JARAC – INTERNAL AUDIT RECOMMENDATION MONITORING

Summary of Recommendations

Audit	Priority	Number of Recommendations	Open	Closed
Governance	2	3	1	2
Transport Follow Up	2	1	1	0
EMSOU HMICFRS Action Plan	2	1	1	0
Core Financials	2	3	3	0
Environmental Sustainability	1 2 x 2	3	3	
EMSOU Wellbeing and EDI	2	2	2	

Recommendation	Responsible party	Priority	Timescale	Update

October 2024

Governance

3: Supporting Policies and Documents The force and OPCC should determine if a Communication / Engagement Strategy and an Ethical Framework are required, either removing reference to them or developing these as part of the Corporate Governance Framework or as stand-alone documents, to support the application of the Corporate Governance	Head of Governance & Compliance.	2	June 2024	**Previous Management Responses -** **October 2024** – 3: Work is currently in progress and being reviewed alongside the Financial Handbook and the Scheme of Delegation. **Jan 2025** – 3: The Code of Corporate Governance and the Financial Handbook are currently being reviewed. This review includes reviewing if an ES and EF are needed.

Framework.				**April 2025** 3: Peer reviews have been undertaken and both references have been taken out of the documents. Financial Handbook awaited following update from M Fox **24 July 2025** Clarification was given at the July meeting that a Communication / Engagement Strategy or Ethical Framework are required. Financial Handbook to be brought to October JARAC meeting.
Most Recent Management Response: September 2025 Financial Handbook outstanding due to illness – deferred to January 2026 meeting.				

October 2024				
Transport Follow Up				
1. Performance Information and Force Monitoring and Oversight The Force should ensure performance information obtained from Derbyshire County Council is reported to the Transport Steering Group to allow for effective monitoring, oversight and scrutiny.	Fleet Manager	2	April 2024	**Previous Management Updates -** **October 2024 -** 1: • General VOR report received from DCC which is then filtered and applied into a presentation for departments. Currently this VOR report is sent to section sergeants and inspectors with it being the main area of concern, future plans to extend to other areas. • The My vehicle App (vehicle weekly checks) which is linked to the Fleet Managements system, this is in place. With the introduction of this upgraded process, we will be in a position to complete reports – evidence for claims & force policies. • App link - MyVehicle App - Connect (derbyshire.police.uk) • There's work going with DDaT to develop a separate dashboard which will presented on a large screen with real live data (vehicle information – mileage / defects / MOT). • Fleet Management is undergoing a restructure with an increase of resources; this was based on UK police bench marking exercise.

				A number of changes and improvements have been achieved ensuring information is shared proactively since the audit, we receive a general VOR (Vehicle Off Road) report from DCC on weekly basis which is then verified ensuring the correct information is distributed to the divisions this demonstrates clear and supporting information with good feedback. Fleet Management also provides a presentation to PAB which includes a VOR report. The weekly VOR report is present to Section Sergeants & Inspectors currently, this was the starting point due to showing concerns around the available fleet. Considerations for expanding the report to other departments although at this stage there are very little benefits. We have been working with and alongside DDaT in developing a dashboard, which will present fleet vehicle information to all departments. The system will be presented at levels – 1, Officers (vehicle information – Mileage / service / weekly check etc) 2, Inspectors (more details and driver information) 3, Fleet Management – overall view (central system screen) The MyVehicleApp is currently in place, which is completed on the force MDT replacing the form 439 paper process. The vehicle inventory is part of vehicle checks and allows a separate report identifying requirements, this is forwarded to section business admin for ordering via stores once confirmed, the Vehicle App is linked with our fleet system providing ourselves with the latest vehicle information. The system has undergone a number of improvements ensuring the correct data is collected, currently we are starting a new reporting process to improve information we provide to departments starting with a trial period.

				The Transport steering group has been developed into a smaller more focused and relevant group allowing clear methods and projecting information throughout. Fleet Manager is undergoing a restructure with an increase of resources following a benchmarking excise across UK police forces, with the additional resources this will increase the department's capabilities, providing a higher level of information for more proactive force decisions. **January 2025 –** 1: The Transport Steering Group has been disbanded. Fleet Manager now attends Divisional Management Meetings for both the North and South in which relevant MI is shared. Weekly Vehicle Off Road reporting is produced for all sections on a Thursday afternoon, which will give more detailed performance information of vehicle availability. In addition to this the Telematics system is being rolled out across the force with hierarchy of access to Inspectors allowing them to view their respective fleets. There will also be regular MI provided into the newly setup Resourcing Board meeting that will be a summary of the reporting provided on a regular basis to the sections on availability. This is now partially implemented with it being fully implemented when the MI dashboard is setup for the Resourcing Board. **April 2025** The force now have access to the Derbyshire County Council vehicle recording system. This is being explored, and it is anticipated that access to the whole force will be available within a number of weeks. **July 2025** • The VOR is still being sent out to section sergeants and Inspectors – no plans to extend to other areas as we await the Fleet Dashboard from

				DDaT - ongoing. • The MyVehicle App is working well in collecting data on the vehicle checks and allowing supervisors to monitor their vehicles to make sure checks are complete. • The missing inventory report is still being sent out. Future plans are to stop as the DDaT dashboard is rolled out to Business Section Support. • Fleet management is in the process of implementing daily vehicle checks in line with the NPCC National Police Fleet Standards: ○ These checks are designed to make sure the vehicle is safe / legal / compliant between shift changes. ○ It will take the form of the basic FLOWER checks, FUEL, LIGHTS, OIL, WATER. ELECTRICS, RUBBER. ○ Discussion are in place to if these are to be added to the MyVehicle App or as a separate check. • The Fleet restructure is still on going. • As mentioned earlier, the DDaT Fleet Dashboard is still on going. Currently a sample group have had access to the dashboard as a soft roll out, allowing for feedback and improvements before being rolled out force wide. ○ Once the DDaT Dashboard roll out is complete, it will scale back current processes within Fleet Management and allow Section Business Support to monitor and maintain their fleet more efficiently. The Derbyshire County Council Fleet recording system - Accounts have been created but access is limited due to ongoing issues. Work is in progress to get this up and running. **24 July 2025** It was felt that this recommendation has been implemented. ACO Price to provide a formal summary giving assurance around the closure of this recommendation.

<u>Most Recent Management Response -September 2025</u>
All actions and procedures are in place to achieve this recommendation, some have been completed and some are part of continuous development within force. Recommended for closure.

October 2024				
EMSOU HMICFRS Action Plan				
1: TOR SGB and PMG The Unit should update the ToR for the Strategic Governance Board and Performance Management Group to include all key information including: - Frequency of meetings. - Attendees. - Who chairs the meeting and relevant deputies. - Standing agenda items. - Where the reports to and where they receive reports from.	Head of EMSOU.	2	May 2024.	**<u>Previous Management Responses –</u>** **October 2024 –** 1: All meetings are being reviewed as part of the Governance workstream for the EMSOU Operating Model which is currently underway. This will mean new TOR's, agendas etc for all meetings moving forward to ensure we are effective and efficient. Holding EMSOU and all five forces to account to ensure compliance and the best use of resources/support. See closed session for appendix (ToR for the EMSOU Performance Management Board & SGB Revised ToR). **January 2025 –** 1: A review of any terms of reference and governance structures in EMSOU are being reviewed as part of the implementation and review of The Operating Model. A new Terms of Reference template has been generated for all meetings within EMSOU to ensure consistency, strategic direction and governance in line with all priorities. The Terms of Reference for the Strategic Governance Board will be refreshed in line with the new format which includes the noted information in this report. **April 2025** No update received. **June / July 2025** **June 2025** Please find the attached TOR for the EMSOU Strategic Governance Threat Board meeting and the TOR for the Performance Management Group meeting (the format of this TOR is slightly different due to it containing more detail). These are the two TOR formats that EMSOU use due to the complexity of the meeting. This information adds to the January 2025 update on the EMSOU HMICFRS action.

				The EMSOU Strategic Governance Threat Board meeting meets for the first time with the new membership on 30/06/25 where the attached TOR will be reviewed and agreed. SGB revised TOR 2024 -.docx EMSOU Performance Manag **July 2025** Moving forward the annual EMSOU Strategic Governance Threat Board meeting will transfer to the EMSOU Management Board meeting (this meeting is held bimonthly and chaired by DCC Michaela Kerr from Leics with five East Midlands force representatives in attendance). The meeting content of the Strategic Governance Threat Board relating to EMSOU yearly performance overview will be added to the EMSOU Management Board agenda on an annual basis. CC Swann and ACC Coulson have discussed this meeting change and are supportive of the decision in relation to the multiple meetings and forums in which EMSOU performance is now discussed, reviewed and governed. The EMSOU Management Board has created a bimonthly process in which there is a more detailed strategic oversight of EMSOU's performance. ACC Coulson also attends the following meetings EM PCC/CC Board, DCCs Board, ROCU Exec Boards where an EMSOU update is provided on performance and allows governance from the region as a whole. **24 July 2025** Assurance required that the TOR for the EMSOU Strategic Governance Threat Board meeting and the TOR for the Performance Management Group meeting have been agreed and accepted and whether the recommendation holder considers this recommendation closed.

Most Recent Management Response: September 2025 Moving forward the annual EMSOU Strategic Governance Threat Board meeting will transfer to the EMSOU Management Board meeting (this meeting is held bimonthly and chaired by DCC Michaela Kerr from Leics with 5 EM force representatives in attendance). The meeting content of the Strategic Governance Threat Board relating to EMSOU yearly performance overview will be added to the EMSOU Management Board agenda on an annual basis. CC Swann and ACC Coulson have discussed this meeting change and are supportive of the decision in relation to the multiple meetings and forums in which EMSOU performance is now discussed, reviewed and governed. The EMSOU Management Board has created a bimonthly process in which there is a more detailed strategic oversight of EMSOU's performance. ACC Coulson also attends the following meetings EM PCC/CC Board, DCCs Board, ROCU Exec Boards where an EMSOU update is provided on performance and allows governance from the region as a whole. This recommendation can now be marked as complete and we kindly request that the action is closed.

April 2025				
CORE FINANCIALS 2024/2025				
The Force should introduce regular meetings with East Midlands Police Legal Services to discuss the outstanding debts, requiring at each meeting a summary of the actions completed to date and planned actions to be carried out for each debt. The Force should investigate the automation with Agresso of the escalation to Legal Services of any debt that remains unpaid 66 days after the invoice date. Escalation should include all relevant documents relating to the debt, including the invoice and previous reminders.	Head of Finance	2	Recc 1 April 2025	**July 2025** This has not yet been applied due to staff changes and other competing demands, but plans are in place to set up the meetings with EMPLS from September 2025 onwards. Work is also ongoing to review the existing process around charging arrangements related to Disclosures and to agree an updated policy within the next three months.
The Force should ensure that the Period End Admin Checklist is reviewed by the Corporate Finance Manager upon their complete, with evidence retained to support that review	Head of Finance	2	Recc 2 – April 2025	**July 2025** This has not yet been applied due to staff changes and other competing demands but will be implemented from the Period 3 Period End i.e. 27/06/25.
The Force should periodically review compliance of overtime claims against policies for employees that have made a large number or value of claims	Head of Finance	2	Recc 3 - April 2025	**July 2025** The management response shows what has already been implemented and is in place in terms of overtime for this recommendation.

				Management will look to develop a similar report for Expenses and implement this within the next three months, by 30th September 2025.
Most Recent Management Response: September 2025 1)Quarterly meetings have commenced with Legal Services to discuss outstanding debts. An automation process has been set up to escalate to Legal Services any debt that remains unpaid 66 days after the invoice date. This escalation includes all relevant documents relating to the debt. However, this is outside of Agresso. Recommended for closure. 2)This was applied and implemented as of July 2025. Recommended for closure. 3)A monthly report for expenses is produced from Agresso on the 1st of the month and sent to the Financial Services Manager for review and action as appropriate. This was implemented as of September 2025. Recommended for closure.				

July 2025				
Environmental Sustainability 2024/25				
Governance mechanisms for environmental sustainability as a whole should be established. Contents could include but not be limited to strategic governance body, operational delivery group, clear definition of roles and responsibilities across all mechanisms including meeting frequencies, a sponsor in senior management to provide clear leadership.	Andrew Price (Assistant Chief Officer)	1	Recc 1 – 01 December 2025	
Each action within the Action Tracker should be assigned a senior responsible owner to ensure adequate oversight and responsibility is maintained. The force should investigate empty fields within the Action Tracker and work with senior responsible owners to ensure they are populated correctly. The Action Tracker should be circulated on a regular basis to the appropriate governance forum once established, this will allow for sufficient scrutiny and central oversight.	Andrew Price (Assistant Chief Officer)	2	Recc 2 – 01 December 2025	

The force should consider implementing a training programme covering areas such as carbon literacy, energy conservation and waste reduction to ensure staff are made aware of how they can help achieve environmental sustainability objectives.	Andrew Orice (Assistant Chief Officer)	2	Recc 3 – 01 December 2025	
Most Recent Management Response: September 2025 1) An Environmental Steering Group has been established Chaired by ACO Andrew Price. An inaugural meeting was held on 10th September 2025 at which meeting the Terms of Reference were introduced for comments by stakeholders. The final TOR's will be issued following the next meeting. The ACO reports to COT and any matters involving projects, funding or business changes will be reported to the respective decision-making board. E.g., Strategic Estates Board, Our People Board. Recommended for closure. 2) This is a standing agenda item for the Environmental Steering Group. Recommended for closure. 3) Training packages have been developed, and a further Video Package is in development. This is included in the current action plan. Recommended for closure.				

July 2025				
EMSOU Wellbeing and EDI 2024 / 2025				
The unit should create a formal 'Action Tracker' to monitor the status of actions within the People Strategy. Elements of the action tracker could include but not be limited to a. Action Lead (Responsible Owner) b. Actions completed c. Actions to undertake d. Current update e. Start date / End date The unit should complete a lessons-learned exercise to review the implementation status of all actions outlined within the People Strategy. Where actions are found to be incomplete and / or in progress, the unit should assess whether such actions should be included within its new Strategy.	EMSOU HR Business Partner	2	Recc 1 – 31 March 2026	
The unit should implement measures to address nil rate responses by emphasising to the workforce the significance of the data for decision making and	EMSOU HR Business Partner	2	Recc 2 – 31 March 2026	

creating a more inclusive environment.				

Most Recent Management Response: September 2025

1) Since the audit was undertaken in EMSOU, the following changes have been implemented:

- Lessons Learned exercise was completed, which supported the audit findings that there was a lack of clarity and focus around people issues. Actions that were incomplete were reviewed, and if appropriate transferred into a new People, Culture & Inclusion Strategy 2025-28.
- The new strategy was developed in consultation with EMSOU Command and EMSOU HR team and is supported by a clear People, Culture & Inclusion Delivery Plan that sets dates for implementation and completion of key people focussed activities over the next 3-years. Each deliverable is aligned to key people metrics to understand if the activity is having the intended impact and actions.
- The Delivery plan acts as an 'Action Tracker' and is monitored internally within EMSOU-HR on an ongoing basis, with quarterly updates presented at the EMSOU People Board. Monitoring includes - a. Action Lead (Responsible Owner), b. Actions completed, c. Actions to undertake, d. Current update, e. Start date / End date.

Recommendation that action is complete/ closed.

2) Since the audit was undertaken in EMSOU, the following changes have been implemented:

- EMSOU HR team now has access to HR Gateway workforce reporting/ demographic data – this has increased the Units understanding of demographics so people focussed activity can be effectively targeted.
- EMSOU Senior HRBP is currently leading a project to complete a 'rebuild' of the HR Gateway System for all EMSOU workforce information e.g. establishment, strength and demographic data for improved reporting. This project will include improving access/ workforce data for EMSOU officers and staff that have a 'Partner' record and are not within Leicestershire / Derbyshire.
- Prior to the Gateway rebuild, EMSOU-HR will be running an awareness campaign between Oct – Dec 2025 asking colleagues to update their personal records.

Recommendation that action is complete/ closed.

BUDGET MONITORING REPORT
EXECUTIVE SUMMARY

Period 5 (April 2025 to August 2025)

Published by Strategic Finance
Date of issue : 22nd September 2025

OUR PRIORITIES

Vulnerability | Fighting Crime | Our People | Prevention and Partnerships | Responsive and Visible Policing | Service to the Public | Trust and Legitimacy

Making Derbyshire Safer **Together**

Revenue Budget – Projected Outturn Position At Period 5

(Period-ending 29th August 2025)

The current forecast for the year-end position is:

		Total	% of budget
£1.450 overspend	+ £0.116 underspend	= £1.334 overspend	= 0.55%

	Total Budget £m	Spend To Date £m	Forecast Outturn £m	Variance £m
	234.902	94.721	236.352	1.450
				.6%
	8.328	(.688)	8.212	(0.116)
				(1.4%)

What are the headlines in the forecast for the Chief Constable?

- **Police Officer Salaries & OT**– **underspend of £0.499m** – running at a lower than budgeted FTE throughout the year.
- **Police Staff & OT Costs** – overspend of £0.990m due to a lower than budgeted vacancy rate, against the 8% vacancy rate built in the budget. The ongoing work of the Vacancy control panel is helping to reduce the overspend.
- **Other Employee Costs –** overspend of £0.053m – increased spending on training and training accommodation.
- **Police Pensions** – overspend of £0.807m – there have been more ill health retirements than budgeted for and a couple of one off back dated injury pension payments.
- **Transport Costs** overspend of £0.567m predicted linked to repairs, accident damage, mileage, maintenance and tyre costs offset by underspends on fuel costs.
- **Supplies and Services** overspend of £0.443m predicted - the main areas of overspend are IS related costs, insurance costs, financial contracts and professional legal costs. These are offset by underspends on uniform, equipment & NLEDs.
- **Income** **increased by £0.706m** - linked to increased cost recovery income and extra income from Firearms Licences and MASTs rental. The Force has also received £0.186m income from the XL Bully kennelling costs.
- **Grants and Partnerships** – **underspend of £0.205m** - Anticipated income from the Neighbourhood Policing Grant to offset the training costs of the additional 35 Neighbourhood Policing Grant officers This is partly offset by lower-than-expected income from mutual

And for the Police and Crime Commissioner?

- **OPCC** – **underspend of £0.116m** – a reduction in Debt Charges due to the delay in borrowing until quarter 3 . This is then offset by a reduction in Interest Receipts.

Revenue Budget - Changes in Variances between Pd4 and Pd5

What has changed in the forecast outturn position since the last report?

AREA	Impact on	Amount £000's
Police Officer Salaries & Overtime	↑	191
Police Staff Salaries & Overtime	↓	(322)
Police Pensions	↑	100
Transport	↑	164
Income	↓	-249
OPCC	↑	47
Parthnerships	↓	-272
Other	↑	20
TOTAL MOVEMENT IN VARIANCE	↓	-321

Narrative for Changes in Variances between Pd4 and Pd5

- ↑ **Police Officer Salaries & Overtime £191k –** there's been an increase in Officer costs of £59k and an increase in Overtime costs of £133k for the provision of police escorts for Abnormal Loads – which is then offset by extra income.
- ↓ **Police Staff Salaries & Overtime £322k –** reduction in Staff salaries of £362k, caused by the delay in recruiting to vacancies and working with departments to meet their Vacancy factor. This has been offset by a rise in Overtime costs of £40k.
- ↑ **Police Pensions £100k** – new one off back dated injury pension payments.
- ↑ **Transport £164k** – increase relates to the changes in the accounting treatment of vehicle commissioning costs.
- ↓ **Income £249k** – receiving extra income for the Police escort of Abnormal Loads – offset by increased Overtime costs. There has also been an increase in MASTs income due to rent arrears and an increase in income received from the recovery of fleet accident claims costs.
- ↑ **OPCC** – increases in Grants to be funded, which are then offset by a reduction in Debt Charges due to borrowing being pushed back from Q2 to Q3.
- ↓ **Grants & Partnerships £272k –** monies being fed in from the Neighbourhood Policing Grant.
- ↑ **Other £20k** – a number of smaller movements on various budget headings.

Revenue Budget Projected Outturn 2025/26

Full Year Variance Analysis

Forecast Variances
Chief Constable controlled
£m

Information on non-pay variances

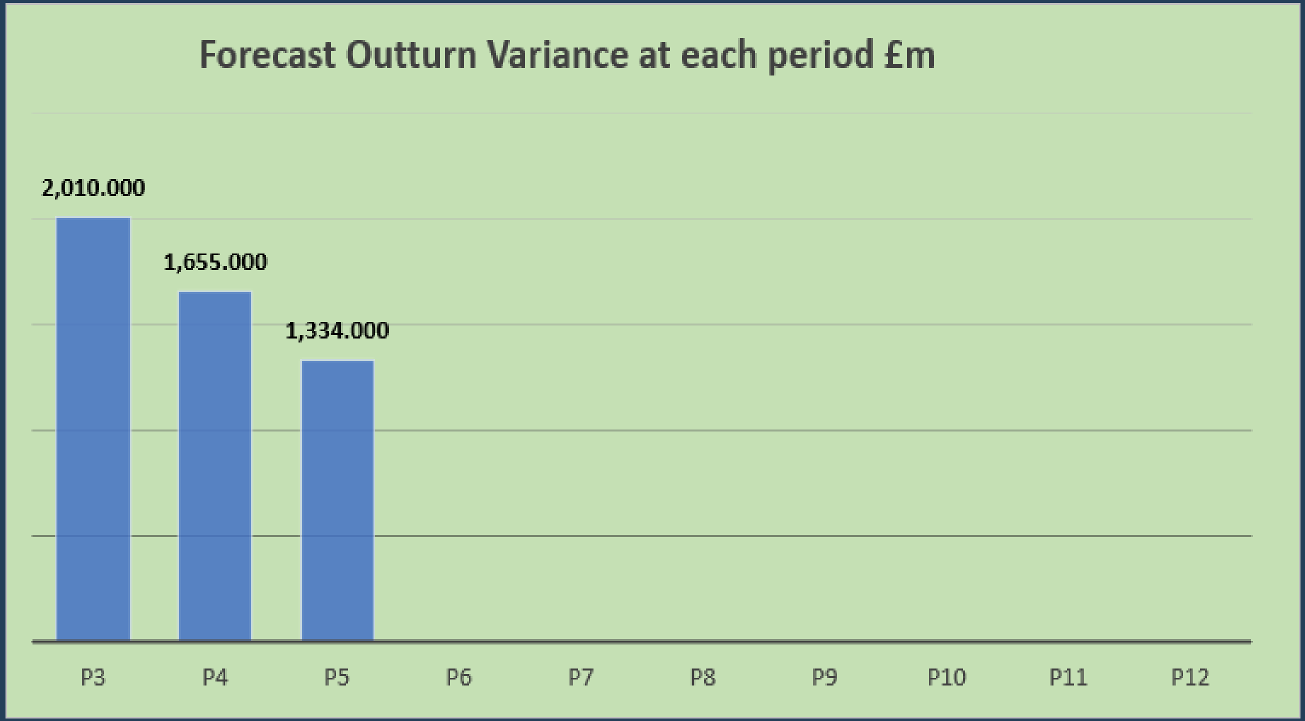
Premises Costs	£m
- Utilities	-0.147
- General Maintenance Contracts	-0.078
- Buildings Maintenance	-0.209
- Electrical Maintenance	0.074
- Cleaning Contract	0.156
- Rents	0.107
- Fire Precaution works & Fire Alarms	0.084
- Smaller Budgets	0.002

Transport	£m
- Vehicle Maintenance	-0.207
- Police Vehicle Fuel	-0.013
- Insurance Excess	0.065
- Essential Lump Sum	0.024
- Additional Work	0.206
- Routine Maintenance	0.454
- Smaller Budgets	0.038

General Income	£m
- Fees - Accident & Crime Reports	-0.070
- Masts Rent	-0.136
- Costs Recovered	-0.438
- Firearms Licences	-0.158
- Charges - Special Services	-0.206
- Admin Charges	-0.048
- Drugs Profit Income	-0.049
- Sales - Vehicles	0.068
- Insurance Monies	0.139
- Court Compensation	0.193

Supplies & Services	£m
- National IT Services	-0.167
- Equipment	-0.066
- Uniforms	-0.068
- Dangerous Dogs	-0.058
- Smaller Budgets	-0.138
- Professional Fees	0.081
- IS Costs - Circuits, Mobile	0.268
- Consultant Fees	0.091
- Insurances	0.115
- Legal Fees	0.234
- Financial Contracts	0.151

Current Forecast Outturn for 2025/26 and Ongoing Mitigation Work



- **Police Staff Costs** – Ongoing monitoring and scrutiny of police staff vacancies and overtime.
- **Premises/Transport/Supplies & Services** – All non-essential spend paused and Scrutiny Groups set up to review all spend on key areas i.e. Building Repairs & Maintenance and Facilities Costs as well as Vehicle/Fleet Group to approve any spend based on risk. Work is also ongoing to review all contracts coming up for renewal to reduce costs and/or review specifications e.g. Cleaning, Utilities. Also reviewing Essential User and Casual Mileage arrangements. All "housekeeping" activities also being reviewed to assess areas for further savings (e.g. slight reduction in temperatures in buildings, removing hand towels etc).
- **DDaT - Airwaves** - we have set aside £414k for the Airwaves CMA ruling until a final conclusion for the appeal is reached. This could potentially reduce the overspend by £414k.
- **Income Generation** – Ongoing work to identify additional sources of income and/or recharge potentials e.g. Insurance Cost Recovery Contract, Boarding Up Costs.

Capital Programme 2025/26

Capital Programme

	Buildings	Equipment & Vehicles	IT	Design Board	Derbyshire Sub-Total	EMCTIU	Regional Lead Force	Other Sub-Total	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Capital Programme 2025/26	**21.335**	**2.345**	**3.439**	**0.000**	**27.119**	**0.714**	**0.000**	**0.714**	**27.833**
Actual	3.816	2.468	0.339	0.000	**6.623**	0.007	0.061	**0.068**	**6.691**
Commitments	26.060	1.376	5.507	0.000	**32.943**	0.707	0.101	**0.808**	**33.751**
Total To Period 3 (27th June 2025)	**29.876**	**3.844**	**5.846**	**0.000**	**39.566**	**0.714**	**0.162**	**0.876**	**40.442**
Budget Remaining	**(8.541)**	**(1.499)**	**(2.407)**	**0.000**	**(12.447)**	**0.000**	**(0.162)**	**(0.162)**	**(12.609)**

An Original Capital Budget of £27.833m for 2025/26 was approved at the Finance Assurance Board (FAB) in March 2025.
A slippage report is being submitted to the September 2025 FAB and £11.354m has been requested for re-profiling into 2025/26.

Detailed Capital Analysis

Scheme	Total Original Budget	Adjustments (incl Slippage)	Total Revised Budget	Actual Commitments & Contracts to be paid	Budget Remaining	% Spend
	£m	£m	£m	£m	£m	
Expenditure						
SNT Building Refurbishment & Replacement	0.150	0.000	0.150	2.589	(2.439)	1726%
Major New/Replacement Buildings	19.000	0.000	19.000	24.820	(5.820)	131%
Other Building Work/Land	2.185	0.000	2.185	2.468	(0.283)	113%
IS/Communications	3.439	0.000	3.439	5.846	(2.407)	170%
Vehicles	2.200	0.000	2.200	3.617	(1.417)	164%
Equipment	0.145	0.000	0.145	0.227	(0.082)	157%
EM CTIU	0.714	0.000	0.714	0.714	0.000	100%
Sub Total	**27.833**	**0.000**	**27.833**	**40.281**	**-12.448**	**145%**
Regional Projects (to be recharged)	-	-	0.000	0.162	(0.162)	
Total	**27.833**	**0.000**	**27.833**	**40.443**	**-12.610**	

Treasury Management Data for 2025/26

Treasury Management

	Previous Year £m	Original Budget £m	This Month £m	Last Month £m
LOANS - PWLB	28.581	46.160	27.955	27.955
LOANS - PFI Liabilities	1.979	1.049	1.592	1.669
Total Borrowing	**30.560**	**47.209**	**29.547**	**29.624**
Total Average Investments	26.132	n/a	27.750	28.000
Total Investment Income	(1.513)	(1.250)	(0.531)	(0.393)
Average Interest Earned to date	4.799%	n/a	4.308%	4.354%
Average SONIA Rate to date	4.885%	n/a	4.225%	4.282%
Average Base Rate to date	4.934%	n/a	4.260%	4.320%

Borrowing

The PWLB budget of £46.160m assumes borrowing being taken out during 2025/26. This extra borrowing was dependent on the Capital Programme being on track in 2025/26, however potential slippage has already been identified.

Investment Income

From December 2021 the Bank Rate increased on 14 consecutive occassions followed by a prolongued period of stability. Bank of England rates are steadily reducing and are currently 4.00% with further reductions anticipated within the next 12 months.

Investment income to date is £0.531m and given the projected loan portfolio, and the Bank Rate projections over the course of 2025/26, it is expected to be £1.000m by the end of March (against a budget of £1.250m).

Force Policy

Document Title: Contract Management Policy

Document Reference: 15/331

Owner: Head of Procurement and Contract Management

Review Date: September 2025
Next Review Date: September 2027

Publication:

All policies are published on Connect.

This Force policy is suitable for public disclosure under the Freedom of Information Act 2000 and will be published on the external Force website? Yes

1. Introduction

1.1 Background

1.2 The purpose of this policy is to establish a framework for the effective management of contracts on behalf of The Police and Crime Commissioner for Derbyshire (PCC) and Derbyshire Constabulary (DC). The policy sets out the aims and objectives of the Procurement and Contract Management Department in relation to Contract Management. The policy outlines the roles and responsibilities of the Operational Contract Owners (OCOs) and the strategic role played by the Procurement and Contract Management Department. The policy is supported by the Contract Management Guidance.

1.3 The Head of Procurement and Contract Management is responsible for Contract Management on behalf of the PCC and DC and is supported by the department's Contracts and Engagement Officer.

2. Aims and Objectives

2.1 Through planned, well-managed and pro-active contract management the Procurement and Contract Management department provide a valuable service which focuses on:

- Contract governance and compliance
- Supplier performance management through tracking of service delivery against Key Performance Indicators (KPIs) and Service Level Agreements (SLA)
- Risk management and mitigation
- Stakeholder communication and relationship management
- Financial and contractual oversight
- Sustainable and ethical considerations
- Delivering value for money as part of the contract delivery
- Challenging current delivery and exploring continuous improvement in service delivery

2.2 The policy identifies two parts to contract management: -

- **Service delivery management** – ensuring service is delivered with the agreed performance and quality levels.
- **Contract administration** – the formal management and execution of a contract's terms and conditions, encompassing both pre-award and post-award stages to ensure compliance, monitor performance, maintain relationships and achieve mutual benefits.

3. Policy Statement

3.1 The Procurement and Contract Management department will ensure a consistent approach to Contract Management with the aim of upholding contract governance and compliance, delivering cashable and efficiency savings across the Force, supporting the force values, and adding value to the business through continuous improvement

4. Procurement and Contract Management Department

4.1 The Procurement and Contract Management department are responsible for holding an electronic record of all Contracts which contains all relevant information for the Operational Contract Owner (OCO).

4.1.1 The Contracts and Engagement Officer is responsible for providing a report to all departments on a monthly basis.

4.2 The Procurement and Contract Management department is responsible for leading and managing all engagement with suppliers.

4.3 The Procurement and Contract Management Department tier each contract to ensure the correct level of management is provided for each contract.

4.3.1 The contracts are assessed on four elements:

- Annual Contract Value
- Complexity of Delivery
- Implementation of Alternative Supplier
- Impact of Contract/Supplier Failure

4.3.2 The four elements are given a score between 1 and 4, based on set values. The total score is categorised into the below areas:

- Gold Contract – a score between 13 – 16
- Silver Contract – a score between 8 – 12
- Bronze Contract – a score between 4 – 7

4.3.3 Following the tiering of a Contract, the relevant process is implemented by the Contracts and Engagement Officer.

4.4 The Procurement and Contract Management department are responsible for the drafting and management of the Contract Handover Manual.

4.4.1 The Contract Handover Manual is a structured guide which will be used during the transition from Project Closure to Contract Management. The document covers knowledge transfer, clarity on roles and responsibilities, risk mitigation, Key Performance Indicators (KPIs) and Service Level Management (SLA).

4.5 The Procurement and Contract Management department are responsible for the Contract Management Toolkit, a suite of template documents to assist with the process.

4.6 The Procurement and Contract Management department are responsible for undertaking market intelligence to establish whether current contracts continue to represent value for money. The OCOs should seek advice and guidance from the Procurement Department when:

- Escalation is required when a supplier persistently delivers poor performance, or a significant performance issue is raised.
- Information about a supplier becomes available that could have a negative

- impact on the Chief Constable's or Police and Crime Commissioner's reputation.
- Information becomes available in relation to the financial position of the supplier.

Please note the list above is not exhaustive.

5. Operational Contract Owner (OCO)

5.1 The OCO is responsible for the day-to-day service delivery management of a Contract.. The respective Procurement Lead must involve the OCO in the procurement process from drafting the contract specification to holding suppliers to account for performance against the contract terms and conditions.

5.2 The OCO should be identified by the Senior Management Team and work with the Procurement and Contract Management Department to actively manage the contract.

5.3 The OCO is not a unique, separate role, but will fall within the responsibility and scope of the nominated individual's role.

5.4 The OCO role is key to ensuring successful implementation and management of the contract ensuring the Chief Constable and the Police and Crime Commissioner achieves added value over the life of the contract. The role of the OCO includes, but is not limited to:

- Act with the upmost integrity at all times
- Comply with the Commissioner's Standing Orders and Contract Procedure rules
- Monitor supplier performance against agreed deliverables and standards
- Use contractual procedures and remedies to tackle any performance issues
- Remain professional and objective when discussing supplier issues
- Ensure contracts represent value for money
- Ensure they have the most up to date version of the contract
- Participate in commercial awareness training, delivered by the Procurement and Contract Management Department, to understand the requirements of contract management

6. Expectations of the OCO Role

6.1 The OCO will be required to fulfil certain obligations when supporting the Procurement and Contract Management department with the management of various contracts. The OCO should consider the following points in their dealings with the contract:

- Understanding and knowledge of the relevant contract
- Ability to interpret key parts of the contract into real service delivery
- Arrangement of face-to-face supplier meetings
- Interpretation and evaluation of management information provided against stated contract performance indicators
- Early identification of service issues
- Early identification of potential disputes and grievances
- Supply chain development

- Identification of potential efficiencies or savings with the contract
- Communication with the Procurement and Contract Management Department over the life of the contract.

7. Scope

7.1 This policy considers Contract Management to be a direct activity within DC and Office of the Police and Crime Commissioner (OPCC) and their respective suppliers covering both service delivery management and robust contract administration. The policy covers all areas of business and all contracts across the OPCC and DC.

7.1.1 The contract administration activity should include:

- Face to face meetings
- Telephone calls
- Receipt of management of information reports
- Involvement in supplier events
- Evaluation of management information
- Escalating concerns and issues to the Procurement and Contract Management Department

8. Monitoring and Review

8.1 The monitoring and review of this policy is the responsibility of the Head of Procurement and Contract Management, Finance and Business Services.

8.2 The policy will be reviewed on a bi-annual basis.

9. Appeals Process

9.1 If any person takes issue with any aspect of this policy they should contact the Head of Procurement and Contract Management, Finance and Business Services.

Police and Crime Commissioner for Derbyshire
Chief Constable for Derbyshire

JOINT AUDIT RISK AND ASSURANCE COMMITTEE

ANNUAL REPORT 2024/25

Policing Governance

Police governance is vested in the elected Police and Crime Commissioner for Derbyshire. It is the responsibility of the Commissioner to appoint the Chief Constable and to hold the Chief Constable to account for the efficient delivery of policing in the area. The Commissioner also produces a Police and Crime Plan and sets the budget and policing precept. The Police and Crime Panel holds the Commissioner to public account between elections. The Commissioner is Nicolle Ndiweni-Roberts.

The Chief Constable retains responsibility for operational policing, and has direction and control of all police officers and staff who do not directly support the Commissioner. The Chief Constable is Rachel Swann.

Current Home Office guidance is that Commissioners and Chief Constables will be supported by independent Audit Committees. In Derbyshire, this is the Joint Audit Risk and Assurance Committee or JARAC.

The purpose of the JARAC is to provide independent assurance to the Commissioner and Chief Constable on:

- The adequacy of risk management and the internal control framework operated by the Commissioner and the Chief Constable.
- The effectiveness of their respective governance arrangements including providing for value for money services.
- The appointment, support and review of the work of internal and external auditors in their provision of assurance on risk management, internal controls and the annual accounts through their work.
- The financial reporting process, including:
    - undertaking appropriate scrutiny of annual accounts, with advice from External Audit and
    - Review of budget setting process and assumptions and in-year monitoring
- The arrangements to detect fraud and prevent bribery and corruption. Including ensuring that effective complaints and whistle-blowing arrangements exist, together with proportionate and independent investigative arrangements.

The JARAC is a non-executive committee and works to Terms of Reference approved by the Commissioner and the Chief Constable, based on national professional guidance from the Chartered Institute of Public Finance & Accountancy. The JARAC operates in line with the principles of good governance and reviews its terms of reference and self appraises its performance each year.

JARAC membership

In Derbyshire, there are 6 JARAC members, all independent of the Commissioner and the Chief Constable. The members are appointed through an open recruitment process and selected on the basis of experience and expertise. They have been appointed for a term of 5 years. The members for the 2023/24 financial year were:

- Sue Sunderland (Chair)
- Andrew Jenkinson (Deputy Chair)
- Lee Harrold
- Barry Mellor
- Joanne Charlton
- Samantha Beecham

JARAC meetings

The JARAC meets in public at least 4 times a year, usually at Constabulary HQ at Ripley. A programme for the annual cycle of JARAC meetings exists and this was reviewed and extensively updated in January 2021. Changes were implemented with immediate effect but the cycle has been disrupted by the ongoing delays in the delivery of the external audit.

The meetings for 2024/25 were as follows:

Month	Main topic(s)
April	External Audit – update on outstanding audits 2021/22 and 2022/23 (Ernst Young (EY) – outgoing auditors) External Audit transition and planning for 2023/24 audit (Grant Thornton (GT) – new auditors) Internal Audit progress and reports Internal Audit plan 24/25 Procurement update Policy guidance HMICFRS value for money & activity update Closed session
July	Internal Audit reports including annual report 2023/24 External Audit – update on outstanding audit re 2021/22 and approach re 2022/23 - EY External Audit transition and planning for 2023/24 - GT Draft statements of accounts for 2023/24 Annual Governance Statements for 2023/24 Annual financial exception reporting Financial outlook (medium term financial plan MTPF) Risk management – Force & OPCC Assurance framework update Closed session
October	External Audit – update on outstanding audit re 2021/22 and 2022/23 – EY External Audit Backstop arrangements Internal Audit – progress and reports Fraud and Corruption – whistleblowing review

	Complaints performance – Force and OPCC Financial monitoring and planning Assurance mapping update JARAC Annual report Closed session
December	Extraordinary meeting to receive the final external auditor's report from EY and recommend to the Chief Constable and Commissioner that the accounts for 2021/22 and 2022/23 should be signed off.
January	External Audit – Audit plan 2023/24 Internal Audit progress and reports Financial monitoring and planning Workforce & planning Stock control update Assurance mapping Closed session
February	Extraordinary meeting to receive the external auditor's report from GT and recommend to the Chief Constable and Commissioner that the account for 2023/24 should be signed off.

The detailed papers and minutes are available via the Commissioner's website [The Joint, Audit, Risk and Assurance Committee Meetings | Office of the Derbyshire Police and Crime Commissioner (derbyshire-pcc.gov.uk)]

Specific issues of note

Links with Police and Crime Commissioner and Chief Constable

As the key aim of the JARAC is to provide the Commissioner and Chief Constable with the assurances that they need we have welcomed the sustained links that we now enjoy, specifically:

- the annual meeting between the JARAC Chair and Deputy Chair, the Commissioner and the Chief Constable which provides an opportunity to review the focus of the JARAC and identify any areas where further assurance would be appreciated.
- the regular attendance by a senior police chief officer at JARAC meetings, supplemented by the attendance of the Commissioner and Chief Constable when they are able. Their presence and input has added to the effectiveness of the meetings.

Follow up

The Committee continued its focus on ensuring that recommendations from Internal Audit and other inspections were followed up and acted upon. In particular, this year our focus remained on ensuring that there are appropriate arrangements to internally monitor implementation. We have continued to see a mixed picture in terms of the timeliness of implementation of Internal Audit recommendations with some remaining outstanding over 12 months after their originally agreed date for implementation.

Unlike other sectors the current contract with Internal Audit does not include the follow up of recommendations unless a limited assurance assessment is given. As a consequence there is no independent verification that actions have been implemented until that service is re-audited at some point in the future. It is therefore important that the internal mechanisms for monitoring the implementation of recommendations are effective.

Towards the end of the financial year we were party to discussions to shift responsibility for monitoring the implementation of recommendations from the OPCC to the Force. As most of the recommendations are directed towards the Force this makes sense and from April 2025 it has been agreed that the Force Head of Corporate Services will take over responsibility for following up the implementation of Internal Audit recommendations. We hope to see this having a positive impact on the effective implementation of recommendations.

Risk management

We have maintained our focus on the Force's risk management arrangement. We had previously identified the need for the Force risk reports to the JARAC to be developed to give us the information we need to understand the risks and current mitigations to enable us to assess the level of assurance that we can take. And we were therefore pleased to note in our annual report last year that from July 24 we have seen a significant step forward in the quality of reporting.

The quality of reporting has continued to improve and this has facilitated more focused discussion about risk at the JARAC and enabled the JARAC to provide assurance to the Chief Constable around risk management arrangements.

In the past a member of the JARAC has attended the Force Risk Board once a year to gain assurance that the Force is actively managing risk and the Committee are disappointed that this has not been arranged in 2024/25. We hope to recommence this in 2025/26.

External Audit

Our last four annual reports have highlighted the difficulties experienced by our external auditors, Ernst Young, in delivering external audit opinions on the financial statements. The scale of deterioration in performance is illustrated below:

Financial year	**Opinion due**	**Opinion given**
2019/20	30 September 2020	1 March 2021
2020/21	30 September 2021	July 2022
2021/22	30 September 2022	Backstop disclaimer opinion given December 2024 despite majority of audit work complete
2022/23	30 September 2023	Backstop disclaimer opinion given December 2024 following no audit work on the accounts

Whilst the JARAC accepts that there are national issues affecting the delivery of external audit within the local government and police sector we are extremely disappointed that the closure of the 2021/22 audit ended up being swept up in the national backstop arrangements with a disclaimer opinion, when the majority of the work has been completed for some time and there were no significant issues arising.

As a committee we have been very concerned about the scale of the delay which significantly diminishes the value of the external audit in providing the Committee with assurance around the financial statements. We can however take some assurance over the outcome of those audits that have been completed where the changes required to the draft statements have been minimal or related to changes arising since the date of preparation.

On a more positive note, this year we have welcomed the new external auditors Grant Thornton and their proactive approach. We recognise that the issues regarding the 2022/23 unaudited figures will have an ongoing impact, resulting in another disclaimer opinion on the 2023/24 accounts being given in line with the backstop requirements in February 2025.

Despite the disclaimer opinion we recognise that the new auditors are building confidence around the figures in the accounts from the testing that they have undertaken and will continue to build on this during the 2024/25 audit. In addition, we are hopeful that new guidance on how auditors can move forward to a position where they can give clean opinions will provide an opportunity to get back to a position where the external audit opinion on the financial statements is again of value.

Internal Audit

The Internal audit plan delivered eight reviews; five of which received significant assurance, one moderate assurance and two limited assurance (data quality and environmental sustainability). This Head of Internal Audit opinion which was presented to the JARAC in July 2025; concluded that the level of overall adequacy and effectiveness was assessed as providing moderate assurance which is the same as for the previous year.

We have noted that action has been agreed against all recommendations including those relating to the limited assurance reports. We will continue to monitor implementation of these recommendations in accordance with the agreed timescales.

We have noted a continued improvement in relation to previous concerns around the time that it is taking for draft internal audit reports to be agreed and the quality of management responses to recommendations. This is welcome but needs to be sustained, it is hoped that greater involvement by the Force Head of Corporate Services will help ensure this.

We also noted that none of the 2024/25 Internal Audit KPIs were achieved, each only getting a 50% score. We have discussed this with Internal Audit who have confirmed that it will be a focus of their attention during 2025/26.

The oversight of the collaboration audits has also improved and there is more oversight around the implementation of recommendations although follow up can be difficult.

Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

We have continued to receive updates regarding the action being taken by the Force to address issues raised by previous inspections including the most recent PEEL Police Effectiveness assessment inspection. From the updates provided we have been assured that appropriate action has being taken to address the findings, many of which the Force had already recognised as requiring action. We recognise that some of these will take some time to embed and will continue to monitor progress against this agenda.

Anti fraud and corruption

The JARAC receives presentations addressing different aspects of the Force's anti fraud and corruption arrangements on a cyclical basis. Each of the reports has provided assurance to members that appropriate arrangements are in place. The particular area covered this year has been whistle blowing arrangements.

Financial monitoring

Through the financial monitoring reports that we have considered we have received assurance as well as providing useful challenge around the annual budget planning arrangements and the developing medium term financial plans. As the financial environment continues to tighten the Force will need to ensure that early action is taken to develop and implement robust savings plans to remain within the resources available.

Other governance areas

As part of our routine monitoring the JARAC oversight of other areas of governance including:

- policy management
- areas of exception in relation to standing orders and financial instruction (including waivers, losses and special payments, write offs and extraordinary staff payments)

This oversight provides assurance to the Commissioner and Chief Constable that their financial controls are working appropriately in these areas.

This year we have given particular attention to encouraging the documentation of the assurance framework within which the governance of the OPCC and Force operates. Given the capacity constraints of the OPCC this has taken some time to develop but will be concluded in during 2025/26. We will continue to monitor its development.

Committee effectiveness

The effectiveness of the JARAC is reliant on the commitment and experience of its members and I would like to thank each of the members for their valuable contributions over the last 12 months.

We have benefited from both the informal briefings provided in closed session as well as access to update training from CIPFA to keep us abreast of developments in the sector.

Looking forward

In 2025/26 the JARAC will:

- Continue to seek improvements in the timeliness of implementation of Internal Audit recommendations.
- Seek to move away from disclaimer audit external opinions as soon as possible in line with emerging national guidance.
- Ensure that documentation of the assurance framework is completed
- Recommence attendance at one risk management group meeting

Recommendations to the Commissioner and Chief Constable

The JARAC would make the following recommendations to the Commissioner and Chief Constable:

- That continued action is taken by the Force to ensure the timely implementation of Internal Audit recommendations and that where delays occur detailed explanations are provided by the relevant responsible officers to explain the delay and update the JARAC on the expected implementation date.
- That the finance teams work with the External Auditors to move away from disclaimer opinions as soon as possible recognising the impact this will involve in the short term on capacity.

Sue Sunderland
Chair JARAC
July 2025

Information for JARAC meeting

March 2025

Data from 01/09/2024 – 31/08/2025

Cases Recorded

Year	Sch3 Complaints	Non Sch3 Complaints	Conduct Matters	Ix's
2025 (Jan – Aug)	693	545	33	80
2024	946	872	79	176
2023	1001	653	73	NA
2022	845	557	65	NA
2021	516	742	62	NA
2020	525	484	43	NA

Complaint Allegations By Type

Police action following contact	743
Decisions	314
Information	203
General level of service	201
Use of force	159
Power to arrest and detain	136
Impolite language/tone	128
Searches of premises and seizure of property	116
Detention in police custody	106
Evidential procedures	54
Bail, identification and interview procedures	48
Lack of fairness and impartiality	47
Unprofessional attitude and disrespect	44
Other policies and procedures	38
Handling of or damage to property/premises	38
Overbearing or harassing behaviours	36
Disclosure of information	30
Use of police vehicles	30
Race	21
Impolite and intolerant actions	20
Other	16
Out of court disposals	16
Discreditable conduct	15

Stops, and stop and search	13
Disability	11
Obstruction of justice	10
Handling of information	7
Abuse of position for other purpose	5
Sex	5
Performance	5
Abuse of position for sexual purpose	4
Accessing and handling of information from other sources	3
Sexual assault	3
Domestic/Gender Abuse	2
Religion or belief	2
Sexual harassment	2
Other sexual conduct	2
Use of police systems	1
Fraud	1
Child Protection/CSA/CSE	1
Abuse of position for financial purpose	1
Missing Persons	1

Method Of Complaint Recording

Web form	871
E-mail	70
Orally	57
Letter	49
Telephone	23
IOPC	16
Custody	15
Incident	7

IOPC Referrals (Update since the previous meeting (Date Range 01/03/25 – 31/08/20205)) – 15 Referrals (Conduct & Complaints)

Reason Referred	No. of referrals	IOPC Decision	No. of Officers
Death or serious injury	8	Independent x 2 Local x 6	24
Voluntary	2	Independent x 1 Force Deal x 1	3
Criminal offence or discriminatory behaviour likely to lead to discipline	2	Local x 2	3
Serious corruption	1	Local x1	2
Relevant offence	1	Local x 1	1

Finalisation of complaints

There has been a total of 4163 allegations recorded in the above timeframe. Of these, 3278 of them have been finalised.

Finalisation	Number of Allegations
Service Acceptable	1532
Resolved	1057
Service Not Acceptable	227
Not Determined Service Acceptable	183
No Further Action	132
Withdrawn	45
Not Resolved No Further Action	36
De-recorded	21
No Case to Answer (Conduct)	20
Case to Answer (Conduct)	18
No Case to Answer (Complaint)	5
Case to Answer (Complaint)	1
Discontinuance	1

Learning

Anabolic Steroids and Pro-Hormones

Anabolic steroids are Class C substances under the Misuse of Drugs Act 1971.

It is not an offence to possess a steroid, but it is illegal to manufacture, supply or possess/import/export steroids with the intent to supply, without a licence to do so. To be in possession of a steroid means the offence of encouraging or assisting the supply of Class C drug will potentially have been committed.

There is evidence that the use of androgenic-anabolic steroids (AAS) / Prohormones can have a significant impact on mood and behaviour such as heightened aggression, paranoid jealousy, delusions, impaired judgement and anger which could lead to violence.

It has been determined that the possession or consumption of anabolic steroids is not conducive with being employed by Derbyshire Constabulary and is considered to be a breach of the Standards of Professional Behaviour.

The Force position on prohormones is that they will be treated in the same way as AAS, i.e. that possession and use is prohibited. It is the responsibility of all officers and staff to check that any supplements they are taking are free of agents which will lead to a positive

drugs test. However, help will be offered to those who volunteer that they may have a substance misuse or alcohol misuse problem.

All individuals are encouraged to volunteer that they have a substance misuse or alcohol misuse problem and in doing so they will be offered support by the organisation.

Where an individual seeks help from the Occupational Health Unit, the wider Human Resources Department, a line manager etc. the matter is to be treated confidentially unless maintaining confidentiality could put the individual themselves, other colleagues or members of the public at risk. Any individual who decides whether or not to share such information is required to record their decision-making process and should record why information was or was not shared, how, when and to whom. In order to conduct a risk assessment as to whether or not to share information advice can be sought from, PSD and Human Resources Department. As outlined above Derbyshire Constabulary is committed to confidentiality in principle, though confidentiality would not be maintained if it could put the public at risk.

All police officers and police staff should be aware of the force policy on drugs, steroid and alcohol misuse.

The NHS.UK website provides further information on anabolic steroids and how you can get help.

Recent learning from a Death or Serious Injury (DSI) referral to the Independent Office for Police Conduct (IOPC) has highlighted important organisational learning.

What happened?

Officers attended a concern for safety where a male had made attempts to end his life. Whilst at the address the male made threats towards a third party. Officers arranged for health care professionals to assess the male and review his mental health. He was not sectioned under the mental health act and was able to remain at home.

Due to the threats made, the male was arrested 2 days later and taken to custody. He was interviewed and bailed.

An evidential review was carried out 2 weeks later where the OIC was advised to file the occurrence due to evidential difficulties.

Approx. 3 weeks later the male was found deceased. As the male died following police contact, the case was referred to the IOPC.
The subsequent investigation highlighted that no record had been made that the male had been informed that he had been released from bail and that there would be no further

action.

The investigation had to consider if failure to notify the male of the NFA decision contributed to his death. In this case it was likely a simple failure in recording the update, however, omissions like this can result in serious investigations involving the IOPC and the Coroner Court.

What can we learn?

Any person under investigation who is released NFA should be updated in a timely manner and the contact recorded with appropriate levels of details on Derbyshire Police systems. Additionally, a copy of any letters sent should be saved to the occurrence.
There is no evidence to suggest any individual's performance fell below the standards expected.

Learning from a recent complaint

A recent case has highlighted learning for the organisation in relation to the accuracy of information on case files.

What happened

A male was arrested on suspicion of controlling and coercive behaviour, he was interviewed by officers and was subsequently bailed. His bail was extended several times whilst further enquiries were conducted, and CPS reviewed the evidence. Unfortunately, it transpired that the investigating officer was not recorded as the OIC on the case file. This meant that the officer did not receive a task informing them that CPS were not going to charge the male with any offences. Consequently, the male under investigation did not receive the NFA (no further action) update in a timely manner. Sadly, the male was found deceased a short time later before the NFA update was communicated to him.

What can we learn

Whilst a timely update may have not altered the outcome in this case, all officers and staff should ensure that case file information is accurate and that OIC details are recorded correctly on the case file. This will ensure that any tasks sent to the OIC are reviewed and the appropriate action taken. It is the OIC's responsibility to ensure that this is completed.

Anyone who needs further advice should speak to a supervisor and familiarise themselves with the training material for Niche which is available on the learning hub.

Fleet | Learning from a recent case

A recent case has highlighted organisational learning in respect of driving standards.
The driving of vehicles for police related purposes on the public roads can attract close scrutiny.
The highest standards are expected from the police service and from individual officers, police staff and police support volunteers (PSVs) at all times.
There is an over-riding need to ensure the safety of the public as well as that of staff. It is essential that all police drivers have the correct training and are authorised to drive the vehicles that they are required to use to perform their individual role.

What happened

An officer had been assessed as competent and capable of driving to a basic level having completed the College Learn 'Basic Driving Assessment' package.
They were authorised to drive any police vehicle (up to 3.5T) but were not authorised to drive vehicles on response.
Similarly, they were not authorised to conduct a compliant vehicle stop as they had not completed the College Learn 'Compliant stopping of vehicles package'. This package must be signed off by a supervisor having assessed the officer on two practical 'on road' stops.
Despite this, the officer performed a compliant stop by illuminating the blue lights and causing a vehicle to stop. They had not received training in respect of compliant stopping and were therefore not authorised to conduct the stop.
The officer then drove a marked police vehicle on response, following a vehicle driven by a colleague, who was response trained, at a close distance.
This driving manoeuvre was a trained technique known as multi vehicle response driving which the officer was not authorised to do.
In driving in this manner, the officer exceeded the speed limit, drove on the wrong side of the road and did not adhere to traffic lights.
On a further occasion the officer failed to adhere to keep left bollards and drove against the flow of traffic. They were not responding to an incident and did not have the legal exemption to do so.
A Gross Misconduct hearing was held on 27 March, had the officer remained a serving police officer he would have been dismissed.

What can we learn

Holders of a basic driving authority are allowed to drive police vehicles on enquiries and use emergency equipment to conduct compliant vehicle stops (upon successful completion and assessment of compliant stop training) only.
Basic drivers may not use the emergency equipment or claim the exemptions available to trained standard response drivers (ie. exceeding speed limits, driving through red traffic lights or going the wrong side of keep left bollards).
A basic driver may respond to incidents of an urgent nature but must travel at normal road speeds and adhere to the highway code.
Emergency equipment fitted to the vehicle (blue lights and sirens) may not be operated whilst the vehicle is in motion other than when conducting a compliant vehicle stop and having completed compliant stop training.

Any force owned vehicle can be used by any officer as long as they are covered to drive that classification of vehicle on their driving licence. However, they must not use the vehicle outside of their driving authority. Moving forwards We know a large majority of staff and officers are driving to their level of training, and the standards required of them. We see this from the comments we receive on Connect, and the telematics and fleet data that is reviewed. However, there are a small number of individuals who still need reminding of the standards required, and their personal responsibility to maintain the vehicles they drive. If you are aware of a driver not maintaining the expected standards, please work as a team to correct it, or report it through the methods available. We can work with you to give you the information and skills needed to drive safely, but the decisions made when driving still come down to you. // All the information needed around looking after force vehicles, and the driving standards required, can be found on connect here: Fleet | Know what's expected of you.
An officer recently interviewed a suspect under caution. The interviewing officer paused the interview when the suspect requested a break for a consultation with their solicitor. The recording machines used in force do not have a pause function and therefore the consultation with the solicitor was recorded in the middle of the interview. Fortunately, in this case the fact that the consultation was recorded was of no detriment to the case. However, this practice could seriously undermine trust and confidence in the police with regard to legal privilege. All officers and staff are reminded that interviewing equipment cannot be paused, and solicitor consultations must either take place in another room or the recording stopped and restarted. Where a break is required/requested during interview the interviewer must verbally state as part of the recording that a break is to be taken along with the reason and the time. The recording will be stopped and the procedures for finalising an interview followed. By stopping the interview an individual file of the interview is created, thus when reconvening there will be an additional file of the subsequent interview recording which will require the input of the relevant information before commencing a further interview. Following any break in the interview and at the commencement of a new interview, the interviewer must remind the suspect that they remain under caution and for their right and entitlement to free and independent legal advice. Further guidance can be found on Connect, recording interviews digitally.
<u>Organisational learning has been identified regarding the reallocation of investigations where there is a long-term absence of the officer in the case.</u> What happened? An allegation of a sexual assault was made against a male, he attended the police station

and was voluntary interviewed about the allegation. The OIC was subsequently absent from policing duties for an extended period of time. During their absence the investigation was not reallocated to another officer, remaining with the original officer until they returned to policing duties. This meant that the investigation was not progressed for a significant amount of time.

What can we learn?

Where an OIC is absent from the workplace for an extended period of time, workloads should be reviewed, and investigations reallocated where necessary. This is the responsibility of the line manager.

Informing victims that any witnesses identified during an investigation may be contacted

What happened?

Officers were asked to investigate an allegation of assault on a female by her partner. The female provided as much evidence as she could but refused to make a statement. Officers rightly continued with an evidence led prosecution. During the investigation the ex-husband of the female was approached by officers with a view to providing a statement in relation to the character of the alleged perpetrator.

Unfortunately, in this case the female was also a victim of previous domestic violence from her ex-husband. She made a complaint, stating that she hadn't been informed that he was going to be approached. This has caused further issues within the relationship in which they retain some contact due to a shared child.

What can we learn?

The officers absolutely did the right thing in continuing with the evidence led prosecution. In situations like this, officers and staff should be advised that all victims should be informed that we will likely be contacting witnesses where there is an existing personal relationship, and where they can potentially assist with an investigation. Victims should be given the opportunity to raise any issues in relation to us obtaining this evidence.

IOPC Referrals

Frequently we hear in the press that "Derbyshire police have referred themselves to the IOPC," but what does this mean? Does it point to the force having done something wrong? It is easy to assume that it is an admission of wrongdoing, but this isn't the case at all. A referral to the IOPC doesn't automatically mean the police have done something wrong. It simply indicates that the incident meets the criteria for review by the independent body. The Independent Office for Police Conduct (IOPC) is an independent body that oversees the police complaints system in England and Wales. They can investigate serious complaints and conduct involving the police. The IOPC statutory guidance provides a

framework for handling police complaints, conduct matters and deaths or serious injuries involving the police. It also provides guidance on handling cases where police contact may have caused or contributed to death or serious injury. **There are 2 types of referral to the IOPC, mandatory and voluntary.** **A mandatory referral to the IOPC is required in cases involving death or serious injury following police contact, serious assault, serious sexual assault, serious corruption and certain discriminatory or criminal conduct.** **Examples of situations requiring referral:** **• A person dies while in police custody** **• A person dies or is seriously injured following an arrest or interaction with the police** **• A person's death or injury is potentially linked to police actions or omissions** **This explains why there is sometimes an IOPC referral following a homicide.** **A mandatory referral must be made without delay and in any case not later than the end of the day after the day it first becomes clear to that it is a matter which must be referred. The police officer or police staff member the referral relates to will be notified of the referral unless it would prejudice an investigation or possible future investigation of the complaint or matter.** **Referrals to the IOPC are routine, in 2024 we made ** voluntary referrals and **mandatory referrals.** **If the IOPC decides that a matter does not need to be investigated by them, then it may refer the matter back to be investigated locally, or to be dealt with as the Force deems appropriate.** **If you are subject to an IOPC investigation, there is helpful information available on the IOPC website.**
The driving policy has been updated to include important guidance around officers taking familiarisation drives in force vehicles. **The policy now highlights, that any driver who is unfamiliar with a new or specific vehicle and identifies that they need further training, must contact Driver Training who will facilitate this training need directly.** **This training must only be done in the company of an independent instructor who will provide individual feedback and a personalised development plan if required.** **It is therefore important for every police driver to be aware that familiarisation drives without the company of an instructor are no longer permitted.** **You can read the full updated driving policy here: Policy: Driving - 06/134**
<u>A complaint has recently highlighted an opportunity for organisational learning in relation to the importance of data accuracy and updating individuals when damage has been caused to premises.</u> **What happened** **A male was arrested and taken to custody, during a subsequent house search his ethnicity was incorrectly recorded on a search form as 'Asian' when he is of Arab ethnicity. This was**

a recording error by the officer completing the form who hadn't met the male. Having received a copy of the search form, the male complained in relation to discriminatory behaviour.

Furthermore, damage was caused to the door of the house where the male lived. This was caused by officers when they were trying to raise a response to knocking on the door. Whilst the damage was correctly documented and photographed by officers, the male was not informed. This also formed part of his complaint.

What can we learn

Police officers and police staff are reminded of the importance of data accuracy, particularly in relation to protected characteristics. Incorrect recording can have a negative impact on an individual and can affect trust and confidence in the police, particularly in minority ethnic background groups. It is imperative that data is recorded accurately. Where ethnicity is not known, the 'not known' or 'not stated' option on the form should be used.

Where damage has been caused to an individual's property due to police action, every effort should be made to inform them of the damage caused.

Police officers and police staff attempting to obtain free rail travel

This is a reminder that police officers and police staff are not entitled to free personal rail travel.
The Professional Standards Department has received previous referrals in respect of police officers and members of police staff attempting to obtain free personal rail travel, by producing their warrant or identification card.
East Midlands Trains has provided the following advice:
"Home Office police do not have any travel entitlement on East Midlands Trains services. Officers in full police uniform, who are booked on duty, can ask for local authority from the conductor to travel, however this is discretionary. Absolutely no leisure or residential travel is permitted on production of warrant or identification cards".
The exemption for officers travelling in full uniform when on duty is more likely to cover occasions when British Transport Police requires assistance from other forces for a genuine police purpose, such as public order for example on a football day.

Learning from an alcohol related death

A recent inquiry has highlighted learning for officers and staff when working with people who may be dependent on alcohol.
The incident

Officers attended a domestic incident where a male was arrested at the address.

The victim, who remained in the address was alcohol dependent and outlined that she would fit if she was unable to have an (alcoholic) drink within an hour.

Officers drove her to a nearby shop where she bought a bottle of vodka, she was left at her home address awaiting officers returning later to take a statement.

The victim appears to have drunk the bottle of vodka, and was tragically found deceased the following morning.

The guidance

Our guidance states to seek medical assistance if a member of the public is withdrawing from alcohol.

However, we recognise how challenging these circumstances were, the female was not in withdrawal at the time the officers attended, but it was apparent that she would if unable to source alcohol within a short period of time.

The Independent Office of Police Conduct (IOPC) is carrying out consultation around this issue and will feedback to us when that is complete. This may include updated guidance on such circumstances.

For now, officers and staff should be aware of the risks of alcohol dependence and know how to seek assistance.

Officers and staff should not help people to obtain alcohol.

This Connect guidance gives advice and signposting which should be given to people who are at risk of alcohol withdrawal: Dealing with incidents where a person is under the influence of alcohol - Connect.

The learning

Both the force and the IOPC have found there was no misconduct in this case, with the officers involved asked to engage in a reflective practice process.

Superintendent Katie Andrews said: “This learning is not in any way blaming the officers, who I know acted in good faith and did what they thought was in the best interests of the victim.
“However, it is important that we learn from this case as an organisation. Alcohol dependency and withdrawal is something that we increasingly come across in our communities and, as this tragic incident shows, it can be extremely dangerous.

“Our officers and staff are not medical professionals, nor can they be expected to be. It is our role to know the risks, the advice to give and where to signpost people

for support. "Please familiarise yourself with the guidance and always signpost or seek advice if you think someone is at risk of alcohol withdrawal." **Chief's Orders** **Updates on dealing with substance misuse** The force's drug and alcohol referral form can now be found on Niche. The streamlined process means that a task will be sent to the substance misuse unit when the form is completed. The form should be used whenever you have interacted with someone who you think would benefit from support for substance misuse. Note that it does not need to be used when someone has gone through the drug testing on arrest process. Officers and staff are also reminded of the actions to take in possible cases of alcohol dependency and withdrawal, after an incident where a woman died following police involvement. Medical advice should be sought and officers should not help people to obtain alcohol. You can see the full learning from that case here. Full guidance on using the referral form, and advice and signposting for alcohol withdrawal, can be found on Connect: Dealing with incidents where a person is under the influence of alcohol - Connect.	
<u>A recent investigation has highlighted an opportunity for organisational learning and the necessity to send a reminder to all operational police officers and staff.</u> Police officers and staff are reminded that they must be in possession of their police issue equipment whilst on duty, including Airwaves radio and MDT, and that these must be switched on. Officers are also to be reminded that they are to book on and off duty and keep control room updated with their status and any incidents they are attending. This is crucial not only for managing incidents but for officer and staff safety, ensuring that any back-up required can be despatched as soon as possible. Full guidance on using Airwave devices and MDT can be found on Connect. Using your Airwave device - Connect Using your Mobile Data Terminal - Connect	