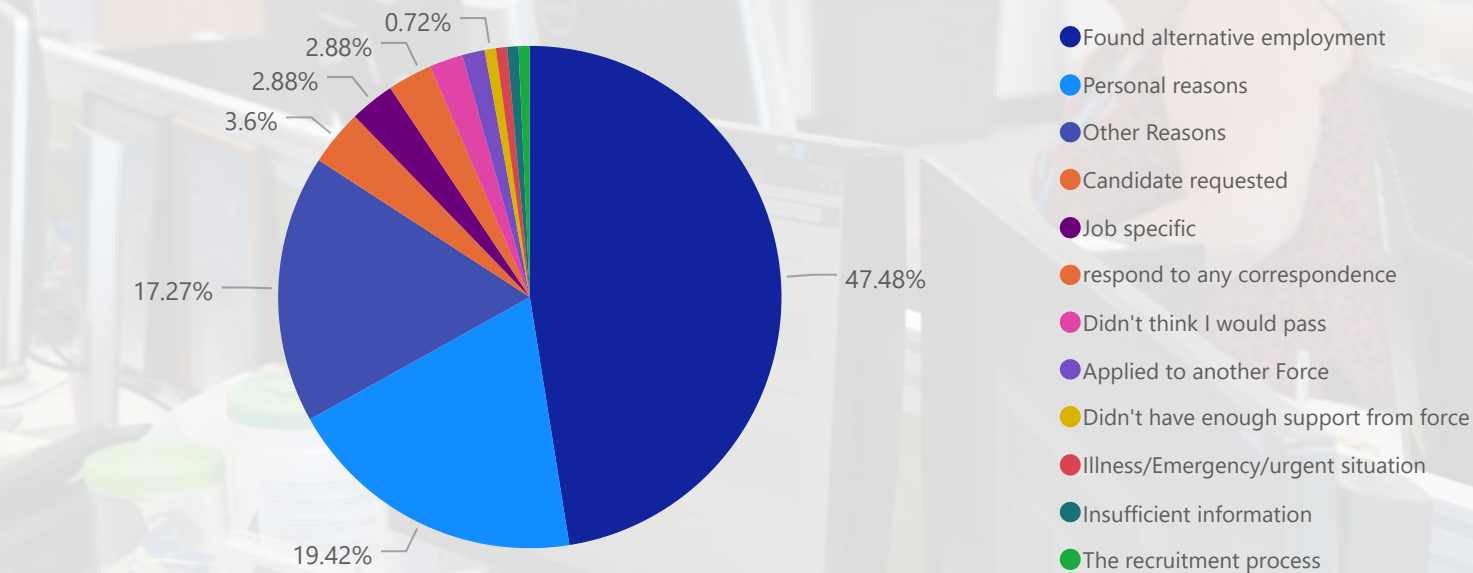


Applications Withdrawn - 2021

HRSC Withdrawal Reasons



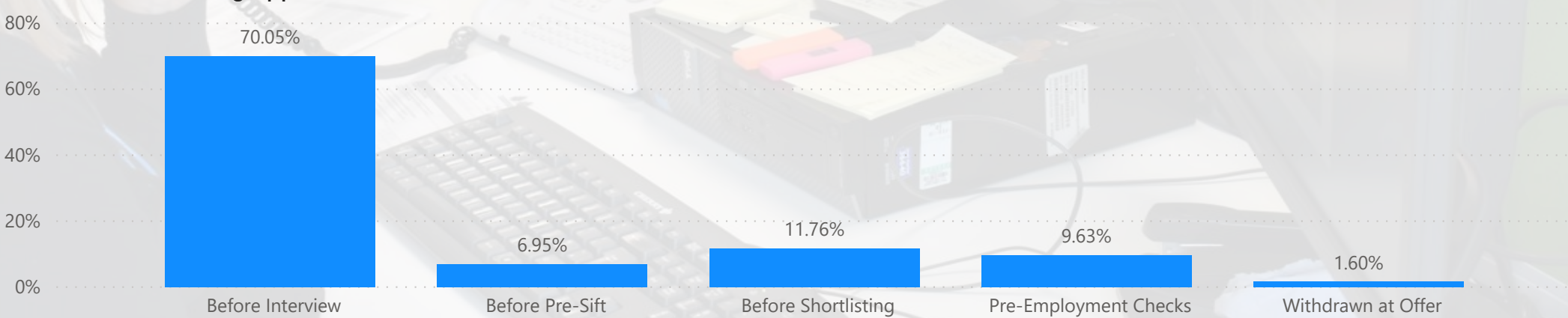
Withdrawal Reasons



198
Number of Withdrawn Applicants

11
Number of HRSC Withdrawn

Where are we losing applicants?



Time to Hire & SLA's - 2021

2.91

Advert Design and Placement (Average Days)

5

Advert SLA

102.89

Total Recruitment Time (Average Days)

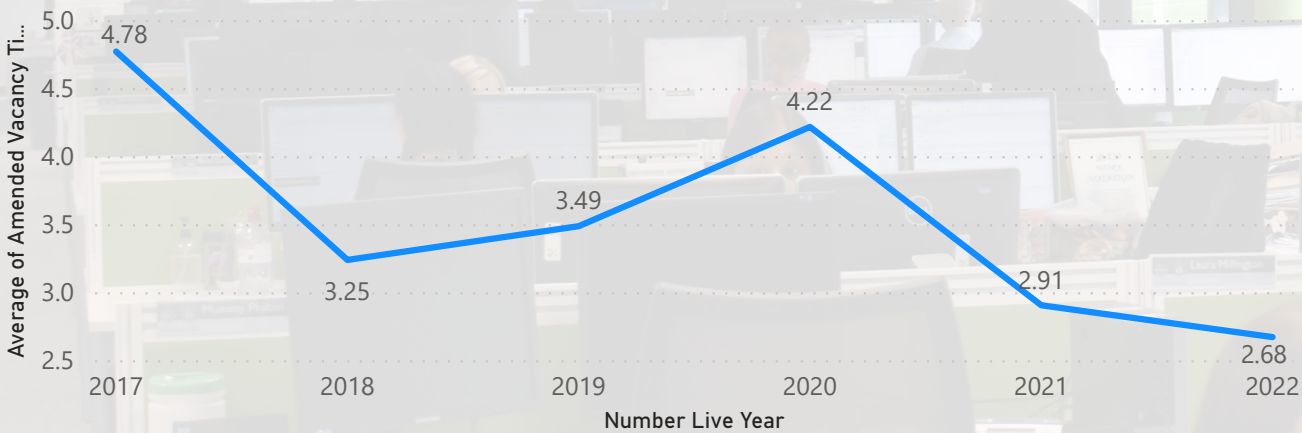
91.80

Total Application Time (Average Days)

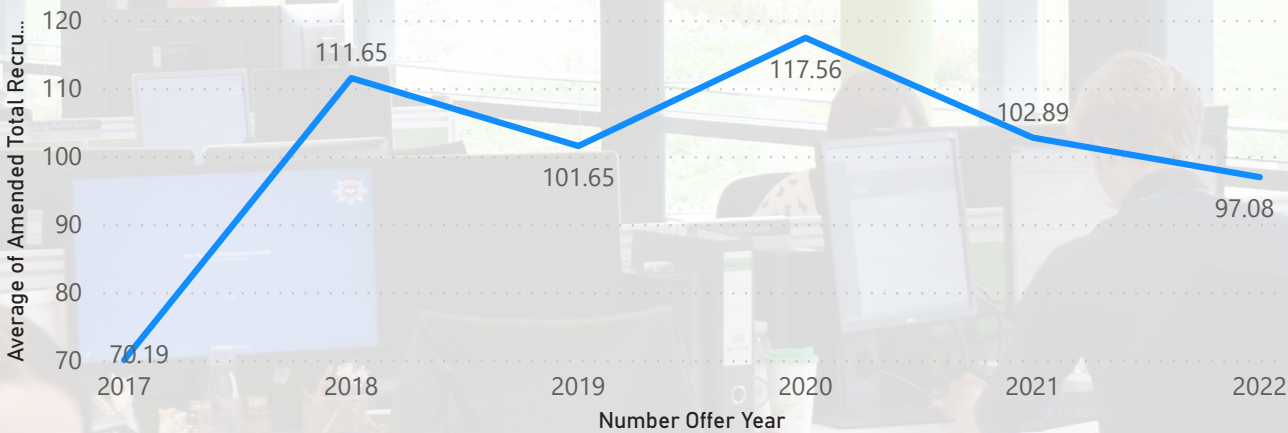
41.72

Pre-Employment to Offer (Average Days)

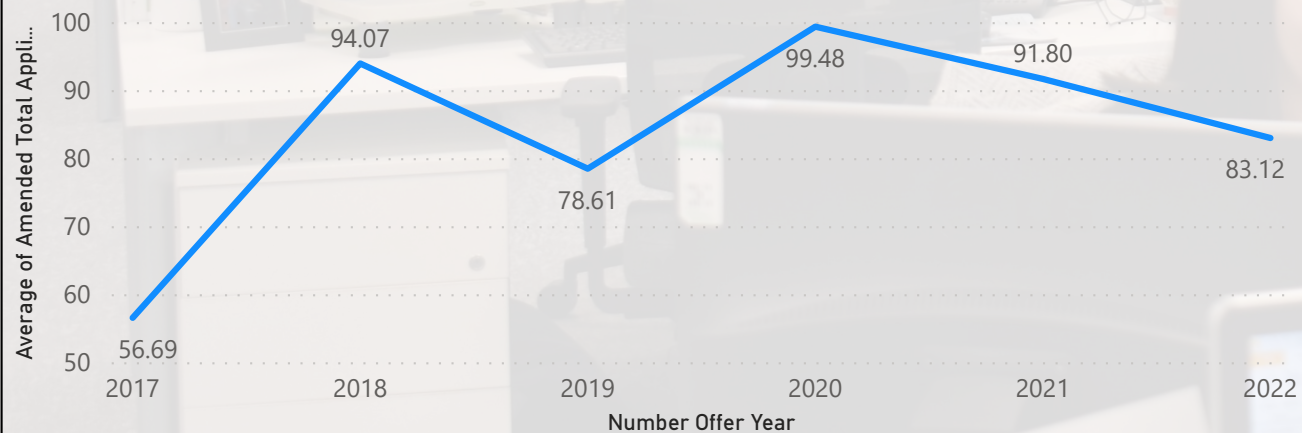
Advert Design and Advertised (Average Days)



Advert to Offer (Average Days)



Application Received to Offer (Average Days)



Pre-Employment to Offer (Average Days)



Socio Economic - 2021

Work in progress - Data only added in December 2021 - this will be reported on in future versions.



Leicestershire
Police
Protecting our communities

Property handling and management

Communication with the EPAC is via tasks to:

- Retain an exhibit
- Request access to an exhibit
- Return to owner
- Destroy an exhibit

An exhibited item that will be used as evidence in a case.

Exhibit Continuity

- Update NICHE – Check in & out for **ALL** movements.
- Record on the exhibit label

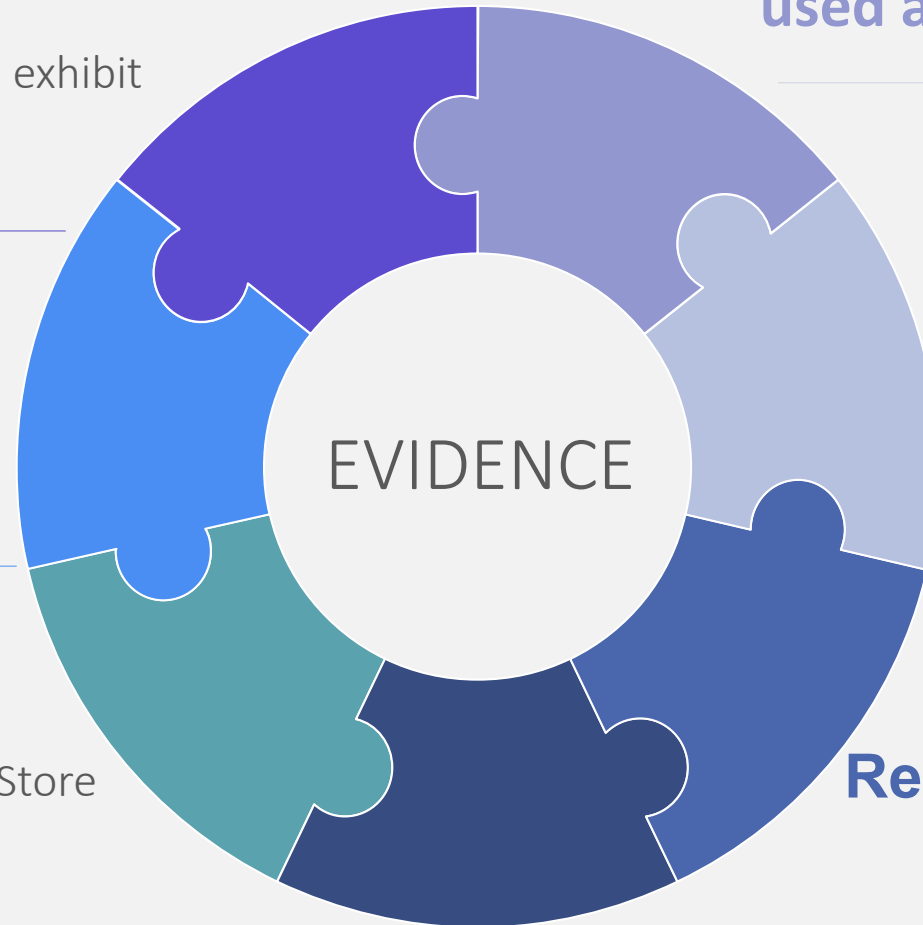
Place in a secure Temporary Store

Green Shelf – Transfer to Main Store

Red Shelf – Retain for 7 days

Yellow Shelf – Officers collection

SAFES – CASH, FIREARMS, AMMO & DRUGS



Property will only be **retained** when **S.22 PACE 1984** applies. Other acts provide specific powers of seizure; the Police National Legal Database (PNLD) should be consulted.

Record it on NICHE via Pronto

- Photograph

Package it correctly

- H&S Risk?
- Preserve the exhibits integrity
- Record a complete exhibit label
- Affix a barcode label

Exhibit Labels & Continuity

Make sure your handwriting is **clearly legible**. Write in capital letters and use a ball point pen.

Fill in the label **before** you put the item inside. This will prevent accidentally damaging the evidence.

There must be **sufficient information** on the label to identify the item and where it was found.

Provide a **good description** of the contents so that the bag does not need to be opened to see what's inside.

A **continuity label** should always be completed to account for its movements and to maintain the integrity of the evidence.

Continuity is important and will provide an audit trail of the movements of this item of property.

Ensure that the fields on the right hand side of the label are completed, signed and dated, every time a different person takes possession of the item.

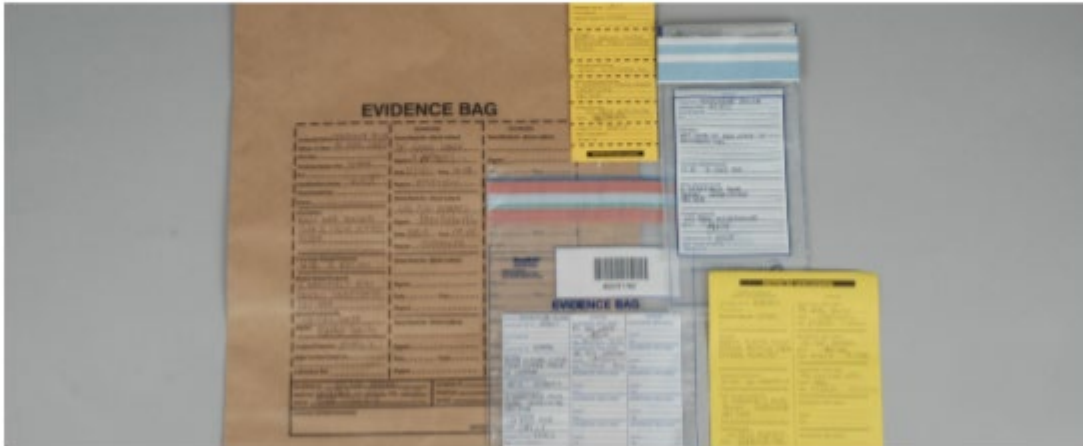
Take care that you don't damage the evidence inside when writing on the bag.

Every Movement, Action or Instruction MUST be recorded on NICHE

PREVENTING DAMAGE

RIGHT TYPE

Use the most appropriate type of packaging. Choose from paper, plastic, cardboard boxes or rigid containers depending on what kind of exhibit you need to package and what is required to protect it from damage.



RIGHT SIZE

Use the most appropriate size of packaging. Too small can mean that it tears or breaks open when handled. Too big can allow for too much movement and friction so that evidence can become damaged.

UNUSED/ UNDAMAGED

Never use packaging that has been used previously. Check for damage, tears in bags or holes that can allow small items to fall through. Make sure that the item itself can't tear the package. Cover sharp edges and points.

SEALED

Always seal the package immediately. This will prevent the item from falling out in transit and will stop contaminants from entering.

STORAGE

Check whether the item you have packaged needs storing in a fridge or freezer. Incorrect storage can damage forensic evidence.



LABELLING AND IDENTIFICATION

IDENTIFICATION There must be sufficient information on the label to be able to identify the item and where it was found.

Package one item at a time; don't put multiple items in the same package. For example, the contents of a rucksack that require forensic examination must be packaged separately and labelled separately.

A label that says 'rucksack containing miscellaneous items' is not acceptable.

DESCRIPTION Always include a full description of the item so that it can be identified. For example, if packaging a bloodstained shirt, don't just write 'shirt', write a complete description - 'blue and white striped t-shirt with blood stain on left sleeve'.

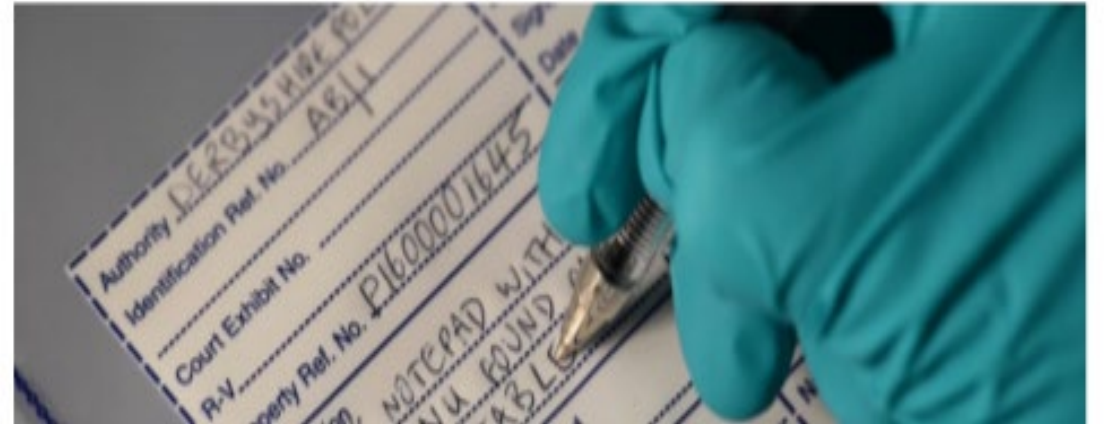
LOCATION Don't just write the address where the item was found on the label. Be as specific as possible in your description about **where** it was found e.g. 'blue and white striped t-shirt with blood stain on left sleeve found on bathroom floor'.

CONTINUITY

Continuity labelling provides an audit trail of the movements of the exhibit. Any person who takes possession of the item must sign and date the continuity section of the label.

INTEGRITY

Careful and complete labelling is vital when establishing the integrity of the exhibit in a court of law, and in proving beyond reasonable doubt that the evidence has not been compromised in any way.




USEFUL GUIDANCE

Forensic Matters



Forensic Matters



 Web Content

Evidential Property and Archive Team (EPAT)

Introduction

Evidential Property Team



The primary responsibility of the Evidential Property Team is to ensure the proper administration of the various functions in respect of Property Other Than Found (POTF), Lost Property reports and Found Property across the Force.

Evidential Property Officers are responsible for ensuring that all items of property entering police possession are:

- Accurately recorded by whoever books it onto Niche.
- Securely stored having regard to any possible hazards
- Disposed of according to this policy.


Students to view

Evidential Property



Evidential
Property



 Web Content

Over the years the Police have accepted responsibility of recording Lost & Found property. We have made enquiries to reunite owners with Lost property. However there is no statutory duty for the police to do so.

The seizure of property by the Leicestershire Police must meet legal requirements & internal policies and procedures.

We will only seize property when it is necessary and either permitted by law or for the protection of the property (safekeeping).

The following are reasons for seizure of property:

Investigation

Unless another power provides justification, property will only be retained under Section 22 PACE 1984 Applies i.e.

- For use as evidence at a trial for an offense,
- For forensic examination or investigation in connection with an offence,
- In order to establish its lawful owner where there are grounds for believing that it has been obtained unlawfully.

Other Acts provide specific powers of seizure

Safe Keeping

Property should only be taken into police possession for safekeeping if its value or vulnerability dictates such action.

Sudden Death

In cases of sudden death it is the responsibility of the police to ensure, as far as practicable, the safe custody of the deceased's property.

No known relatives, not easily traced? – Police have responsibility for further enquires & disposal of property in consultation with Coroners Office / Local Authority .



Leicestershire Police

Property Management Procedure (Evidential / Lost / Found)