

**Minutes of a meeting of the Joint Audit, Risk and Assurance Panel (JARAP)**  
**held via Teams on Wednesday 1<sup>st</sup> August 2024 at 14:00hrs**

*Members received a pre-briefing: Transformation and Sustainability work (ACO Paul Dawkins)*

**Present**

Mr Luke Pulford (Chair), Ms Wendy Yeadon, Mr Kitesh Patel, and Mr Pradeep Khuti

**Also in attendance**

**Office of the Police and Crime Commissioner (OPCC)**

Miss Kira Hughes (Chief Finance Officer)  
Mrs Nimisha Padhiar (Policy and Compliance Officer)

**Office of the Chief Constable (OCC)**

Mr David Sandall (Deputy Chief Constable)  
Mr Paul Dawkins (Assistant Chief Officer - Resources)  
Mr Matthew Jones (Head of Safety, Sustainability and Risk)  
Mr Roy Mollett (Inspection Liaison and Project Officer).

**Auditors**

Ms Lesley Moya (Ernst Young)  
Mr Alexander Campbell (Forvis Mazars)  
Mr David Hoose (Forvis Mazars)  
Ms Laurelin Griffiths (Grant Thornton)  
Mr Keith Chaisewa (Grant Thornton)

**19/24 Apologies**

Apologies were noted for, Mrs Claire Trewartha (Chief Executive) and Ms Hayley Clark (Ernst Young), Ms Sarah Knowles (Forvis Mazars)

**20/24 Urgent Business**

The Chair invited members to raise any items of urgent business that they felt necessary.

None raised.

**21/24 Declarations of Interest**

The Chair invited members to make declarations of any interests in respect of items on the agenda for the meeting, should they wish to do so.

None raised.

**22/24 Minutes of the meeting held on 17 April 2024 and Rolling Action Sheet**

The minutes of the meeting held on 17 April 2024 were discussed and agreed as a true accurate record.

**Rolling action sheet**

Chair noted that some actions had not been updated since April 24.  
Mr Sandall advised that the updates will be forwarded with the minutes.

- 5/23.4 – Ms Pallas highlighted that there was a recommendation to close this action, but there was no evidence that the training was successful. Therefore, Ms Pallas recommended they would like to see history of the risk, merged with the new risks, so there is a full history. **Action: Mr Sandall noted and agreed to merging the risks with the new audit.**
- 8/23.3 – Mr Khuti requested an update on the action as nothing had been received since Jan 24. Ms Hughes and Mrs Padhiar explained that due to delays in getting the information from the Force, the OPCC will now produce a dashboard in house which will be available for the next meeting. **Action: Ms Hughes /Mrs Padhiar to provide dashboard for next meeting.**
- 7/24 – **Action: Chair to arrange a meeting with Mazars.**
- 8/24 – Ms Yeadon highlighted that no contact had been made regarding any Business Continuity exercise and noted that a Business Continuity audit had taken place. Mr Jones advised that as soon as the exercises have been planned Ms Yeadon would be contacted. **Action: Mr Jones to contact Ms Yeadon with dates of the business continuity exercises.**

It was agreed anything proposed as closed which was not discussed, is agreed as closed.

## **23/24 Internal Audit Progress Report**

The panel received a report from Mr Alexander Campbell (MAZARS) on the Internal Audit Progress Report. The report marked 'B' is filed within the minutes.

Mr Campbell provided an overview of the report:

- Progress reports up to end of July.
- Section 1 snapshot of the Internal Audit activity for 24/25 plan. Field work ongoing for Business Continuity audit and ToR issued for the Savings Plan and Budgetary Control audits. Since the report was produced the ToR for the Custody Governance audit have been issued and agreed.
- Section 2 Summary of Findings – Final reports issued against 23/24 plan.
- Section 5 runs through the performance alongside section 6 and 7 in the form of KPIs

It was agreed to take the report as read and for the Panel to ask any questions which they may have:

- Portfolio Management Audit (pg5 and pg16) – Lack of procedural guidance – Mr Patel asked whether there were interim steps taken to ensure consistency. Mr Sandall advised that a management response had been provided and it was recognised that there was an issue. Mr Sandall advised that steps have been put in place to provide consistency.

The Chair asked whether project close-down meetings are held after the completion of a project. Mr Sandall advised that project close-down meetings were in place and that benefits were being tracked following the closure of a project. Mr Sandall stated that tracking why they started the project and tracking that it has delivered what was intended needs to be strengthened. Mr Sandall advised that the Force Executive Team had been delivered a presentation on 'how to strengthen benefit realisation measures.' **Action: Mr Sandall to provide the panel with a copy of the slides presented to the Executive Team.**

Ms Pallas highlighted that the principles of the approach are the same as contract management. Ms Pallas asked how best practice is shared between the contract management team and the portfolio team. Mr Dawkins advised that contract management and procurement rules are adhered to. Not all contracts are managed by procurement. In the process of enhancing the contract management in IT and currently recruiting a post in IT, to oversee contract management. Elsewhere the contracts owned by the business are overseen by the business lead and procurement have contact with those leads to ensure they are managed appropriately. Tracking

and monitoring is in place to ensure the outcomes are as expected from the contracts. No weaknesses have been identified by the internal or external auditors.

Ms Pallas enquired whether there was any efficiency savings regarding sharing training across two different areas. Mr Sandall stated that the Contract Manager was meeting with the Head of Change to look at how processes can be improved across IT and looking at whether to develop a specific post for that purpose due to complexity of the IT projects. It may not be financially viable but the idea is to share best practices.. Mr Campbell also advised that a contract management audit will be taking place in quarter four which would tie in the lessons learnt from the portfolio audit.

The Chair asked whether gap analysis had been undertaken with regards to resourcing and skills. Mr Sandall stated that the new team are looking at best practices. The Chair advised that resources and skills gap analysis should be undertaken every three years. Mr Sandall confirmed that gap analysis does take place in other teams.

**Action: Mr Sandall to confirm whether the change team have previously conducted gap analysis.**

- Counter Fraud (pg6 and pg20). Mr Patel asked whether there were any material related risks that the panel should be aware off and not previously captured. Mr Jones advised that there was only one risk for counter fraud that had been identified. The Counter Fraud Team do not feel that there are any additional fraud risks but Mr Jones will go back and query with the department. **Action: Mr Jones will check with the team at the next meeting.**

The Chair asked Mr Campbell whether this was consistent with other public bodies. Mr Campbell confirmed that there was an inconsistent picture across law enforcement. The department view counter fraud risk as 'business as usual'. It is something that is slowly trying to shoehorn in that those risks are being covered as cultural change are implemented across the UK.

Mr Khuti highlighted that the last audit was undertaken in November 2022 and queried why the action was not prioritised to move away from limited assurance, when it was highlighted on page 20 that Fraud was identified as one of the top three major risks. Mr Sandall advised that work had been undertaken within CCU and PSD and unable to evidence the impact of this work. Work has been undertaken around theft initiatives and the fraud aspect but when looking at the demand in LLR in terms of threat and risk, there is threat and risk that is higher than fraud and theft. Mr Sandall advised that the highest risks were targeted based on the demands of the Force.

Mr Sandall advised that when looking at the campaigns in terms of prevention, the workstreams targeted are the areas of the highest risk. The structures are in place from a corporate perspective through procurement, the vetting aspects and there had been a recent operation to target Theft and Fraud. The Fraud element being that some people were using key stroke technology to make it look like they were working when they were not. There has been a dismissal and numerous people have been served disciplinary papers. Leicestershire Force has shared this work nationally and is the lead force in this area.

The Chair asked whether there was evidence that when new starters join that they have completed the Fraud training. Mr Sandall confirmed and advised that new starters also get an introduction to PSD and the professional standards that are required by the Force. The training is also followed up with prevention campaigns and targeted activity. The Force are applying the Public Health Approach across the PSD element.

Discussions took place around the key stroke technology and Mr Sandall explained that a vetting review was being undertaken to speed up the process when dealing with gross

misconduct cases. This was especially with the court backlogs and shortage of Legally Qualified Chairs/Panel members available for hearings.

The Chair expressed concern around recommendation 3 on page 22 and if the Whistle Blowing Policy/Bad Apple is not doing what it is supposed to do it could affect the cultural confidence in the reporting system. Mr Sandall reassured the Chair that Bad Apple gets used all the time and are confident that the Bad Apple reporting mechanism is working.

The Chair requested stats to show the use of bad apple. **Action: Mr Sandall to provide statistics to show the use of Bad Apple in relation to the size and number of employees. Whether there has been a percentage % increase/decrease or stayed even, compared to other forces.**

Mr Khuti asked whether there was an independent whistleblowing process. Mr Sandall confirmed that there was via the IOPC and Crimestoppers as well as the Police and Crime Commissioner who can make a direct referral to IOPC.

Ms Hughes advised that both the OPCC and Force are developing a separate Joint Counter Fraud Policy. **Action: Ms Hughes to bring to JARAP when completed.**

#### **24/24 Annual Internal Audit Report**

The panel received a report from Mr Hoose (Forvis MAZARS) on the Annual Internal Audit Plan. The report marked 'C' is filed within the minutes.

Mr Hoose provided an overview of the report:

- Moderate overall opinion was achieved this was consistent with last year. This is the second highest level of assurance opinion.
- Report pulls together all the individual reports issued last year and consolidates all the opinions into one.
- Four reports were in draft awaiting management response and predicated on those reports not changing. Any changes to the initial opinion will be brought back to the next JARAP meeting.

It was agreed to take the report as read and for the Panel to ask any questions which they may have:

Ms Pallas' Risk Management recommendation not accepted and what priority recommendation was it. Mr Sandall advised that the recommendation related to a Risk Manager post being created however a departmental restructure took place, and felt that they did not require the post so did not agree with the recommendation.

#### **25/24 Internal Audit Recommendations and Tracking**

The panel received a report from the Chief Constable on the Internal Audit Recommendations & Tracking Report. The report marked 'D' is filed with the minutes.

The panel considered the detailed recommendations within the report and highlighted the following points:

- The Chair requested that target dates be kept on and crossed out as they change. The Chair also requested the last two detailed updates to be shown on the report to show progress plus the summary of the historic updates.
- Mr Patel expressed thanks for the change in format in section 5 (page 2). Mr Patel requested a similar table for where actions have missed or extended. **Action: Mr Mollett to produce a table showing missed or extended actions.**
- Fleet Management 4.4 (page 8) - Ms Pallas enquired whether having 85% of vehicles on the road was the norm. Mr Sandall and Mr Dawkins confirmed that this was the norm that the Force are trying to achieve, and the fleet is currently 500 vehicles with approx.

50 vehicles off the road at any one time. Any issues with resourcing impacts on the number of vehicles off the road. Mr Dawkins discussed the logistics of the movement of fleet within the Force.

- Wellbeing 4.1 (page 11) - The Chair asked whether the Wellbeing Policy and Honorarium policy had been reviewed and how much is the Honoraria Policy used and the impact. Mr Sandall provided an update and advised that the Wellbeing Strategy had been reviewed recently and Occupational Health team was brought in-house again. Mr Sandall stated that the Force do give Honoraria which goes through governance boards and sometimes need to pay market supplements in order to maintain the skills in specific IT roles in order keep up with the market. Mr Sandall stated that it is used sparingly especially with the current finance situation but there is a budget set aside for it.  
**Action: Mr Sandall to confirm whether the Honorarium policy has been reviewed.**
- Counter Fraud (page 21) – The Chair requested that the action remains open as the panel don't feel they have assurance/evidence that the recommendations have been completed. Mr Mollett explained that the most recent counter fraud audit superseded the former audit. **Action: Mr Mollett to include date of audit on the report.**
- Partnerships 4.1 (page 24) - The Chair asked whether there was any evidence that contract exit interviews were being undertaken. Ms Hughes explained that at present there was only one contract which has been exited and the exit interview for this has taken place. **Action: Ms Hughes to provide evidence.**
- Procurement Management 2 (page 34) - Declaration of Interest – Ms Pallas queried how the Force know that training has been been done and the quality of procurement process. Mr Dawkins assured the panel that the Force do train the staff but don't examine them after. Expectation is on staff to undertake their role. Mr Campbell stated that contract management is on the audit plan and will look at training as part of the scope, For staff and contractors – Mr Dawkins went through the process and advised that the contract's terms and conditions were relied upon. COT and Senior officers in the OPCC complete a business interest form. Ms Hughes also advised that there is a Business Interest Policy for staff to declare business interests when appointed and the onus is on staff to do this and to inform vetting of any changes.

It was agreed anything proposed as closed which was not discussed, is agreed as closed.

#### **26/24 External Audit VFM Report**

The panel received a report from Ms Lesley Moya (EY) on the External Audit Progress update. The report marked 'E' is filed within the minutes.

Ms Lesley Moya provided an overview of the report:

- The report covers April 2021 to March 2023. No significant issues identified.
- Finalising the review of the limited assurances given by Internal Audit and updates will be provided when completed.

Ms Yeadon commented and praised the force on no significant risks or weakness found in financial sustainability, governance and improving economy, efficiency, and effectiveness.

Mr Dawkins reflected that the report does relate to 2021/22 audit and 2022/23 audit therefore looking at something that occurred 2-3 years ago. And although positive, the assurance will be from the audit opinion for 2023/24.

#### **27/24 External Audit Progress Update**

The panel received a report from Mr Keith Chaisewa (GT) on the External Audit Plan 23-24. The report marked 'F' is filed within the minutes.

Mr Chaisewa provided an overview of the report:

- Performed planning procedures for 23/24 in February and March 2024. Still have a few steps to complete including formal enquiries of management and a few questions outstanding.
- 
- Audit work is planned to progress mid-September and be completed in early December 2024. Presenting findings in January 2025.
- VFM work will be completed at the same time.
- Received draft financial statements.
- Report includes sector updates which are provided for information

Ms Laurelin Griffiths (GT) advised that the new minister had written to all Chief Executives and Finance Officers with an update on the planned timeline for the audit backstops. The backstop for all the old financial years is provisionally set for 30<sup>th</sup> December 2024. For 2023/24 the backstop is the end of February 2025. Ms Laurelin Griffiths advised that they were confident that this could be achieved within this timeline. Official confirmation from the Home Office is still awaited.

Ms Yeadon asked whether there was any clarity around neighbourhood policing. Mr Sandall provided an update and advised that the Home Secretary has been engaging at a national level.

## **28/24 Force Risk Register**

The panel received a report from Mr Jones on the Risk Register. The report marked 'G' is filed with the minutes.

Mr Sandall provided an overview and update on the report:

- 25 Strategic risks, 10 High risks ,7 risk scores have changed and there are 3 new risks.
- Risks are regularly reviewed.
- Risks will be reviewed at SORB and a couple will reduce due to prioritising them.

Ms Yeadon asked about SORB. Mr Sandall provided an update and advised that SORB fits into layer 5 – enabling services.

### STR0081 – Capacity with IT

Ms Yeadon asked whether the Force had been affected by the Microsoft outage. Mr Sandall, Mr Dawkins, and Ms Hughes advised the outage did not have any impact on the Force or OPCC.

### STR0184 – Inability to maintain power.

Mr Patel asked whether the arrangements for business continuity are effective. Mr Dawkins provided an update and work is continuing to mitigate this risk. There are 2 rings that come into FHQ with a back up ring. The Force also have 3 generators which will maintain power for 7 days. The biggest risk is relating to the cooling system but to get to where the Force needs requires £10m investment. With the resources and money available the force are doing all they can to mitigate the risk.

Mr Jones confirmed that the update for STR0490 was the controls as it was a new risk.

The Chair agreed that anything proposed close and not discussed is to be closed.

## **29/24 OPCC Risk register**

The panel received a report from Mrs Padhiar on the OPCC Risk Register. The report marked 'H' is filed with the minutes.

The panel considered the detailed recommendations within the report and highlighted the following points:

The Chair sought clarity regarding the redacted risk. Mrs Padhiar advised that the risk was redacted previously and is now proposed close.

The Chair queried the proposed closure of risk OPCC028 as the risk doesn't relate to the PCC elections and could happen anytime. Ms Hughes clarified that the reason the risk was proposed close wasn't as a result of the election but due to the OPCC managing the the controls in place and therefore the risk has been managed.

The Chair agreed that anything proposed close and not discussed is to be closed.

### **30/24 Statement of Accounts and Annual Governance**

The panel received a report from Ms Hughes and Mr Dawkins The report marked 'I' is filed with the minutes.

The Chair thanked Ms Hughes and Mr Dawkins for the work in producing the Statement of Accounts and Annual Governance Statement.

Ms Hughes provided an update on the key issues and assumptions and the Annual Governance Statement for the OPCC and Group accounts which was brought to this meeting.

Mr Dawkins confirmed that the Forces Statement of Accounts and Annual Governance Statements mirrored the above comments.

Mr Dawkins and Ms Hughes confirmed that they both met with the Head of Finance and the Accountant to review the key issues, assumptions and statutory accounts. Mr Dawkins discussed the valuations which have created some issues with the External Auditors in particular the methodology etc. Mr Dawkins queried the process of handing over of the Audit from Ernst Young to Grant Thornton. Ms Griffiths explained this is a new situation with regards to the backstop but the assumption is that GT will not have assurance over the opening balance which will impact the opinion for the future audits. It is something that GT have to work through, but the assumption is that 2023/24 and 2024/2 will have some sort of qualification.

### **31/24 Force Management Statement**

The panel received a report from Chief Constable. The report marked 'J' is filed with the minutes.

Mr Dawkins provided an update on the FMS as per the report. No further questions were raised by the panel.

### **32/24 Work Programme**

The Panel received a report from Ms Hughes on the Work Programme. The report marked 'K' is filed within the minutes.

The Panel confirmed they are happy with the contents and agreed to take the report as read and accepted.

Ms Hughes advised that the February 2025 meeting will need to be rearranged due to a Police and Crime Panel meeting taking on the same day regarding the budget.

**Action: Mrs Padhiar to look at another date for JARAP in February**

Pre-briefing - Update on HR Tool Kit to be re-arranged in May 2025. This date will be confirmed once toolkit has been implemented.

**ACTION – Ms Hughes to speak to the Force to see if the HR toolkit would be implemented for the May meeting.**

Counter Fraud to be included as a briefing on the work programme for November 2025.

**33/24 Any Other Business**

Nothing raised.

**Date of next meeting**

31 October 2024  
Main Conference Room, FHQ



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**JARAP – ROLLING ACTION SHEET**



Last updated: 23/10/2024

Meeting Date	Minute No.	Action No.	Action	Person Responsible	Target Date	Update
17.01.23	5/23.4	3	<p><u>Counter Fraud – 4.3 Lack of Fraud Training</u>  Dip sampling of evidence to be provided to show that the work is being carried out and is working</p>	DCC Sandall	August 2023	<p>16.03.23 - The force's comprehensive prevention campaign which centred on training/development inputs in relation to the 'Ten Standards of Professional Behaviour for Police Officers and Staff' [including Fraud] concluded recently. Dip-sampling is planned to take place within the 2<sup>nd</sup> quarter of 2023 and reported mid-July 2023.</p> <p>03.07.23 - Dip-sampling results delayed due to other competing workstream demands – results of dip-sampling anticipated end September 2023. To be reported at the next JARAP meeting.</p> <p>04.07.23 – This report is due mid-late July, it should be ready for the next meeting.</p> <p>06/10/23 – Due to a short notice HMIC Inspection notification in September dip-sampling has regrettably been delayed and will take place in October for reporting at the next JARAP panel meeting.</p> <p>22/01/24 – Further delay due to inspection/Audit commitments. This work has now been prioritised. Sample spreadsheet now received from the Force HR Analyst; from this a random sample of officers and staff will be selected. Question set being finalised in conjunction with the head of department and the force survey specialist. Dip-sampling of officers and staff to commence shortly. Reported results anticipated March/April 2024.  Barriers to completion – None anticipated.</p> <p>03/04/24 – dip-sampling due to commence shortly and findings to be reported to the next JARAP panel meeting.  17/07/24 - This has now been superseded as it has been recognised that refreshed training in relation to fraud is now required and this is</p>




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					<p>being taken forward and developed in conjunction with the Team Leicestershire Academy TLA and the Training Commissioning Board TCB.</p> <p>Please see the recent Mazars revisit audit - Counter Fraud and Whistleblowing June 2024. This is now proposed closed and taken forward under recommendation 1 of the more recent audit report to avoid duplication, whilst not losing sight of the recommendation.</p> <p>1/8/2024 – Action was agreed to be left open as per JARAP meeting 1/8/2024</p> <p>03/10/24 – Update – OPCC is revising the counter fraud joint policy which is awaiting approval. It is completed. Furthermore, as per the update 17/07/24, DI Scott from the CCU has reviewed the training and whilst considered fit for purpose, it will be refreshed.</p> <p>The existing training located on Sharepoint does not have the capability to track the specific individual who has accessed it.</p> <p>The options being considered is to utilise a QR code at the end of the training which will then show who has completed the training, or when refreshing the material, consider creating a video package (similar to PVP training).</p> <p>Additional but longer-term IT solutions is viable SharePoint and PowerBi, which could capture and register completion.</p>	
17.01.23	8/23.3	4	<p><u>OPCC020 Delayed recruitment of OPCC staff impairing service delivery</u></p> <p>Going forward the report is to include statistics to see where the OPCC are at in terms of headcount, void rate, turnaround, vacancies etc</p> <p><b>1/8/2024</b> Ms Hughes /Mrs Padhiar to provide dashboard for next meeting.</p>	Mrs Padhiar	April 2023	<p>28.12.22 – Service improvement currently working on upgrading reporting model. Force dashboard should be complete end of Jan/beginning of Feb then OPCC version to be created.</p> <p>18/10/23 OPCC Templates have been created for Shortlisting and Interviews deadline for completion of guidance Nov 23.</p> <p>24/1/24 – Statistical breakdown requested will update at next meeting.</p> <p>8/4/24 – Chased HR for response, waiting for information to be shared.</p>


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						 Police Staff - OPCC Leics 13.09.2024.pdf 24/9/2024 report forwarded to JARAP Panel members. Propose Close
31.01.24	05/24	11	<b>Wellbeing – Satisfactory Assurance February 2021</b> <b>4.1 Review of Policies and Procedures</b> The Chair queried the 2 legacy policies which are still awaiting review as they are over 3.5 years overdue, and no target date is listed. <b>Action: DCC Sandall agreed to provide an update to the panel outside of the meeting to include an estimated completion date. [DCC agreed raise during Friday’s internal meeting with Mr Mollett]</b>	DCC Sandall / Mr Mollett	February 2024	17/2/24 – Update from HR Kat Eaton “Consultation on both has taken place with unison and remains ongoing. The aspiration is that this is concluded and ready for submission for discussion and ultimate sign off at the JNCC on 11th April.”  17/07/24 – The ‘Procedures’ are listed here: HR – Redeployment as a Reasonable Adjustment; Police Staff - Further consultation with Unison concluded. Stakeholder engagement is now taking place.  Honoraria; Police Staff - No update. For information, the lead here is embedded within the JE Project delivery. Her manager has been through workload and deliverables to try and dedicate time to complete; however, the Hay review is taking priority at this time. I am hoping that by the next update we are in a position whereby things have progressed forward but due to competing demands we have not been able to progress as hoped - Kat Eaton Head of HR 03/04/24 - Update position required from Kat Eaton – may have to follow on as understood JNCC does not convene until 11th April  16/09/24 - Please also refer to Action 30 for update  Please see update report from Supt Arthur – internal audit Recommendations1.   Internal Audit Recommendations T

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17.04.24	06/24	16	It was agreed that DCC Sandall Staff Officer will provide a copy of the Forces organisation structure chart	DCC Sandall	August 2024	 Governance Structure.pptx  Force Structure 1270 x 846mm 7 24 v 26/7/2024 Propose Close
17.04.24	07/24	17	To organise a meeting between MAZARS and JARAP to go through the format/terminology of the new report format	Ms Knowles	June 2024	1/8/2024 – Chair to contact MAZARS 26/09/2024 – Meeting took place -Propose Close
17.04.24	07/24	18	<u>Internal Audit Progress Report</u> MAZARS to ensure the name / job title of the person providing the update could be included within the new report format.	Ms Knowles	August 2024	05/08/2024 Propose Close
17.04.24	08/24	19	Mr Jones to link in with Ms Yeadon for business continuity exercises (cyber attacks / fire drills)	Mr Jones	May 2024	1/8/2024 - Mr Jones to contact Ms Yeadon with dates of the business continuity exercises.
17.04.24	12/24	21	<u>Annual effectiveness review</u> Force meetings to be shared with the JARAP, to include the purpose of the meeting and who is responsible (Force governance structure with ACC Leads for each of the layers).	DCC Sandall	June 2024	26/7/2024 – See action 16 Propose Close
01.08.24	5/23.4	23	<u>Counter Fraud – 4.3 Lack of Fraud Training</u> Mr Sandall agreed to merging the risks with the new audit.	Mr Sandall	Oct 2024	The Counter Corruption and Whistleblowing report was completed by the external auditors in June 2024 and identified 4 areas that required focus. This will be progressed with a deadline to be addressed by March 2025.
01.08.24	23/24.1	24	<u>Portfolio Management Audit</u> Mr Sandall to provide the panel with a copy of the slides presented to the Executive Team on “How to strengthen benefit realisation measures”	Mr Sandall	Oct 2024	 20240515 Benefits Realisation Exec v1.0

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						Please note that this is a snapshot for the month of June, it captures a moment in time.
01.08.24	23/24.2	25	<u>Portfolio Management Audit</u> Mr Sandall to confirm whether the change team have previously conducted gap analysis.	Mr Sandall	Oct 2024	<p>The Skills gap analysis does indeed relate to a recommendation from the Mazars Audit of the Portfolio Management Office - The PMO should conduct gap analysis of the available PMO skills and resources and create a skills matrix which identifies gaps.</p>  <p>Change Team and PMO Skills Matrix.xls</p> <p>In terms of progress, a skills matrix has been created covering key activities and knowledge areas for the Change Team. The matrix provides an overview of skills across the team and their method of training to bridge any gaps. From September this will be populated by Line Managers and ratified with staff during their regular 121 meetings to form an initial gap analysis and will then be tracked and updated through annual PDR meetings with the staff.</p> <p>The full audit report is attached and has a total of 6 recommendations which is being progressed. Please refer to Mr Molletts progress update report with lead updates and evidence to support progress.</p>
01.08.24	23.24.3	26	<u>Counter Fraud</u> Mr Jones to check whether there are any additional risks at the next risk meeting.	Mr Sandall	Oct 2024	<p><b>16.09.24 - Update</b></p> <p>There are risks related to fraud on KETO (internal risk tracking system) already and M.Jones is not aware of any additional ones. He has met with Head of PSD, and have a Health, Safety and Risk Committee that tracks PSD risks, so there is a clear mechanism for the force to raise future fraud risks if it needs to.</p> <p>In addition to this, each department head will be asked to update their policy and procedures with regards to this area of risk. It will be their responsibility to identify fraud risk and to mitigate this whilst ensuring it is reported to Professional Standards Department.</p>

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Risk report Oct  
24.docx

01.08.24	23.24.4	27	<p><u>Wellbeing – Satisfactory Assurance February 2021</u></p> <p>Mr Sandall to provide statistics to show the use of Bad Apple in relation to the size and number of employees. Whether there has been a percentage % increase/decrease or stayed even, compared to other forces.</p>	Mr Sandall	Oct 2024	<p>Of note, there was an increase in reporting for the dates 19/02/24 - 18/05/24. This is when the Crimestoppers Integrity Line was launched (March 2024) as a national initiative and publicised across the country on the back of the work the MET undertook. It had already been embedded in Leics, and been publicised at a local level, but not at the level profile as the national campaign.</p> <p><b>Leics Police</b></p> <table border="1"> <thead> <tr> <th>Date From &amp; To</th> <th>Bad Apple</th> <th>Crimestoppers</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>19/05/24 – 18/08/24</td> <td>34</td> <td>5</td> <td>39</td> </tr> <tr> <td>19/02/24 - 18/05/24</td> <td>37</td> <td>10</td> <td>47</td> </tr> <tr> <td>19/11/23 - 18/02/24</td> <td>29</td> <td>5</td> <td>34</td> </tr> <tr> <td>19/08/23 - 18/11/23</td> <td>30</td> <td>4</td> <td>34</td> </tr> </tbody> </table> <p><b>Notts Police</b></p> <table border="1"> <thead> <tr> <th>Date From &amp; To</th> <th>Notts version of</th> <th>Crimestoppers</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Date From & To	Bad Apple	Crimestoppers	Totals	19/05/24 – 18/08/24	34	5	39	19/02/24 - 18/05/24	37	10	47	19/11/23 - 18/02/24	29	5	34	19/08/23 - 18/11/23	30	4	34	Date From & To	Notts version of	Crimestoppers	Totals				
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**OFFICE OF POLICE AND CRIME COMMISSIONER & OFFICE OF THE CHIEF CONSTABLE**  
**JARAP – ROLLING ACTION SHEET**

	<b>Bad Apple - Integrity</b>		
19/05/24 – 18/08/24	49	8	57
19/02/24 -18/05/24	54	9	63
19/11/23 -18/02/24	42	3	45
19/08/23-18/11/23	47	10	57

**Northants Police**

The data gap with Crimestoppers (19/08/2023-18/04/2024) is due to them not subscribing/paying in to Crimestoppers during that period.

<b>Date From &amp; To</b>	<b>Bad Apple</b>	<b>Crimestoppers</b>	<b>Totals</b>
19/05/24–18/08/24	52	7	59
19/02/24 -18/05/24	38	7	45
19/11/23 -18/02/24	31	-	31
19/08/23-18/11/23	38	-	38

**Derbyshire Police**

<b>Date From &amp; To</b>	<b>Bad Apple</b>	<b>Crimestoppers</b>	<b>Totals</b>
19/05/24-18/08/24	27	6	33
19/02/24 -18/05/24	24	6	40
19/11/23 -18/02/24	29	1	30
19/08/23-18/11/23	18	4	22

**Lincs Police**

<b>Date From &amp; To</b>	<b>Bad Apple</b>	<b>Crimestoppers</b>	<b>Totals</b>
19/05/24 – 18/08/24	24	7	31

**OFFICE OF POLICE AND CRIME COMMISSIONER & OFFICE OF THE CHIEF CONSTABLE**  
**JARAP – ROLLING ACTION SHEET**

19/02/24 - 18/05/24	20	5	25
19/11/23 - 18/02/24	10	6	16
19/08/23 - 18/11/23	9	1	10

01.08.24	23.24.5	28	<u>Counter Fraud</u> Ms Hughes to bring the Joint Counter Fraud Policy to JARAP when completed	Ms Hughes	Feb 2025	
01.08.24	25/24.1	29	<u>Internal Audit Recommendations and Tracking</u> Mr Mollett to produce a table showing missed or extended actions for the report.	Mr Mollett	Oct 2024	19/09/24: A table will be included in the progress report to include – Original audit recommendation ‘Target Date’ and the new or revised target date.  10/10/24: For this reporting period - A table has been included in the progress update report to include – Original audit recommendation ‘Target Date’, the new or revised target date where possible; plus some context to the revised target dates.  Action Propose Completed
01.08.24	25/24.2	30	<u>Internal Audit Recommendations and Tracking</u> <u>Wellbeing – Satisfactory Assurance February 2021</u> Mr Sandall to confirm whether the Honorarium policy has been reviewed.	Mr Sandall	Oct 2024	The HRBP leading this is heavily involved in the delivery of Hay so over the past few months it has been challenging to progress as hoped. However, the procedure is drafted, and informal consultation has taken place. The intention is to have the procedure to the unions for formal and final consultation in the next 2 weeks (13.09.24)  Please also refer to Action 11, and this is similar to the update provided by Mr Mollett in the progress report.
01.08.24	25/24.3	31	<u>Internal Audit Recommendations and Tracking</u>	Mr Mollett	Oct 2024	10/10/24: Audit publication month dates are normally provided. The omitted date has now been added to the report.



**OFFICE OF POLICE AND CRIME COMMISSIONER & OFFICE OF THE CHIEF CONSTABLE**  
**JARAP – ROLLING ACTION SHEET**

			<u>Counter Fraud audit</u> Mr Mollett to include date of audit on the report.			Action Propose Completed
01.08.24	25/24.4	32	<u>Internal Audit Recommendations and Tracking Partnership</u>  Ms Hughes to provide evidence of contract exit interviews.	Ms Hughes	Oct 2024	Sent to JARAP Panel members. 17/9/2024 Propose Close
01.08.24	32/24	33	<u>JARAP Meeting February</u>  Mrs Padhiar to look at another date for JARAP in February	Mrs Padhiar	Oct 2024	New date 13/02/2024 – Online MS Teams. 4/9/2024 Propose Close
01.08.24	32/24	34	<u>Pre-briefing - Update on HR Tool Kit to be re-arranged in May 2025</u>  Ms Hughes to speak to the Force to see if the HR toolkit would be implemented for the May meeting.	Ms Hughes/ Mrs Padhiar	Oct 2024	17/9/2024 /23/10/2024 -Awaiting confirmation.