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## **JOINT AUDIT RISK ASSURANCE COMMITTEE**

### **AGENDA**

<b>DATE OF MEETING</b>	21 <sup>st</sup> September 2023
<b>TIME OF MEETING</b>	14:00
<b>LOCATION</b>	In person
<b>PCC CONTACT OFFICER</b>	Ms M Poole
<b>CONSTABULARY CONTACT OFFICER</b>	Ch/Supt Hayley Barnett
<b>DISTRIBUTION</b>	Commissioner A Foster Chief Constable R Swann Mr A Dale Ms M Romano Ms M Poole Mr J Peatling Mr A Price Mr S Blatchly Mr A Fowler Ms S Knowles (Mazars) Ms H Clark (EY) Ms H Lill (EY) Ms L Griffiths(GT) Members of the JARAC:  Ms S Sunderland (Chair) Ms J Charlton Mr L Harrold Mr A Jenkinson Mr B Mellor

*Meeting of the Joint, Audit, Risk and Assurance Committee on 21<sup>st</sup> September 2023.*

<b>ITEM</b>	<b>SUBJECT</b>	<b>Presented by</b>	<b>Paper or Verbal Update</b>
<b>1</b>	APOLOGIES FOR ABSENCE	<b>CHAIR</b>	<b>V</b>
<b>2</b>	DECLARATIONS OF INTEREST (IF ANY)	<b>ALL</b>	<b>V</b>
<b>3</b>	MINUTES OF THE MEETING OF THE JARAC HELD ON 4 <sup>TH</sup> JULY 2023	<b>CHAIR</b>	<b>P</b>
<b>4</b>	REVIEW OF ACTIONS	<b>CHAIR</b>	<b>P</b>
<b>5</b>	UPDATE ON PEEL INSPECTION HMIC	<b>RS (CC)</b>	<b>V</b>
<b>6</b>	FLEET MANAGEMENT STRATEGY UPDATE	<b>AF</b>	<b>P</b>
<b>7</b>	JARAC BUSINESS ITEMS		
<b>7A</b>	FORWARD PLAN	<b>CHAIR</b>	<b>P</b>
<b>7B</b>	JARAC ANNUAL REPORT	<b>CHAIR</b>	<b>P</b>
<b>8</b>	EXTERNAL AUDIT		
<b>8A</b>	UPDATE FROM EY 21/22 & 22/23 AUDIT	<b>HC/HL</b>	<b>P</b>
<b>8B</b>	FEES UPDATE	<b>HC/HL</b>	<b>V</b>
<b>8C</b>	UPDATE ON EXTERNAL AUDIT DELAYS	<b>HC/HL</b>	<b>P</b>
<b>9</b>	INTERNAL AUDIT		
<b>9A</b>	INTERNAL AUDIT RECOMMENDATION MONITORING LOG (SEE APPENDIX A-D)	<b>CHAIR</b>	<b>P</b>
<b>9B</b>	INTERNAL AUDIT PROGRESS REPORT 2023/24	<b>SK</b>	<b>P</b>
<b>10</b>	INTERNAL CONTROL AND GOVERNANCE		
<b>10A</b>	REVIEW OF THE DRAFT STATEMENT 22/23	<b>JP</b>	<b>P</b>
<b>10B</b>	COMPLAINTS PERFORMANCE – OPCC AND FORCE	<b>MR</b>	<b>P</b>
<b>10C</b>	POLICIES UPDATE	<b>CHAIR</b>	<b>P</b>
	<b>ANY OTHER BUSINESS</b>		

**MINUTES of the JOINT AUDIT, RISK and ASSURANCE COMMITTEE meeting held on Tuesday 4<sup>th</sup> July 2023**

**P R E S E N T**

Ms S Sunderland – in the Chair  
 Ms J Charlton  
 Ms L Gelderd  
 Mr B Mellor  
 Mr L Harold

**OPCC Present:** Mr A Dale, Ms M Romano, Ms C Radford, Ms C Brannan, Ms M Poole  
**Constabulary Present:** Mr A Price, Mr J Peatling  
**Internal Audit:** Mr M Lunn, Mr D Hoose, Ms S Knowles  
**External Audit:** Ms H Clark

<b>30/23</b>	<b><u>APOLOGIES</u></b>	
	Mr A Jenkinson Mr S Blatchly	
<b>31/23</b>	<b><u>DECLARATIONS OF INTEREST</u></b>	
	None declared.  Samantha Beecham has been appointed as the new JARAC member and is currently going through vetting. They were in attendance today as an observer.  This meeting will be ML’s last, and they will be replaced by Sarah Knowles.  SS thanked ML for all his work and assistance and wished him the best in his new role on behalf of JARAC.	
<b>32/23</b>	<b><u>MINUTES OF THE MEETING OF THE JARAC HELD ON 3<sup>rd</sup> March 2023</u></b>	
	SS asked for feedback on the minutes from the meeting held on the 3 <sup>rd</sup> March 2023.  Page 16 in the paper pack was highlighted at the section that states: ‘JP added that testing of core financial controls are not required each year’. JP added that core financials will continue to be tested just on a risk-based approach and asked for this to be reflected in the minutes.	<b>CB to make alterations to the previous minutes.</b>

	<p>Page 19 in the paper pack was highlighted as the minutes currently state that the audits were to begin in autumn 2024 and it should state that they will begin in autumn 2023.</p> <p>Once these alterations have been made the minutes will be approved.</p> <p><b>ACTION: CB to make alterations to the previous minutes.</b></p>	
<b>33/23</b>	<b><u>REVIEW OF ACTIONS</u></b>	
	<p>SS stated that the first action of Business Continuity will be returned to later as it is complete, and the report is on the agenda.</p> <p>JC requested that the documents that were referenced on the CIPFA training day are circulated to the JARAC members.</p> <p><b>ACTION: CR to circulate CIPFA papers.</b></p> <p>HC and AD's fees update will be given later in the meeting.</p> <p>SS stated that JARAC has had the update around payroll which was helpful to demonstrate that the issue was a one off for this year.</p> <p>SS asked if the JARAC were happy with the procurement update on the invoices.</p> <p>BM stated that the update gives the impression that the recommendation is near completion. The audit report that generated the recommendation reported a very low percentage of invoice order matching. BM asked for a percentage update in order to demonstrate that progress has been made, as there is no evidence which means there can be no real reassurance.</p> <p>JP stated that he will take this action.</p> <p><b>ACTION: JP to provide the evidence required to show that the number of invoices not matched to orders is now low at the next JARAC meeting in September.</b></p>	<p><b>CR to circulate CIPFA papers.</b></p> <p><b>JP to provide the evidence required to show that the amount of invoices not matched to orders is now low at the next JARAC meeting in September.</b></p>
<b>JARAC BUSINESS ITEMS</b>		
<b>34/23</b>	<b><u>5A FORWARD PLAN</u></b>	
	<p>LH asked how likely it was that the JARAC were to receive the audit in November.</p>	

	SS stated that this will be circled back to during the EY update.	
<b>35/23</b>	<b>5B JARAC TERMS OF REFERENCE</b>	
	<p>SS stated that the ToR have been circulated outside of the meeting and asked for the approval of the JARAC members or for any adjustments.</p> <p>AD added that both the Chief Constable and the Commissioner agree the ToR.</p> <p>All agreed to approve the ToR changes.</p>	
<b>CORE BUSINESS</b>		
	<b>EXTERNAL AUDIT</b>	
<b>36/23</b>	<b>6A UPDATE FROM EY</b>	
	<p>HC apologised for her in person absence.</p> <p>HC takes the paper to be read and states that the update is on the progress that has been made since the last update in March 2023.</p> <p>There are some areas that are stopping EY from closing out the audit. The first area is PPE evaluations. There has been a query on one of the assets and EY have had to go back to real estate colleagues as they are unable to close this section out as part of the work that is done by the immediate engagement team.</p> <p>The collaboration work still needs assurances from Leicestershire police's audit. The impact of the triennial review in regard to the local government pension schemes will need to be considered as part of the 21/22 audit. JP has provided EY with some initial information on this that EY are currently working through with EY's pension assurance colleagues. The pension assurance colleagues have been hit with the same request for work across all of EY's audits and this has created a back log. HC is working with the pension assurance team to decipher if EY can accept and close the audit based on an adjustment as of now, or if there is additional work that needs to be done over the membership data. EY have started some initial conversations with Mazars to discuss if additional work needs to be completed but Mazars are yet to make any progress on any work related to this issue.</p> <p>Additional staff time was booked out in June to close out some areas of the audit, which was successful, but the</p>	

	<p>outstanding areas that still need to be finalised are being held up by things outside of EY's immediate control.</p> <p>SS stated that the position EY are in with the triannual evaluations is understood, despite the fact that the audit should have been closed prior to the triannual evaluations being published. SS expressed the concern of getting the audits closed as soon as possible as its now 18months after the end of the year and the value of the audit is diminishing.</p> <p>SS attended a PSAA meeting recently and stated that Neil Harris's unit is looking at ways to speed this up but is waiting on ministerial sign off. The government is upset at 500 audits outstanding for 21/22. It does feel like the delays are leading to extra work that wouldn't need to have been done if the audit had been completed.</p> <p>SS asked if any the work on the triannual evaluations will be used on both the 21/22 and 22/23 audits.</p> <p>HC replied that some of the work relating to membership data testing will be used across both audits. The work for the IS19 report will only be used in the 21/22 audit as the report is backdated. EY are trying to utilise as much as they can as they move into the 22/23 audit.</p> <p>SS raised the issue that pension schemes take up a huge amount of audit resources but have very little impact on the financial statements, as do the assets work.</p> <p>SS then states that the audit may not be positioned towards the significant areas of risk.</p> <p>HC stated that the 21/22 audit will hopefully be closed out by the end of the summer. Section 151 officers received an email in May that the 22/23 audit won't start until 2024.</p>	
	<p>HC stated that she was not aware of what the fees update will be as EY have not received any feedback from the PSAA.</p> <p>AD confirmed that the OPCC had also not received information of PSAA.</p> <p><b>ACTION: HC to bring fee updates to JARAC in September.</b></p>	<p><b>HC to bring fee updates to JARAC in September.</b></p>
	<p>SS asked that if some things are stuck waiting to close the 21/22 audit can you not start 22/23 rather than waiting for the work to finish the 21/22 audit.</p> <p>AD suggested starting basic testing.</p> <p>SS raised the issue that if you are not starting anything until 2024 JARAC will not receive any audit during 2024.</p>	

	<p>HC states that EY have 20/21 and 21/22 audits that are still in progress or are yet to start in some cases. EY will be working through those audits with their staff availability being allocated to the incomplete audits. Also, having two audits open results in audits taking longer to complete due to finding work in the second-year audit that will then have to be reconsidered in the previous year's audit because both years audits are still open. Therefore, having two audits open is not the way that EY will conduct their audits.</p> <p><b>ACTION: CB to arrange a meeting between HC, SS, JP and AD to discuss the impact of PSAA announcements.</b></p>	<p><b>CB to arrange a meeting between HC, SS, JP and AD to discuss the impact of PSAA announcements.</b></p>
	<p>JP states that they have delayed the 22/23 statement of accounts due to the delay of the audit. JP is now able to publish the statement of accounts, but to publish without a complete audit means that there is a risk of some misstatements. JP asked SS if they should delay the publication until the next JARAC in September 2023 or have a meeting in between.</p> <p>SS stated that the deadline to publish the statement of accounts was the end of May 2023 and this deadline is statutory. However, it is understood by the PSAA why people have held off publishing. SS stated that having a logical reasoning behind the delay in publication will be essential and it will need to be adequately documented that you held off publishing to ensure that the statement of accounts are materially accurate and that you publish as soon as you are confident.</p> <p><b>ACTION: AD and JP to discuss a target publication date for the 22/23 draft and will inform SS.</b></p> <p>BM asked for a workshop.</p> <p>AD, JP and SS agreed.</p> <p><b>ACTION: AD/JP are to set up a Statement of Accounts/AGS review workshop for JARAC as soon as possible.</b></p>	<p><b>AD and JP to discuss a target publication date for the 22/23 draft and will inform SS.</b></p> <p><b>AD/JP are to set up a Statement of Accounts/AGS review workshop for JARAC.</b></p>
	<p>JP states that he had met with the director of Grant Thornton to discuss the transition from EY and they would like to attend the JARAC meetings.</p>	

	<p>JP asked when SS thinks this would be appropriate as the fact finding could begin as early as September for Grant Thornton.</p> <p>SS stated that they are welcome to come in September to the next JARAC meeting.</p> <p><b>ACTION: CB to invite Grant Thornton to the next JARAC meeting.</b></p>	<b>CB to invite Grant Thornton to the next JARAC meeting.</b>
<b>7</b>	<b>INTERNAL AUDIT</b>	
<b>37/23</b>	<b>7A INTERNAL AUDIT RECOMMENDATIONS LOG</b>	
	<p>SS stated that it was positive that many of the recommendations appear to be complete and can be closed off.</p>	
	<p><i>Transport:</i></p> <p><i>4.1 Fleet Management Strategy:</i></p> <p>SS asked the JARAC if they wished to close this off. LH added that it would be best to keep this one open to see the implementation of the strategy which is due to be complete in September 2023.</p> <p><i>4.2 Vehicle Logbooks/Weekly Checklists</i></p> <p>SS asked the JARAC if they wished to close this off. LH added that it was almost complete. SS stated that the follow up for the transport audit is in this year's audit plan. All agreed to mark this as complete.</p> <p><i>4.4 Performance Information</i></p> <p>BM stated that it was pleasing to see that the performance management regime has been put in place, but this should have always been in place. BM then asked what assurance there was that the performance management regime will be followed this time.</p> <p>AP gave the update that previously performance information was given quarterly but in the new contract this will be given monthly. Timescales will now be measured from when it is received for repair to when it is collected, improving the data that is collected.</p>	



	<p>BM asked how the force will hold Derbyshire County Council to account if they do not deliver against the contract, as they have done in the past.</p> <p>AP stated that the force has not offered Derbyshire County Council further work in areas where they have been unable to deliver. There is a longer-term plan being created as both regionally and nationally this issue is being reviewed.</p> <p>The fleet management strategy is due to be complete in July and will detail a strategic business plan that will meet the requirements of the fleet in the most strategic way possible and will consider the previously raised issue of an environmentally friendly fleet. It will also cover how the force effectively repair and replace the fleet.</p> <p>AP asked if the JARAC would like to see the strategy before the next meeting or as a presentation at the next meeting.</p> <p>SS asked for a presentation at the next meeting.</p> <p><b>ACTION: AP to give a presentation on the fleet management strategy at the next JARAC in September.</b></p>	<p><b>AP to give a presentation on the fleet management strategy at the next JARAC in September.</b></p>
	<p>Procurement &amp; Contract Management:</p> <p><i>4.1 Procurement Policies &amp; Procedures</i></p> <p><i>4.4 Contract Management</i></p> <p><i>4.5 Contractor Performance /KPIs</i></p> <p><i>4.6 Purchase orders/Requisitions</i></p> <p>SS stated that as there is a section in the agenda that relates to these points, they will be discussed later in the meeting.</p>	
	<p>Collaboration – EMSOU Wellbeing:</p> <p><i>4.1 Wellbeing Governance documentation</i></p> <p><i>4.2 Use of Implementation Plans</i></p> <p>SS stated to close 4.2.</p> <p><b>ACTION: CB to close 4.2 Use of Implementation Plans on the recommendation log.</b></p> <p>SS raised the issue that the updates provided have lost track of what the original recommendation was.</p> <p>CB added that EMSOU have been reluctant to provide</p>	<p><b>CB to close 4.2 Use of Implementation Plans on the recommendation log.</b></p>

	<p>information despite CB having explained what is required several times.</p> <p>JP added that himself and AP will visit them and inform them on what needs to be provided.</p> <p><b>ACTION: JP and AP will visit EMSOU regarding the Wellbeing Governance documentation.</b></p>	<p><b>JP and AP will visit EMSOU regarding the Wellbeing Governance documentation.</b></p>
	<p>Collaboration – EMSOU Business Continuity:</p> <p><i>4.1 Business Continuity Test Plans</i></p> <p>SS stated to close <i>4.1 Business Continuity Test Plans</i>.</p> <p><b>ACTION: CB to close 4.1 Business Continuity Test Plans on the recommendation log.</b></p>	<p><b>CB to close 4.1 Business Continuity Test Plans on the recommendation log.</b></p>
	<p>Payroll 2022/23:</p> <p><i>4.1 Derbyshire should implement regular and routine checks of employee bank details and supplier details.</i></p> <p>SS stated to close <i>4.1 Derbyshire should implement regular and routine checks of employee bank details ad supplier details.</i></p> <p><b>ACTION: CB to close 4.1 Derbyshire should implement regular and routine checks of employee bank details ad supplier details on the recommendation log.</b></p>	<p><b>CB to close 4.1 Derbyshire should implement regular and routine checks of employee bank details ad supplier details on the recommendation log.</b></p>
	<p>Management of Policies and Procedures:</p> <p><i>4.1 The OPCC should ensure that Equality Impact Assessments are conducted for all new and existing policies.</i></p> <p>SS stated that whilst these are on track it does state on the log that this recommendation should have been completed by June.</p> <p><i>4.2 The Force should ensure that Equality Impact Assessments are conducted and reviewed in a timely manner.</i></p> <p><i>4.3 The OPCC should ensure that moving forwards records of policy approvals are held on file.</i></p>	

	<p>SS stated that it is good to see some progress as these audits have come out in between meetings and the JARAC will require an update in September. SS did question whether the early completion dates were realistic.</p>	
	<p>Business Continuity 22-23:</p> <p><i>4.1 The Force should implement an internal annual test programme for its business continuity plans. The Force should ensure the test programme covers all plans over a cyclical period, with those of highest priority tested on a more frequent basis.</i></p> <p>SS expressed some concern on this recommendation.</p> <p><i>4.2 The Force should implement appropriate training programmes for responsible individuals so key staff gain a full understanding of their roles and responsibilities. The Force should implement a technical guide for all responsible individuals to supplement training.</i></p> <p><i>4.3 The Force should ensure outcomes, recommendations and remedial actions are tracked for multi-agency exercises. On the implementation of an annual test programme, the Force should collate all outcomes, remedial actions and recommendations from exercises, both Force specific and multi-agency, into a single tracker.</i></p> <p><i>4.4 The OPCC should perform annual business continuity table-top exercises. Roles and responsibilities in relation to annual OPCC business continuity tabletop exercises should be made clear.</i></p> <p><i>4.5 The Force should ensure that business continuity plans are reviewed regularly in line with procedure. The CCT should ensure any non-compliance from SPOC's is reported to the appropriate governance forum.</i></p> <p>SS stated that as there is a section in the agenda that relates to these points, they will be discussed later in the meeting.</p>	
<b>38/23</b>	<b>7B INTERNAL AUDIT PROGRESS REPORT 2023/24</b>	
	<p>DH introduced SK who will fill ML's position as he is leaving.</p> <p>SS asked about SK's background.</p>	

	<p>SK stated that she had been at Mazars for many years and has previously supported ML with police audits.</p>	
	<p>ML stated that the progress report closes 22/23 and looks forward to 23/24. The report includes the policy review and publication, contract management, business continuity and IT agile working. The final report for performance management on the collaboration plan is also included. There is an update to this as the two remaining audits are being finalised so the JARAC will receive the final version at the next meeting.</p> <p>The update for 23/24 is that there have been initial talks with JP and AD to get the initial dates agreed. There will only be one audit done in quarter 4 and this was deliberately scheduled due to the audit being around victims' services.</p> <p>In terms of the collaboration audit plan for 23/24, this was discussed by the regional CFO's and there is a reduced amount of time being added to the collaboration audit plan to be reflective to the number of reducing collaborations. All papers were included in the paper pack.</p> <p>LG raised the issue of having both the Vetting and the HMIC audits in September and this could be a lot of work for one department.</p> <p>ML stated that these dates were just indicative at the moment and that changes can be made depending on if the department can handle the workload.</p> <p>JP added that it was asked to push the audit back into quarter 3 due to national vetting requirements.</p> <p>BM added that he would be worried if the vetting audit got pushed back due to the attention vetting has in the media.</p> <p>JP stated that they are still working to the proposed dates.</p> <p>AD also added that there is a lot of national scrutiny around vetting as well as the internal audit.</p> <p>LH stated that on page 79 the rate of completing the satisfaction survey is quite low and this needs to be higher in order for Mazars to improve.</p>	
	<p>SS moved the meeting on to the detailed report of the management of policies and procedures.</p> <p>ML stated that this audit was based on the previous audit plan where there was a lot of out of date policies and procedures. Overall, there was satisfactory assurance with some areas of</p>	

	<p>improvement. EIA's were recommended for both the force and the OPCC.</p> <p>SS asked if any specific policies were looked at as part of the audit.</p> <p>ML stated that the processes were tested in terms of review and update of the policies and procedures.</p> <p>SS asked for questions.</p> <p>BM said it was disappointing that things such as EIA's had to be raised as part of the audit, he stated that there is a lack of consistency between policies and practise and JARAC has a role in scrutinising this but this was not reflected in the internal audit. BM was also dissatisfied that JARAC do not have enough access to the force policies.</p> <p>MR added that the JARAC do have access to the policies as they receive a list at the beginning of each financial year, and they choose which ones the JARAC want to review.</p> <p>BM was also dissatisfied that JARAC do not have access to review agreed policies before they are signed off.</p> <p>CB added that the two policies that JARAC have received in this paper pack are in draft form.</p> <p>AD question whether that was because of luck or judgement.</p> <p>MR stated that she attends polices meetings with the force and has access to the draft versions of all the policies.</p> <p><b>ACTION: CB to check that the policies that JARAC review are sent to the meeting prior to official sign off and that the management of policies operating instructions include the assurance role of JARAC for agreed policies.</b></p>	<p><b>CB to check that the policies that JARAC review are sent to the meeting prior to official sign off and that the management of policies operating instructions include the assurance role of JARAC for agreed policies.</b></p>
	<p>ML continued onto the Contract Management audit.</p> <p>ML stated it was pleasing to see there were significant controls in place from the OPCC in order to manage contracts. There was one recommendation around the timeliness of performance information.</p>	
	<p>ML then moved on to the business continuity audit.</p> <p>The last business continuity audit was in 2018 and there has been a change in personnel since the last audit so this current one was conducted.</p>	

	<p>There was only limited assurance overall. There was a number of significant recommendations identified.</p> <p>JP stated that during covid, business continuity plans were tested in real life. There was kickback on some of the comments that came out of the audit but in the end there was a fair reflection in the management comments.</p> <p>SS stated that the management comments are written from a very defensive position and this feels like a step back from the progress that has been made with internal audit.</p> <p>LH added that the management comments do not acknowledge things that are going to be done in response to recommendations.</p> <p>AD added that it is important to reflect on the fact that the force are regularly carrying out these tests in real life. AD stated that he felt that there was not enough consideration given to the fact that these plans are tested very frequently and that there are other forms of assurance.</p> <p>SS stated again that the JARAC were not happy with the tone in which the management comments were written.</p> <p>JC asked what the force are doing that protects progress when personnel leave, as IA have made the point that some of these points have been made previously. JC also asked IA how they follow up on recommendations that are made.</p> <p>ML stated that previously there were days in the schedule that were for recommendation follow up but the feedback that they used to get was not an effective use of IA time. But if the JARAC would like these days to be put back into the schedule they can be.</p> <p>JC asked to clarify that the only follow up on recommendations being implemented is the verbal updates that come to JARAC.</p> <p>AD stated that no this is not the case as there are specific audit follow ups allocated to each audit which are carried out as necessary.</p> <p>JC then asked if that meant that there are medium assurance recommendations that result in limited assurance overall that do not then get the follow up.</p> <p>LH added that JARAC should possibly see evidence that recommendations are implemented.</p>	
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	<p>JP stated that there is the enabling services board that follow up on recommendations that are made by IA.</p> <p>JC stated that there is a gap between what is seen at JARAC.</p> <p>AD challenged that this was not the case as there is now the risk assessment process that is ongoing with the auditors where we know where the risks are at all times and point resources to them and organise follow up on recommendations. The JARAC have the opportunity to influence AD and JP to then influence that plan and that is what is currently happening so AD doesn't believe there is a gap.</p> <p>AD then stated that whilst he agrees with JARAC that there is not a blanket response to recommendation follow ups, there once was but this was inefficient and expensive therefore recommendation follow ups are now more tailored to the audit outcome.</p> <p>LH brought up the recommendation of <i>4.2 The Force should implement appropriate training programmes for responsible individuals so key staff gain a full understanding of their roles and responsibilities. The Force should implement a technical guide for all responsible individuals to supplement training, and asked about SPOC'S and how this recommendation would be closed out.</i></p> <p>JP stated that this recommendation refers to the training and awareness for the SPOCs but the JARAC will now want to see evidence of this.</p> <p>LG asked how individuals will know what they are doing if the changeover of staff is so frequent.</p> <p>SS asked for the management comments to be expanded on in relation to this recommendation.</p> <p><b>ACTION: JP to gather the management comments and further detail in regard to <i>4.2 The Force should implement appropriate training programmes for responsible individuals so key staff gain a full understanding of their roles and responsibilities.</i></b></p>	<p><b>JP to gather the management comments and further detail in regard to <i>4.2 The Force should implement appropriate training programmes for responsible individuals so key staff gain a full understanding of their roles and responsibilities.</i></b></p>
	<p>SS moved the meeting on to the agile working audit.</p> <p>ML stated that it was pleasing to see satisfactory assurance considering the importance of this audit. There was the recommendation around training and awareness regarding working from home.</p>	

	<p>BM stated that 4.1 recommendation completely misses how important data protection training is, and how many members of staff have not completed their training is alarming. BM wants to see how many people have had the training, how often they have received training, and an improvement to the management response.</p> <p>MR added that the OPCC have data protection training every year.</p> <p>BM has asked the force to come back with a plan for how this issue will be tackled.</p> <p>SS requested a briefing on data protection at the next JARAC meeting.</p> <p>AP states that he is leading on this piece of work, and he is leaning on the NPCC agile working policy to reshape their own force policy.</p> <p><b>ACTION: AP to prepare a presentation on data protection, staff training, and agile working for the next JARAC in September.</b></p>	<p><b>AP to prepare a presentation on data protection and agile working for the next JARAC in September.</b></p>
	<p>SS moved the meeting on to the last IA report on collaboration performance management.</p> <p>ML stated that this was a difficult area to audit due to the quantitative work that goes on in this area. There were a few recommendations that came out of the audit with individual units commenting back on those.</p> <p>ML added that appendix A5 is a horizon scanning document for the JARAC to view that is also available online on the Mazars website.</p>	
<p><b>39/23</b></p>	<p><b>7C INTERNAL AUDIT ANNUAL REPORT AND OPINION 22/23</b></p>	
	<p>DH apologised for the following typos:</p> <ul style="list-style-type: none"> <li>- Page 161</li> <li>- Page 165</li> </ul> <p>DH stated that Mazars will reissue a finalised version after the meeting.</p> <p><b>ACTION: DH to reissue Mazars annual report.</b></p>	



	<p>DH outlined the reports content and stated the improvements that had been made since last year.</p> <p>SS pointed out that the table on 162 did not add up and that should be fixed, and the top sentence is incorrect.</p> <p>SS asked where the 4 days that had been saved had gone.</p> <p>ML states that these have not been invoiced.</p>	<b>ACTION: DH to reissue Mazars annual report.</b>
	<b>8 INTERNAL CONTROL AND GOVERNANCE</b>	
<b>40/23</b>	<b>8A AN UPDATE ON THE FINANCIAL STATEMENTS FOR 2021/2022 AND 2022/2023</b>	
	SS stated that this had already been covered off earlier in the meeting and a workshop had been actioned.	
<b>41/23</b>	<b>8B ANNUAL FINANCIAL EXCEPTION REPORTING</b>	
	<p>SS apologised if the JARAC had not been clear what they asked for but the report they have received is not what was requested.</p> <p>BM stated that the four areas the JARAC wanted covered off were losses and special payments, write offs, unusual staff payments and single tender wavers.</p> <p>JP replied that it was a difficult paper to write when there was no evidence of breaches.</p> <p>BM stated that the four areas are in the terms of reference for JARAC which is why they had asked for them.</p> <p>JP stated that he will reissue the report at the next meeting.</p> <p><b>ACTION: JP to reissue AN UPDATE ON THE FINANCIAL STATEMENTS FOR 2021/2022 AND 2022/2023</b></p>	<b>JP to reissue AN UPDATE ON THE FINANCIAL STATEMENTS FOR 2021/2022 AND 2022/2023</b>
<b>42/23</b>	<b>8C FINANCIAL OUTLOOK (SAVINGS PLAN UPDATE)</b>	
	<p>JP stated that there was a 6.7 million underspend which was a collection of underspends on police staff, saving costs 23/24, and some deferred expenditure from design board and investment fund. Therefore, the realistic underspend is around 2.7 million in terms of operational policing.</p> <p>The paper sets out the treatment of the underspend and these areas have been scrutinised by the OPCC and the financial assurance board.</p>	

	<p>LH pointed out the significant underspend and asked if this poses any risk for attainment of the policing strategy and OPCC priorities.</p> <p>JP stated that the majority of underspend was on staffing as the force currently have a 9-11% vacancy rate, there have not been any detrimental impacts, but this has not been without its struggles. Assurance boards are sure that it hasn't impacted the service the force provide but they are aware this will not last, and they are trying to replace staff and review overtime.</p> <p>JP continues that the next part of the paper gives a financial outlook for the upcoming year and there was a 5 million pounds budget gap. The police officer pension increase will be met from a departmental budget from the Home Office. The existing contract at St Mary's Warf is currently being updated.</p> <p>There is also an update on the savings plan, as there is the increased risk of pay and inflation going above what has been budgeted for. JP has asked departmental heads to consider budget reductions of 2%, 5% and 10%. £750,000 of savings identified from above exercise and the force will be taking a risk-based approach to savings.</p> <p>SS stated that this was helpful as a way of tackling savings.</p> <p>BM raised the issue of cannabis growth.</p> <p>JP replied that the force is now assisting landlords in removing destroyed cannabis farms from their properties as officers now destroy cannabis plants onsite and then leave landlords to destroy of it as this save's officers time and money.</p> <p>BM stated that savings seem to be on not filling vacancies, will this lead to issues in the future.</p> <p>JP stated that no, the force is only not replacing roles in areas that are non-essential.</p> <p>LG asked about paragraph 3.4, what is reverse workforce modernisation?</p> <p>JP explained that reverse workforce modernisation means putting officers in civilian posts where it adds value, which brings the staffing cost down by removing civilian roles but does not decrease the amount of officers. This happens in areas such as the call room where officers can add operational knowledge that civilian staff cannot.</p>	
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	BM said that it was excellent that we could now see the various initiatives within the savings programme. JP confirmed that JARAC would receive regular updates on these savings initiatives.	
<b>43/23</b>	<b>8E FORCE RISK MANAGEMENT</b>	
	<p>SS stated that the JARAC were disappointed by this report as it does not offer any assurance at all.</p> <p>JC added that it is not clear what the actual risk is as an outsider. There needs to be a clear articulation of what the risk is, cause is, consequences etc.</p> <p>SS has asked that this is to come back to the next meeting. JP asked for a expansion on what needs to be included for next time.</p> <p>SS stated that the JARAC will need to know what mitigations are in place and what actions are being taken regarding each risk.</p> <p><b>ACTION: JP and AP to reissue the Force Risk Management report at the JARAC meeting in September.</b></p> <p>JC offered to spend time with the force outlining the level of detail JARAC need to see to gain assurance on Risk Management.</p> <p>AP stated that he would be grateful for the contribution.</p> <p><b>ACTION: CB to arrange a meeting between AP, JP and JC about Risk Management and to agree a more appropriate presentation format for reporting to JARAC.</b></p>	<p><b>JP and AP to reissue the Force Risk Management report at the JARAC meeting in September.</b></p> <p><b>CB to arrange a meeting between AP, JP and JC about Risk Management and to agree a more appropriate presentation format for reporting to JARAC.</b></p>
<b>44/23</b>	<b>8F OPCC RISK MANAGEMENT</b>	
	<p>SS asked if there were any questions.</p> <p>AD thanked CR for her work on this.</p>	
<b>45/23</b>	<b>8G POLICIES UPDATE</b>	
	<p>BM stated that he was disappointed with the documents that the JARAC have received for such an important area. The contract management policy did not move anything forward and was not fit for purpose. BM then offered his services to improve both policies.</p> <p>SS confirmed that JARAC did not support these two policies.</p>	<p><b>ACTION: JP and RA to discuss incorporating BM's aid in the</b></p>

	<p>The contract management policy did not move anything forward. BM then offered his services to improve the policies.</p> <p>BM is also worried about the operating procedures that are occurring under policies such as these.</p> <p>JP stated that the force would be accepting of BM's help and JP will speak to RA in order to move this forward.</p> <p><b>ACTION: JP and RA to discuss incorporating BM's aid in the creation of policies.</b></p> <p>AD stated that he does not believe that the policies are an accurate representation of the procurement team that the force have.</p>	<p><b>creation of policies.</b></p>
<p><b>28/23</b></p>	<p><b>8E ASSURANCE FRAMEWORK</b></p>	
	<p>AD is not ready to present as the document does not work visually.</p> <p>AD then asked for it to be tabled at the next JARAC meeting.</p> <p>SS agreed.</p>	
<p><b>29/23</b></p>	<p><b><u>ANY OTHER BUSINESS</u></b></p>	
	<p>SS stated that there have been two areas this meeting that BM and JC have fed into before and their expertise have not been used. Can the force please act on the recommendations given this time?</p> <p>AP stated that their expertise will be valued and used this time.</p> <p>JC asked about training for JARAC members.</p> <p>MR replied that an update will be given at the next meeting.</p>	

## JOINT AUDIT, RISK AND ASSURANCE COMMITTEE

### REVIEW OF ACTIONS

<b>Agenda Item</b>	<b>Report Title and Action Required</b>	<b>Responsible Officer</b>	<b>Progress</b>
<b>ACTIONS FROM MEETING ON 3<sup>RD</sup> MARCH 2023</b>			
21/23	<b>5B JARAC Terms of Reference</b>		
	<b>OPCC to enquire about information governance and other mandatory training that JARAC members should undertake.</b>	MP/MR	Training enquiries are still underway.  The closed session papers are now circulated via egress in response to concerns about the transferring of papers.
<b>ACTIONS FROM MEETING ON 4<sup>th</sup> July 2023</b>			
32/23	<b>MINUTES OF THE MEETING OF THE JARAC HELD ON 3<sup>rd</sup> March 2023</b>		
	<b>CB to make alterations to the previous minutes.</b>	MP	Complete
33/23	<b>REVIEW OF ACTIONS</b>		
	<b>CR to circulate CIPFA papers.</b>	CR	CR has reached out to JC and is awaiting a response.  MP chased CR however remains the same – no further update.
	<b>JP to provide the evidence required to show that the amount of invoices not matched to orders is now low at the next JARAC meeting in September.</b>	JP	Suppliers are now categorised to distinguish which invoices would be expected to be matched with Purchase Orders – this is to help with the initial focus to reduce the number of non-matching invoices.  A report is produced from Agresso on a daily basis of any Invoices awaiting payment that relate to “Suppliers

			<p>with a PO” that have not been matched to an Order. These are passed to the relevant Accountant to liaise with the Department/Budget Holder to establish why a PO was not raised. In the majority of cases this should result in a retrospective PO being raised and a review to avoid any repeat instances for subsequent invoices. In some cases the supplier will be moved to a different supplier group where it is agreed that a PO is not required.</p> <p>A report was produced from Agresso for the 6 month Period Jan 23 to June 23. This identified a total of <b>3,692</b> invoices with a value of <b>£18,266,498</b>. <b>3,200</b> invoices totalling <b>£17,506,656</b> were either matched to a PO or a formal contract, representing <b>86.7%</b>. There were a total of <b>492 (13.3%)</b> invoices (<b>£759,842</b>) that did not have a PO.</p> <p>Whilst this represents a significant improvement, ongoing work will take place to continue reviewing and hopefully further reducing the number of non-matching invoices. Consideration will also be given to the implications of a ‘no PO, no pay’ Policy.</p>
<b>36/23</b>	<b>6A UPDATE FROM EY</b>		
	<b>HC to bring fee updates to JARAC in September</b>	HC	On agenda for September 2023.
	<b>CB to arrange a meeting between HC, SS, JP and AD to discuss the impact of PSAA announcements.</b>	CB	To be discussed with External Audit during meeting on 21 September as discussions with PSAA are ongoing.

	<b>AD and JP to discuss a target publication date for the 22/23 draft and will inform SS.</b>	AD/JP	Discussed at agenda setting meeting and a date has been suggested. – Complete.
	<b>AD/JP are to set up a Statement of Accounts/AGS review workshop for JARAC as soon as possible.</b>	AD/JP	This is being incorporated within the September JARAC meeting.
	<b>CB to invite Grant Thornton to the next JARAC meeting.</b>	CB/MP	Complete
<b>37/23</b>	<b>7A INTERNAL AUDIT RECOMMENDATIONS LOG</b>		
	<b>AP to give a presentation on the fleet management strategy at the next JARAC in September.</b>	AP	On agenda for September meeting.
	<b>Close 4.2 Use of Implementation Plans on the recommendation log.</b>	CB/MP	Complete
	<b>JP and AP will visit EMSOU regarding the Wellbeing Governance documentation.</b>	JP/AP	<p>A meeting has been held with the EMSOU HR Business Partner to discuss the original recommendation from the Internal Audit report and to establish what progress has been made since the report was issued.</p> <p>Previously, progress on developing the Wellbeing Strategy had been limited, however with the HR Business Partner now leading on People, Wellbeing and DEI there is now a clearer focus and noticeable progress in developing the Strategy.</p>

			<p>The attached report provides a more detailed update in relation to the Unit's progress in developing its People and Wellbeing Strategies, together with the Governance and Processes that have been introduced.</p> <p>A 'People Board' has been introduced that is a broader approach than just wellbeing and links into other strategic governance meetings. The Board will provide strategic oversight to the delivery of the Unit's People Strategy. The Terms of Reference for the Board are being updated to reflect the wider remit setting out the roles, responsibilities, risk management processes, decision making processes and reporting arrangements.</p> <p>Project Initiation Documents (PID) and Implementation Plans are now used more regularly for projects and initiatives, setting out the aims and objectives, timescales, benefits, costs and risks – progress against the plans will be reported back to the People Board.</p>
	<b>Close 4.1 Business Continuity Test Plans on the recommendation log.</b>	MP	Complete
	<b>Close 4.1 Derbyshire should implement regular and routine checks of employee bank details ad supplier details on the recommendation log.</b>	MP	Complete
<b>38/23</b>	<b>7B INTERNAL AUDIT PROGRESS REPORT 2023/24</b>		
	<b>CB to check that the policies that JARAC review are sent to the meeting prior to official sign off</b>	MP	MP sent policies to SS for the JARAC to review. - Complete



	and that the management of policies operating instructions include the assurance role of JARAC for agreed policies.		
	JP to gather the management comments and further detail in regard to <i>4.2 The Force should implement appropriate training programmes for responsible individuals so key staff gain a full understanding of their roles and responsibilities.</i>	JP	On agenda to give update at September meeting.
	AP to prepare a presentation on data protection and agile working for the next JARAC in September.	AP	On agenda to give update at September meeting.
39/23	<b>7C INTERNAL AUDIT ANNUAL REPORT AND OPINION 22/23</b>		
	DH to reissue Mazars annual report.	DH	Complete.
41/23	<b>8B ANNUAL FINANCIAL EXCEPTION REPORTING</b>		
	JP to reissue AN UPDATE ON THE FINANCIAL STATEMENTS FOR 2021/2022 AND 2022/2023	JP	On agenda for September meeting.
43/23	<b>8E FORCE RISK MANAGEMENT</b>		
	JP and AP to reissue the Force Risk Management report at the JARAC meeting in September.	JP/AP	On agenda for September meeting.
	CB to arrange a meeting between AP, JP, and JC about Risk Management and to agree a more	CB	Risk Management report has been pulled together in the same format as the OPCC. Being brought to September JARAC for JC to give her feedback on this.

	<b>appropriate presentation format for reporting to JARAC.</b>		
45/23	<b>8G POLICIES UPDATE</b>		
	<b>JP and RA to discuss incorporating BM's aid in the creation of policies.</b>	JP/RA	BM has provided written feedback on the Procurement and Contract Management Policies. These Policies are being reviewed and any appropriate amendments will be made and the Policy's updated. The Policy's will be shared at the November JARAC meeting for review.



11 SEPTEMBER 2023

**DERBYSHIRE CONSTABULARY**  
Authored by: Andrew Fowler



## 1. Purpose

1.1 The goal of this 5-year strategy is to guarantee the delivery and administration of an effective and efficient motor vehicle fleet that can satisfy the Force's operational law enforcement and support needs.

1.2 This document will outline a variety of actions that, upon being implemented and maintained, should guarantee that the Force's varied fleet requirements are met at an expenditure that is managed and cost-effective.

1.3 The Fleet Manager will be responsible for implementing the Strategy and guaranteeing that the designated tasks are attained.

## 2. Introduction

2.1 Derbyshire Constabulary is dedicated to keeping a contemporary, effective, and fit-for-purpose vehicle fleet, which is backed by efficient arrangements for vehicle maintenance and fleet management.

Internal business support and local and national contractual service providers are used to accomplish this.

2.2 Divisional Commanders and Heads of Department are responsible for reviewing fleet requirements to meet operational policing needs and for ensuring that suitable resources are available regarding the local management of their fleet vehicles. This is achieved by:

- Consulting with police officers and staff regarding ensuring effective utilisation of vehicles and identifying and reporting changes in operation policing needs that impact on vehicle role, specification, and usage,
- Ensuring that officers and staff are provided with information, instruction, and training to be able to carry out routine daily and weekly vehicle checks,
- Reporting and investigating all collisions and damage to police vehicles to identify any trends to prevent re-occurrence or identify training needs.

2.3 The likelihood of faults developing, vehicle downtime, and reputational and financial repercussions will be decreased by adherence to Force advice on the Use and Maintenance of Police Vehicles, the Force Driver Policy, and the aforementioned principles. While still offering vehicles that are adequately outfitted to handle the dynamic nature of operational policing.

2.4 There must be specific actions that can be tracked and monitored to guarantee that these Fleet Management arrangements are efficient and reflect the shifting nature of operational policing requirements, economic demands, and environmental challenges. These activities are listed in this strategy.

### **3. Background**

3.1 Approximately 730 vehicles are part of the Fleet, which are used or managed in a variety of capacities within the Force. The Force has moved away from having a sizable fleet of cars that are on long-term rental and opted to re-purpose under-utilised vehicles that have been highlighted with the recent introduction of telematics data. The fleet travels about nine million miles annually overall.

3.2 The Road Vehicles (Construction and Use) Regulations of 1986, the Provision and Use of Work Equipment Regulations of 1998 (PUWER), licencing, insurance, and statutory testing are among the legal requirements for managing the Fleet.

3.3 The annual revenue spend for maintaining and running the Fleet is around £3 million (including the devolved fuel components). The budget for capital replacement is £1.4 million yearly.

3.4 Every year, 600 'incidents' involving fleet vehicles occur, ranging from serious crashes to windscreen damage. This has a negative financial impact and decreases the number of available vehicles. The Force Driver Policy is overseen by the Head of Roads Policing, who also conducts all police collision and driving standards investigations.

3.5 The Assets Department, Fleet Manager, and the Fleet Administration team handle day-to-day administrative assistance while managing fleet procurement, vehicle conversion specifications, allocations, and contractual agreements. The daily administration of fleet assets assigned to local managers and supervisors within their area of responsibility must be taken up by them.

3.6 The Force Assets Department offers rules, procedures, and updates on fleet availability, allocations, and the fleet replacement programme, as well as advice, direction, and assistance. When needed by police officers and personnel, the force Corporate Risk Manager, EMCHRIS Driver Training, and the Head of Roads Policing can also offer advice and direction in relation to fleet operational difficulties.

### **4. Current Position**

4.1 Previous Strategies

4.1.1 The Derbyshire Constabulary's previous fleet strategy was created in 2015, and while there have been significant changes to how fleet administration is provided and externally regarding fleet maintenance and vehicle procurement, some of its key components still hold true today.

## 4.2 Changes Affecting Fleet Management

4.2.1 There is a growing need to boost productivity and cut expenses while having little to no effect on front-line police. This makes sure that the police department offers the locals value for their money. The following are important factors:

- Vehicle Telematics has only just completed its installation phase as of the end of August 2023, yet there has already been a significant reduction in under-utilised vehicles that have been reallocated as pool cars to reduce the 3<sup>rd</sup> party spend with rental companies.
- Developments in vehicle design and technology. Touchscreen technology to integrate the emergency equipment controls, Radio and other in car systems is being implemented into Armed Response Vehicles. This will be a template for all future suitable vehicles.

4.2.2 After considering these significant adjustments, Fleet Management hopes to achieve specific advancements in the areas of purchasing, utilisation, vehicle efficiency, and driver monitoring. These may consist of minor advantages or be transformational.

## 5. 2023 to 2028 Activity

5.1 This fleet strategy focuses on the below key objectives designed to be a sound basis for the delivery and development of an effective fleet and sets out how we will deliver these in the context of the key drivers and external factors.

1. To provide and maintain a cost effective, efficient transport service that fully supports organisational and operational requirements, capable of responding to policing needs.

*Force Priority: Fighting Crime & Responsible and visible Policing.*

2. Ensure the optimum number of vehicles are available to the force that are necessary to support community and county wide policing requirements.

*Force Priority: Service to the public*

3. Provide a 5-year vehicle replacement plan that incorporates greener vehicles as much as possible to help reduce the overall fleet carbon emissions.

*Force Priority: Prevention and Partnerships*

4. Listen and Engage with all stakeholders to ensure effective communication of vehicle requirements.

*Force Priority: Trust and Legitimacy & Our People*

## **Key Objective 1**

The following services will be provided to ensure this key objective is achieved:

- ❖ Provide a cost effective and fully comprehensive safety inspection regime for all force vehicles. This is to ensure all vehicles are maintained in a timely and efficient manner which will minimise vehicle off road time and allow the optimum number of vehicles to be available that are fully compliant with the Vehicle Construction and Use Legislation 1986.
- ❖ Ensure that the 5-year vehicle replacement programme utilises the preferred national framework agreed vehicles to purchase the best value for money options available. In addition, the base vehicles this extend to any national contracts in place for the provision of fuel cards, tyres, and all ancillary police vehicle equipment.
- ❖ The introduction of an Accident Reduction Plan will ensure that the new installation of Vehicle Telematics will support the reduction in vehicle related incidents, especially those classed as avoidable. With the creation of useful Management Information from the telematics data it will raise awareness of the causes of our accidents and promote effective preventative measure to reduce the avoidable accidents.
- ❖ Managing the timely repairs of all our vehicle collisions working closely with our 3<sup>rd</sup> party providers and contractors
- ❖ Decommissioning of the end-of-life police vehicles in a cost effective and timely manner utilising national frameworks to maximise returns.

## **Key Objective 2**

This objective takes into consideration the number of vehicles, how they are utilised and what role they are required to undertake which is all essential to provide the correct

asset in the correct place at the correct time. This requires a heavy influence and engagement with the end user and how this will be done is detailed below:

- ❖ Working closely with key internal stakeholders such as Driver Training, end user and senior departmental officers ensure that suitable vehicles are evaluated and tested for their intended role. The provision of detail evaluation forms and constructive feedback will contribute to the acquisition and of the best value for money products available at the time.
- ❖ Ensure that all increases to the established fleet numbers are requested through a business case procedure to the Design Advisory Group which will evidence a formal governance process which is ultimately approved by operational and financial managers.
- ❖ Marked police vehicles provide one of the best opportunities for the OPCC to provide an overt presence and reassurance to the public. All front-line police vehicle assets will be fully marked up in reflective livery and include the Derbyshire Constabulary Crest.

### Key Objective 3

By providing a clear and concise future vehicle replacement plan it will allow the future development of greener technology vehicle to be incorporated into the Derbyshire Policing fleet. Attendance at national forums and fleet related events is essential to keep up to date with the developing technologies and a close working relationship with vehicle manufacturers will also ensure that emerging alternative fuels such as biodiesel, bioethanol, electricity, and hydrogen as correctly assessed for potential use in front line policing.

- ❖ The global production of vehicles has reduced by 40% since the Covid-19 pandemic and further contributing factors such as the global semi-conductor supply shortage have further complicated the supply of vehicles. For these reasons the vehicles available to bule light market through national Home Office framework contracts has drastically reduced with only a small handful of manufacturers able to provide arduous use vehicles that are suitable to use. On this basis, a future 5-years replacement programme has been established to ensure the correct budget is in place and the right vehicles are ordered in a timescale that will allows for the longer lead times of manufacturers. The below criteria provide a guideline to the 5-year replacement programme and will be continually assessed by the Fleet Manager to determine if the replacement criteria will be met:

Vehicle Role	Months	Miles
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Roads Policing Car	48	130,000
Roads Policing M/C	72	60,000
Response Car	48	120,000
CID Plain Car	84	100,000
PSU Vans	120	150,000
Detainment Cell Van	48	120,000
Pool/Staff Cars	84	100,000
Dog Response Car	84	140,000
Driver Training Car	60	100,000
SOCO and other Vans	84	120,000
Armed Response Car	48	150,000
Surveillance Car	48	100,000

- ❖ To further reduce our carbon emissions and improve the utilisation of our current assets the data produced by our new telematics system has started to give clear indication that some of general-purpose cars are massively underutilised. By placing a minimum usage requirement of 800 miles a month it will allow the pooling of other vehicles into a centrally management sub-fleet of cars that can be accessed by anyone in force 24/7. This is opposed to having vehicles assigned to a specific team that are used once or twice a week for small mileage use within the county. There currently approximately 186 general purpose cars assigned to dedicated teams, of which 146 do less than 800 miles a month. By creating a central pool of cars than is managed by an online booking tool it will reduce the overall number of vehicles required and allow a platform for the future transition to electrically powered vehicles.
- ❖ The UK Government has committed to the Climate Change Act of 2008 with an emphasis on public sector organisations being a leading example of the transition to greener technologies. The reduction of greenhouse gas emissions by at least 100% of 1990 levels is the NET zero target of 2050. The next major milestone to affect the fleet industry is the cease in production and sale of all combustion engine vehicles by 2030.

## Key Objective 4

To consider the requirements for every area of the business when the natural replacement cycle of our vehicles is due will be the key aspect of the fleet manager role. By utilising all the above key objectives there will be a clear plan of what vehicles will be available and when, the fleet manager will ensure that the

right vehicle is provided and the interaction with internal and external stakeholders will be essential to this.

- ❖ The quarterly Transport Steering Group is the initial scoping exercise designed to be the first point of contact for key senior managers and officers to raise any concerns about their respective fleets. It is also the earliest opportunity for the Fleet Manager to convey the replacement vehicles that are in the 5-year replacement plan next due to be worked on.
- ❖ After this initial interaction more detailed one-to-one meetings are undertaken by the Fleet Manager and the key points of contact within the area of the business, this will include senior manager and operational end users.
- ❖ Once a requirement has been put forward there is usually a period of assessment where suitable demonstration vehicles are sourced from vehicle manufacturers and given to front line police staff for evaluation and assessment.
- ❖ This will progress to the conversion phase of the vehicle and a detailed vehicle fit out specification will be drawn up covering every aspect of converting the base vehicle to a fully functioning police vehicle. In some instances, this can be quite a basic conversion but in the case of frontline, arduous use vehicle such as Armed Response, Road Policing and Dog Response cars this can take some 3 to 4 months fully design and convert into a statement of requirement. At every stage of this process each key stakeholder will be involved and require sign off to progress to a full order.
- ❖ This approach ensures that the ever-changing nature of both the policing world and the vehicle manufacturer industry are as aligned as much as possible.

## **6. Review and Monitoring**

### 6.1 Transport Steering Group

6.1.1 The Force Transport Steering Group shall be responsible for monitoring the progress toward each activity objective at their quarterly meetings.

6.1.2 If at any point during the Strategy period or following progress updates provided to members of the Transport Steering Group, it is deemed that the activities are no longer relevant or have been completed ahead of schedule, the group will have the authority to amend the activities to ensure that they still apply to and support operational requirements.

Any such amendments will be reflected in a reviewed version of the Strategy and subject to version control.

6.1.3 Where relevant, information regarding progress of activities will be provided to Divisional Commanders and Heads of Department. This may be specifically

relevant when providing information in relation to vehicle allocations, utilisation, fuel usage and collisions.

## 6.2 Governance Arrangements

6.2.1 Fleet management provide the Police and Crime Commissioner and Chief Constable with professional support and advice on all Fleet related matters and reports into the force Transport Steering Group on a quarterly basis.

Activity	Objective	Action Plan	Objective Date
Telematics System	Fully integrate the telematics system into the normal day to day operation of the Fleet Team	<ul style="list-style-type: none"> <li>- Ensure the system is correctly setup to allocate each asset to the correct area of the business</li> <li>- Setup a hierarchy of access to allow Inspectors access to their respective fleets</li> <li>- Schedule monthly reporting as requested by the business to assist with the management of vehicles based at each station</li> </ul>	November 2023
Telematics System	Improve the utilisation of all vehicles across the fleet	<ul style="list-style-type: none"> <li>- Provide regular management information to support the reallocation of assets</li> <li>- Monthly conversations with stakeholders about vehicle utilisation</li> <li>- Quarterly Transport steering group review of better utilisation</li> </ul>	On-going
Centralised Carpool	Remove the underutilised vehicles from teams that have a dedicated access to a vehicle	<ul style="list-style-type: none"> <li>- Using Telematics data to show vehicles that have done less than 800 miles a month</li> <li>- Starting at the very lowest monthly average mileage vehicles reallocate vehicles to a centralised sub-fleet of pool cars</li> <li>- Initially these will be managed directly by the fleet team directly</li> </ul>	February 2024

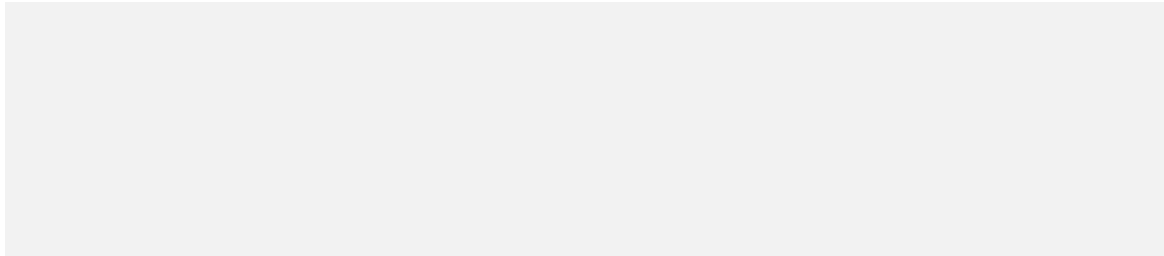
Centralised Carpool	Creation of dedicated pool car booking system	<ul style="list-style-type: none"> <li>- Using the current fleet management system, Jaama, creating an online 24/7 booking tool that anyone in force can access to book a vehicle to use for business travel</li> <li>- Setup direct access to pool car keys that allows 24/7 access when a car has been booked</li> <li>- Use Telematics system to check who is driving each vehicle and if they booked that vehicle</li> </ul>	July 2024
My Vehicle Check App	Creation of weekly vehicle check app	<ul style="list-style-type: none"> <li>- A mobile phone app in currently in development to allow every member of staff who has access to a force vehicle to carry out a weekly vehicle condition report</li> <li>- This app feeds directly into the Fleet Management system, Jaama, and will hold every driver directly responsible for checking the safety of the vehicle they are about to drive</li> <li>- This app will also include a vehicle inventory checklist for frontline policing vehicles to allow officers to check the equipment is correct in the rear of each vehicle</li> <li>- There will be a functionality to have a week report created highlighting any vehicle that hasn't been check or any vehicle that requires additional rear kit ordering</li> </ul>	December 2023
Electrification of Vehicles	Replacement of ICE vehicle with suitable electric alternatives	<ul style="list-style-type: none"> <li>- Identify new vehicle products that are suitable</li> <li>- As part of the 5-year replacement programme replace the general purpose / pool cars with electric alternatives</li> <li>- Work closely with the Estates team to improve the charging infrastructure and only supply EV's where suitable</li> </ul>	January 2023

**Correct  
Vehicle,  
Correct role,  
Correct Time**

**To ensure the 5-  
year replacement  
programme is  
effectively and  
efficiently  
implemented**

- Work collaboratively with managers and supervisors to create detailed statements of requirements for new vehicles
- Incorporate any emerging new technologies into all vehicle conversion designs
- Engage with all forces and suppliers nationally to continue to build a network of direct contacts and build strong working relationships

**On Going**



**FORWARD PLAN 2023/24**

<b>November 2023</b>		
	IA Progress Report	
	Policy Guidance	
	HMIC Activity	
	Financial Monitoring and Planning	
	Work Force and Planning – PUP and ARR	
	External audit annual report 2022	
	Stock Control Update	
	External Audit plan 22/23	
<b>February 2024</b>		
	Budget Setting Process and Assumptions	
	HMIC Value for Money	
	JARAC Member Self-Assessment (CIPFA Checklist)	
	Stock Control Report	
	Procurement Briefing- Follow up to IA report	
	EA Report ISA 260	
	Environmental Strategy	
<b>March 2024</b>		
	Strategy for IA and IA Plan 24/25 (Internal Audit- IA)	
	Year End Accounting Arrangements & Accounting Policies 23/24	
	Financial Monitoring and Planning	
	HMIC Activity (including VFM profiles)	
	Complaints Performance – Update on meetings with IOPC Rep	
	Force Risk Management	
	OPCC Risk Management	

	External Audit transition and planning for 23/24 audit	
<b>July 2024</b>		
	Accounts sign off 22/23	
	Draft Letters of Representation 22/23	
	Internal Audit Progress Report 2024/25	
	Internal audit annual report and opinion 23/24	
	Final PCC & CC Financial Statements for 22/23	
	EY update	
	Financial Statements 2023/24 draft	
	Annual Financial Exception Reporting (Any breaches of financial regulations)	
	Financial Outlook (Savings Plan Update)	
	Force annual governance statement	
	Policies update	
	Annual Audit Letter 22/23	
	Update on prepayment non-standard methodology in the accounts	
	Force risk management	
	OPCC risk management	
<b>September 2024</b>		
	IA Progress Report	
	Review of the draft statement 23/24	
	Annual audit letter 22/23	
	JARAC Annual Report	
	Financial Monitoring and Planning	
	Fraud and corruption theme review (themes announces at agenda setting) – anti fraud and corruption policy, whistle blowing policies.	
	Force and OPCC Risk Management Strategy	

	IS Disaster Recovery – RC to attend to update	
	Fleet Management Strategy update	
	Complaints Performance – OPCC and Force	
	Update on Peel Inspection HMIC	



**Police and Crime Commissioner for Derbyshire**  
**Chief Constable for Derbyshire**

**JOINT AUDIT RISK AND ASSURANCE COMMITTEE**

**ANNUAL REPORT 2022/23**

**Policing Governance**

Police governance is vested in the elected Police and Crime Commissioner for Derbyshire, Angelique Foster. 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 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 2022/23 financial year were:

- Sue Sunderland (Chair)
- Andrew Jenkinson (Deputy Chair)
- Lee Harrold
- Barry Mellor
- Leanne Gelderd
- Joanne Charlton

## **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 2022/23 were as follows:

<b>Month</b>	<b>Main topic(s)</b>
July	Internal Audit reports including annual report External Audit – verbal update Draft financial statements & annual governance statements 21/22 Financial outlook (medium term financial plan MTPF) Complaints performance Policies review Closed session
September	External Audit – final audit results report re 2020/21 Internal Audit – progress report Financial monitoring & planning JARAC annual report Update on complaints procedure Anti fraud & corruption performance IS disaster recovery Force risk register & risk management strategy Closed session
November	External Audit – annual report re 2020/21 & plan re 2021/22 Internal Audit progress report Financial monitoring & planning Policies review Single tender waivers HMICFRS activity Workforce and planning JARAC self assessment Closed session

January	External audit – audit results report re 2021/22 Internal Audit – progress report Procurement briefing Stock control Environmental strategy Closed session
March	JARAC terms of reference Update from External audit re 2021/22 and fees Internal Audit reports Internal Audit plan 23/24 Procurement update Policy guidance HMICFRS value for money & activity update Closed session

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 \(derbyshire-pcc.gov.uk\)](https://www.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 of the Deputy Chief Constable 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 seen a mixed picture in terms of the timeliness of implementation with good performance in a number of areas but significant delays particularly around procurement and fleet management. Specific briefings from the relevant responsible officers have been obtained in both these areas to provide assurance that despite the delays action is being taken to improve the effectiveness of the controls in place in line with recommendations.

## **Risk management**

Our focus this year has been around risk management within the Force. 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.

A member of the JARAC continues to attend the Force Risk Board once a year to gain assurance that the Force is actively managing risk and the Committee has continued to receive confidential briefings on non-specific operational risks.

However, we have not seen the required changes to the JARAC reports and therefore we remain unable to provide the necessary degree of assurance to the Chief Constable that would normally be expected. This will continue to be a focus for attention in the coming year.

## **External Audit**

Our last two reports have highlighted the difficulties experienced by our external auditors, Ernst Young, in delivering both the 2019/20 audit (opinion finally issued on 1 March 2021) and the 2020/21 audit which was incomplete at the time of this annual report being produced in July 2022. It also flagged up our concerns that looking to the future we were not assured that the situation would improve. However, we had not anticipated that the situation would deteriorate even further to the point where the external audit opinion for the financial statements ending 31 March 2021 was not given until September 2022 and where as at mid August 2023 we have no anticipated opinion date for the financial statements ending 31 March 2022.

The JARAC reviewed the draft final accounts in July 2022 and was satisfied that the draft accounts produced by the deadline were of their usual high standard. Unfortunately, the External Auditors did not produce their report on the audit until March 2023 and were still not in a position to conclude the audit. The only comfort that the JARAC could take was that the report from the external auditors did not identify any significant findings from the audit.

Such is the extent of the delay in the external audit that the triennial actuarial report on the pension fund (which is intended to impact on the current and future years financial statements) has been produced before the opinion on the previous year's financial statements. This has therefore become a major post balance sheet event requiring significant additional work for both the finance team and auditors.

As a committee we remain 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 are also concerned about the impact of what has become an on/off audit stretching over 12 months is having on the finance team. One consequence of which has been that the draft financial statements for the year ending 31 March 2023 were not completed by the 31 May deadline. It is intended that these will be presented to the JARAC in September 2023 which is still likely to be before an opinion has been provided on what are now the previous year figures.

Looking to the future we are pleased that the problems with the external audit market have finally been recognised at a national level and we hope that concrete actions will be taken to reset the position.

However, we are not assured that the situation will improve quickly and are concerned about the impact on the change in audit provider to Grant Thornton from the 2023/24 financial year audit. We will continue to push for transparency and pragmatism from the external audit in relation to the outstanding audits.

### **Internal Audit**

Internal audit plan delivered nine reviews five of which received significant assurance, three satisfactory assurance and only one limited assurance. This marks an improvement in the level of assurance received from Internal Audit which is reflected in the Head of Internal Audit opinion which was presented to the JARAC in July 2023; with the level of overall adequacy and effectiveness returning to an assessment of significant assurance (previously moderate).

We have noted a gradual improvement in relation to both of our previous concern re 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.

The oversight of the collaboration audits has also improved but there is further work to be done to ensure that the implementation of recommendations is being monitored.

### **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 rapid and appropriate action has been taken to address the findings, many of which the Force had already recognised as requiring action. We 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 the management of complaints.

### **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.

### **Other governance areas**

Over the last year the JARAC has increased its 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 remains a development area and we hope to have routine reporting established over the coming months.

## **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.

Returning to face to face meetings from September 22 has increased our effectiveness and we have used the closed sessions to ensure members are briefed on any key developments within either the OPCC or the Force.

We undertook a detailed self assessment in September 2021 using the CIPFA guidance and self assessment criteria. This identified that overall we are effective and covered all expected areas.

Our focus in 2022 has been to identify areas where individual members can most effectively contribute with particular input being provided around procurement and risk management.

## **Looking forward**

In 2023/24 the JARAC will:

- Seek improvements in the format of the Force risk management reports to facilitate our gaining assurance over the management of risk.
- Continue to seek improvements in the timeliness of the External Audit of the financial statements
- Obtain assurance over other governance areas through routine monitoring reports
- Ensure that the revised assurance framework is completed.

## **Recommendations to the Commissioner and Chief Constable**

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

- That further action is taken 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 Force risk management reports to JARAC are developed rapidly to provide us with the information we need to assess the level of assurance that we can take.
- That routine financial exception reports are developed to enable JARAC to have proper oversight of these areas so that we can provide the required assurance.
- That the revised assurance framework is developed following the useful workshop with JARAC members earlier this year.

Sue Sunderland  
Chair JARAC  
August 2023

## **Derbyshire Police and Crime Commissioner and Chief Constable Audit Progress Update**

### **Overview**

This brief paper seeks to update members of the JARAC on the progress of the audit of the 2020/21 and 2021/22 Statement of Accounts.

### **2020/21 Financial Statements audit**

We have received confirmation from the NAO that they will not require any additional procedures regarding the Whole of Government Accounts for 2020/21. We therefore expect to be in a position to issue our certificate closing the audit by the date of the Committee.

We have submitted our scale fee variation request regarding 2020/21 to the PSAA and is with them for review and consideration.

### **2021/22 Financial Statements audit**

As part of our reporting to the Committee in January 2023, our Audit Results Report explained that the audit was still ongoing and listed the key outstanding areas to complete. Since then, we provided an update to the Committee in March and June and we have had additional resources in the agreed timescales with management and continue to work to close these areas.

We have been working to close the audit subject to some areas that have created challenges as set out in our report to this Committee in June 2023. We have set out in the Appendix our progress against the main areas of the audit.

As reported to you in June, the triennial valuation of the IAS 19 position as at 31 March 2022 has been issued by the Actuary. We are required to consider any available information regarding significant estimates that becomes available subsequent to the year end. The IAS 19 disclosures are a significant estimate within your financial statements and are based on a roll-forward position from the prior triennial valuation as at 31 March 2019. As such, we need to consider whether there is any indication of a misstatement as a result of the triennial valuation. Officers have obtained an updated IAS 19 report as at 31 March 2022, taking into account the new valuation and this indicates a material movement increasing the net liability on the pension fund by £9.8 million, as a result of the valuation. This has been amended in the financial statements.

We have performed additional procedures and sought support from our EY Pensions team and from Mazars, as auditors of Derbyshire Pension Fund to perform additional procedures over the membership data within the triennial valuation. We are in the process of documenting our work in this area and this is expected to be complete by the end of September.

In order to finalise our work over the Local Government Pension Fund, we are still waiting for the final confirmations from the auditors of the Derbyshire Pension Fund as set out in our Audit Results Report.

Your going concern assessment is required to cover a period of at least 12 months from the date of the opinion. We have held off performing our procedures over going concern until we have a clearer idea of when we will be able to complete the audit.

## Appendix

Update on the most significant open areas of the audit as indicated in the Audit Results Report taken to the January JARAC:

Audit area	Update
<p><b>Complete our testing of non-significant areas of the audit: Income from grants; expenditure; cashflow statement; unrecorded liabilities; financial instruments and non-significant disclosures</b></p>	<p>All areas of the non-significant areas of the audit are complete, subject to final review.</p>
<p><b>Complete our testing of significant risk and areas of audit focus being management override; cut-off of other income; inappropriate capitalisation of expenditure; Valuation of land and buildings; Group financial statements; Collaborative arrangements; Valuation of the Local Government Pension Scheme and Police Pension Scheme; Accounting for PFI; Minimum Revenue Provision; and Going Concern compliance.</b></p>	<p>Our work over the valuation of the Police Pension Fund; accounting for PFI; the Minimum Revenue Provision; cut-off of other income and inappropriate capitalisation of assets is complete subject to review.</p> <p>The main work over management override is our work over journals and estimates. Our work over journals is well progressed, expected to be completed by the end of September 2023 and our work on estimates is complete subject to review. This is with the exception of property valuations. We have substantially completed our work on valuations, subject to review and have liaised with our EY Real Estate colleagues regarding the final asset to be tested as the audit team have been unable to identify sufficient publicly available information to test this. We have received their confirmation that this asset is within range and therefore can complete our testing in this area. We expect this to be completed by the end of September.</p> <p>Our work over the Local Government Pension Scheme is significantly progressed. We have sought and received assurance from Mazars as auditors of Derbyshire Pension Fund with respect to the membership data used in the triennial valuation of the IAS 19 position as at 31 March 2022. We have also sought and received additional assurances from our EY Pensions colleagues regarding the rollforward position of the revised pension fund liability using the triennial valuation. Our work on the triennial valuation is expected to be complete by the end of September, subject to review.</p> <p>However, we are still waiting for the final response from the Derbyshire Pension Fund auditors with</p>



	<p>respect to the IAS 19 assurances which they provide.</p> <p>We have worked with officers to progress our work over the group accounting and expect to be able to resolve these fully by the end of September.</p> <p>Our work over collaborative arrangements is ongoing. We are waiting for the assurances we gain over certain transactions with respect to the collaboration arrangements.</p> <p>We will complete our work over going concern once we have a reliable estimate of when the audit will be completed.</p>
<b>Complete our value for money risk assessment, including assessment of the HMICFRS PEEL report and Annual Governance Statement walkthrough</b>	Risk assessment is complete, subject to review. We have not identified any risks of significant weakness in your arrangements in the work performed to date.
<b>Review of the revised financial statements</b>	Not able to be completed until the end of the audit
<b>Completion of manager and partner review of work performed</b>	In progress
<b>Subsequent events review</b>	Not able to be completed until the end of the audit
<b>Receipt of signed management representation letter, signed Narrative Report and financial statements</b>	Not able to be completed until the end of the audit

## JARAC – INTERNAL AUDIT RECOMMENDATION MONITORING

Recommendation	Responsible party	Priority	Timescale	Update
<b>March 2022</b>				
<b>Transport</b>				
<p><b>4.1 Fleet Management Strategy</b></p> <p>The force should ensure that the fleet management strategy is updated and approved at the earliest possible opportunity and aligned with the current short/medium and long-term objectives of the Force. An implementation plan should also be developed for the strategy setting out how the objectives of the strategy will be achieved.</p>	<p>Fleet Manager</p>	<p>2</p>	<p>Original completion date: July 2022</p> <p>Revised completion date due to incomplection: September 2023.</p>	<p>This is a priority for updating following changes within the Fleet Management Structure and to reflect the future long term operational requirements of the Force, technical developments and national fleet procurement strategies.</p> <p>July 2022: A fleet strategy was created by the previous fleet manager and the management of the fleet is being undertaken according to that strategy. It is worth reviewing this later in the year due to the everchanging vehicle industry and the wider supply chain.</p> <p>October 2022: There is now a new fleet manager in post and as of yet they have not worked on or</p>

				<p>progressed the fleet management strategy so any associated updates will have to be delayed.</p> <p>January 2023: Although a more formal up-to-date Fleet Strategy is yet to be written, a fundamental part of our mid to long term objectives is being formulated by the way of a 5-year forecast for vehicle replacements. The larger Fleet Strategy will be formulated in 2023.</p> <p>March 2023: Update was given at JARAC meeting; AP stated that a meeting had occurred that day (02/03/2023) and moving forward all leads will be reporting to AP as he is now keeping governance and assurance on the fleet management strategy.</p> <p>July 2023: The 5 year strategy is to be completed by the end of July. This will cover, in detail, the strategic long term business needs required of our fleet</p>
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				<p>and, in the most efficient way possible, support operational policing while embracing environmentally friendly technologies. It will cover how the force will effectively acquire, replace, convert and repair the vehicles owned and managed by the Derbyshire Police and Crime Commissioner .</p> <p>An interim Fleet Strategy was submitted to the Chief in mid-March to cover the more short term problems that were presented as part of the Chief’s roadshow and Op Resolve feedback with business cases being drawn up to present viable and effective solutions.</p> <p>September 2023: Draft Fleet Management Strategy tabled in the agenda for the September JARAC. Awaiting confirmation as to whether this recommendation can be closed.</p>
<p><b>4.2 Vehicle Logbooks/Weekly Checklists</b></p> <p>Drivers should be reminded to promptly</p>	<p>Fleet Manager</p>	<p>2</p>	<p>Original completion date: July 2022</p>	<p>Scheduled reminders to commence Feb 2022. Periodic visits to commence April 2022. Digital solution is already work in progress. Fleet</p>

<p>request a replacement where the logbook is missing/complete and record all damage in the log book as soon as it occurs. Drivers should be reminded to complete checklists on a weekly basis.</p> <p>The Fleet Team should undertake unannounced visits in order to confirm compliance with vehicle logbook/checklist procedures.</p>			<p>Revised completion date due to incompleteness: January 2023</p> <p>Proposed extension of delayed delivery date: April 2023</p> <p>Proposed final delivery date: July 2023</p>	<p>Manager and Head of Strategic Assets.</p> <p>Telematics project is about to be signed off so installation of hardware will begin which will enable removal of logbooks from vehicles. To be discussed and signed off by senior leadership team.</p> <p>November 2022: Due to reduced staff within the fleet team no visits have taken place to check the compliance of the vehicle log books. However, as part of the new Telematics project currently underway the future intention of the fleet manager is to remove the physical logbooks within any vehicle fitted with telematics.</p> <p>Drivers are still reminded to complete the logbooks until a time that the telematics project completes the initial hardware installation phase and the system becomes live. Estimated time April 2023.</p>
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				<p>January 2023 : New admin staff are due to start in January 2023 and this will assist with the delivery of the Telematics Project to reduce the hardware installation time. Estimated completion of hardware install is now March 2023. Once all vehicles are active in the telematics system I will look to communicate out to the force that logbooks are no longer required.</p> <p>In addition to the above a mobile application is currently being developed to allow weekly vehicle checks to be submitted directly to our Fleet Management system, Key2. This will allow my team to produce detailed MI relating to which vehicles haven't been checked and report these to senior officers.</p> <p>July 2023: We currently have 493 vehicles installed with Telematics and a remaining 41 vehicles to go.</p>
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				<p>These last vehicles are difficult to get in to telematics installed and causing a delay, however, to move the project along and on to the implementation stage I will retrospectively install these 41 vehicles at a later date. For us to be able to fully remove the logbooks from our vehicles we need to be able to correctly identify our drivers via the Borer card log on in the vehicle and the current setup of our Borer Card profiles does not contain the correct information to do this. So as part of the new ID re-issue an additional process will be added when the new cards are setup where we will scan each individual card and correct record that information into the profile.</p> <p>The removal of the logbooks is now dependant on how quickly we can correctly re-issue the Borer cards across the force but it doesn't stop the progress of us using the telematics system for vehicle reporting.</p>
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				<p>Progression of the Weekly Vehicle Check App was hindered by the recent Vehicle Maintenance Contract Extension work but is now back in progress.</p> <p>I would estimate that by mid-July we should have a version of the app tested and a limited demonstration completed by a small test group. The full roll out of the completed App would be estimated by the end of July.</p> <p>September 2023: Update on this action is being given in September JARAC. Awaiting confirmation as to whether this recommendation can be closed.</p>
<p><b>4.4 Performance Information</b></p>	<p>Fleet Manager</p>	<p>2</p>	<p>Original completion date: July 2022.</p> <p>Revised completion date due to incompleteness: June 2023.</p>	<p>Daily monitoring of vehicle availability is currently being undertaken by the Fleet Technical Officer. The immediate issue of timely reporting will be rectified now that DCC have resolved a number of system reporting issues. The vehicle maintenance contract specification is also currently under review pending a re-tendering procurement process in</p>



				<p>2022 and therefore the recommendations for more frequent and robust performance reporting will be included within this. The performance reporting will also be included as an agenda item at the Transport Steering Group meetings chaired by the Director of Finance and Business Services.</p> <p>The transport team at HQ have access to the DCC fleet management system, Webfleet, so we can monitor the vehicles that are off road or are due to be serviced and maintained. In regard to the performance reporting I have yet to see any reporting but this will be fed back to the management team at DCC to be discussed at the next review meeting.</p> <p>Update November 2022: Again, due to the reduce number of staff within the fleet team the regular information reports have not been reviewed on a regular basis with Derbyshire County Council. The performance of the DCC</p>
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			<p>has been reviewed once since the new fleet manager has taken over and as part of the contract renewal review Derbyshire Police will be looking to extend the current contract pending continued service level agreements are adhered to.</p> <p>January 2023 :</p> <p>Further discussions have taken place with DCC in relation to the extension of the current maintenance contract. With this being a priority no further work has been done with the performance information reports other than daily monitoring of the DCC Fleet management system, Fleet Wave. This at least enables us to prioritize certain vehicles based on their requirement in the force.</p> <p>July 2023:</p> <p>Waiting on confirmation from DCC that the contract extension has been agreed with their cabinet. However, Fleet Manager has agreed that the force will revert back to standard performance indicator requirements set out in the contract under schedule</p>
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C.4.1 and some details of that are below:

- The Contractor shall provide statistics on a quarterly basis in respect of their performance regarding the above in a format to be agreed with the Authorised Officer. (This will be changed to monthly)
- The information will on request of the Authorized Officer also be provided on a basis with the details broken down between Vehicle Categories and or user Department.
- The times shall be measured from when a Vehicle is received at the workshop premises for repair to when it is ready for collection by the user.
- Over the duration of the Contract targets will be agreed between the Authorised Officer and Contractor to reduce the average percentage variations between repair times and time of road.
- The overall average level of Vehicle Availability for the Fleet shall meet or exceed 95% for each charge period (4 weeks) and should not fall below 90% for Vehicles allocated to a specific user Department or Vehicle Category.

This will enable me to have more visibility on where are vehicles are taking the longest to be repaired and look to establish a clear root cause analysis.

			<p>September 2023: See Appendix A &amp; B July and August vehicle availability reports from Derbyshire County Council</p> <p>Present the developing VOR reporting from DCC</p> <ul style="list-style-type: none"><li>▪ Cover all job statuses i.e. Job Created, Work in Progress, Waiting Parts, Parts Arrived, Work Complete , Awaiting Collection</li><li>▪ Detail Job Created and Work Complete dates</li><li>▪ Workshop</li><li>▪ Job Reason (accident, additional, maintenance, MOT)</li><li>▪ Job Detail</li><li>▪ Fleet No &amp; Registration</li><li>▪ Section</li></ul> <p>( See Appendix A &amp; B in relation to this recommendation)</p>
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<p><b>4.1 Wellbeing Governance documentation</b></p> <p>The Unit should update the Wellbeing Board Terms of Reference and Wellbeing Strategy to include details of the roles, responsibilities, risk management processes, decision making processes and reporting arrangements relevant to Wellbeing.</p>	<p>Director of 2 Corporate, Forensic and Technical Services</p>		<p>Original completion date: May 2022</p> <p>Extended completion date: October 2022</p>	<p>October 2022: Permanent role of EDI/HR Officer recruited, and thematic lead recruited. This will allow for the relevant amendments to ToR and Wellbeing Strategy to be finalised and then appropriately incorporated.</p> <p>January 2023 : EDI HR role recruited and has now started. Thematic lead at Superintendent level also started work in this area.</p> <p>March 2023: The Wellbeing &amp; ID&amp;E HR officer has now commenced in post. The Wellbeing &amp; ID&amp;E strategy is being revamped as we found that the previous process of having formal boards for each area worked. An away day was held at the end of January and also in attendance was the National Co-ordinator for Inclusion, Diversity and Equality Gemma Lomas, where it was discussed and agreed that we need to re-look at both the Wellbeing &amp; ID&amp;E strategy, this will include focusing on EMSOU</p>
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			<p>and getting it right at EMSOU. TOR will also be completed. D/Supt Waldram is the Thematic lead for this area and I am the overall lead for Wellbeing &amp; ID&amp;E. We also discussed and agreed that whilst there does need to be a more formal board made up of higher ranks and grades of Police Officers and Police Staff, the drive needs to come from the bottom up. This will be done by holding monthly informal meetings called EMSOU Views, where each month a different topic will be discussed where individuals choose whether or not to attend (so no formal board) and share their experiences on that subject matter, for example The Menopause. The purpose is to listen to our people and see what they require/want. Some suggestions will be quick wins, some suggestions will have to go in front of the formal board and some suggestions won't be able to happen, but it's about informing our people as to why we can't meet their requirements and maybe coming back with an alternative suggestion. We are now working towards being a Disability Committed</p>
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Organisation, along with becoming a Menopause Friendly organisation, Make the White ribbon promise. All of these also fit in to the Race Action Plan and VAWG. D/Supt Knubley is also leading on the HeForShe campaign.

July 2023:

Level one of the disability confident employer has been achieved and EMSOU are working towards level 2.

September 2023:

A meeting has been held with the EMSOU HR Business Partner to discuss the original recommendation from the Internal Audit report and to establish what progress has been made since the report was issued.

Previously, progress on developing the Wellbeing Strategy had been limited, however with the HR Business Partner now leading on People, Wellbeing and DEI there is now a clearer focus and noticeable progress in developing the Strategy.

The attached report provides a more detailed update in relation to the Unit's progress in developing its People and Wellbeing Strategies,

			<p>together with the Governance and Processes that have been introduced.</p> <p>A 'People Board' has been introduced that is a broader approach than just wellbeing and links into other strategic governance meetings. The Board will provide strategic oversight to the delivery of the Unit's People Strategy. The Terms of Reference for the Board are being updated to reflect the wider remit setting out the roles, responsibilities, risk management processes, decision making processes and reporting arrangements.</p> <p>Project Initiation Documents (PID) and Implementation Plans are now used more regularly for projects and initiatives, setting out the aims and objectives, timescales, benefits, costs and risks – progress against the plans will be reported back to the People Board.</p> <p>(See Appendix C &amp; D for above attachments)</p>
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April 2023				
Management of Policies and Procedures				
4.1 The OPCC should ensure that Equality Impact Assessments are conducted for all new and existing policies.	Head of Governance and	2	June 2023	<p>July 2023:</p> <p>The procedure for writing EIA's is currently in place and the first few have been completed. All policies are set to have an EIA by August</p>



	Compliance for the OPCC.			2023.  September 2023: The OPCC have drafted the EIA's and they are being reviewed by the Force's Head of Equality Diversity and Inclusion – Helen Ham.
4.2 The Force should ensure that Equality Impact Assessments are conducted and reviewed in a timely manner.	Head of Equality and Policy Officer	2	October 2023	July 2023: Equality Impacts Assessments (EIA) are themselves not a legal requirement, however they are Derbyshire Constabulary's chosen tool to help our organisation meet our responsibilities to ensure we comply with the duty to show 'due regard' under the Equality Act 2010 and involves assessing the likely (or actual) effects of the policy, guidance, project or working practice on people in respect of their protected characteristics.  The EIA should be completed by the policy holder (or nominated person) for the business area the policy, guidance, project or working practice relates to. The process in force in

			<p>relation to Policy new or existing is that the nominated owner will be contacted by Policy and Strategic Planning Officer to inform around the policy process/review and make them aware of the need to complete an EIA, by forwarding the EIA form and guidance document. On completion the EIA would be forwarded to the Compliance Officer in the Equality Diversity and Inclusion Team (EDI) or Head of EDI for quality assurance, subsequently all EIA's should be signed off by the Head of EDI.</p> <p>It has been identified that nominated policy owners do not always complete the EIA or due to the nature of the policy request that it is published whilst the EIA is being formulated.</p> <p>The previous head of EDI left force in July 2022 and since this time the Compliance Officer has been acting up as Temporary Head of EDI and carrying out dual role with limited capacity. Going forward the force is in the process of</p>
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				<p>recruiting a replacement Compliance officer and once employed reviewing the EIA completion process will be a priority.</p> <p>In the meantime the Policy and Strategic Planning Officer and Head of EDI will be delivering a joint training session with department nominees to ensure they are aware of their responsibilities in the completion of EIA's and to provide additional training in addition to the guidance that is already provided.</p> <p>September 2023: (No change in update)</p> <p><i>Equality Impacts Assessments (EIA) are themselves not a legal requirement, however they are Derbyshire Constabulary's chosen tool to help our organisation meet our responsibilities to ensure we comply with the duty to show 'due regard' under the Equality Act 2010 and involves assessing the likely (or actual) effects of the policy, guidance, project or</i></p>
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			<p><i>working practice on people in respect of their protected characteristics.</i></p> <p><i>The EIA should be completed by the policy holder (or nominated person) for the business area the policy, guidance, project or working practice relates to. The process in force in relation to Policy new or existing is that the nominated owner will be contacted by Policy and Strategic Planning Officer to inform around the policy process/review and make them aware of the need to complete an EIA, by forwarding the EIA form and guidance document. On completion the EIA would be forwarded to the Compliance Officer in the Equality Diversity and Inclusion Team (EDI) or Head of EDI for quality assurance, subsequently all EIA's should be signed off by the Head of EDI.</i></p> <p><i>It has been identified that nominated policy owners do not always complete the EIA or due</i></p>
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			<p><i>to the nature of the policy request that it is published whilst the EIA is being formulated.</i></p> <p><i>The previous head of EDI left force in July 2022 and since this time the Compliance Officer has been acting up as Temporary Head of EDI (now substantive in post) and carrying out dual role with limited capacity. Going forward the force is in the process of recruiting a replacement Compliance officer (interviews September 23) and once employed reviewing the EIA completion process will be a priority.</i></p> <p><i>In the meantime the Policy and Strategic Planning Officer and Head of EDI have started to deliver joint training session with department nominees to ensure they are aware of their responsibilities in the completion of EIA's and to provide additional training in addition to the guidance that is already provided.</i></p>
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<p>4.3 The OPCC should ensure that moving forwards records of policy approvals are held on file.</p>	<p>Head of Governance and Compliance for the OPCC.</p>	<p>2</p>	<p>May 2023  Complete July 2023</p>	<p>July 2023 : Policies will be approved using the decision record system. This is now in place.</p> <p>September 2023: Process has been agreed with Andrew Dale and Commissioner that policies will be signed off by them moving forward.</p> <p>ICV Handbook and Animal Welfare Scheme Handbook were both approved by the Commissioner under the new process.</p>
<p>May 2023</p>				
<p>Business Continuity 22-23</p>				
<p>4.1 The Force should implement an internal annual test programme for its business continuity plans. The Force should ensure the test programme covers all plans over a cyclical period, with those of highest priority tested on a more frequent basis.</p>	<p>Civil Contingencies Manager</p>	<p>1</p>	<p>May 2023</p>	<p>May 2023: Annual Test Programme to be in place by the end of May 2023.</p> <p>July 2023: Annual Test Programme is now in place, and it is proposed that this recommendation is closed.</p> <p>September 2023: This has been implemented and is recorded on a BC spreadsheet. Key</p>

				<p>dates, areas of test, comments and outcomes are recorded. Dates have been populated for 2023/2024 testing regime which will encompass all areas of the Service.</p>
<p>4.2 The Force should implement appropriate training programmes for responsible individuals so key staff gain a full understanding of their roles and responsibilities. The Force should implement a technical guide for all responsible individuals to supplement training.</p>	<p>Civil Contingencies Manager</p>	<p>2</p>	<p>May 2023</p>	<p>May 2023: Training and awareness programmes for SPOC's to be introduced from May 2023</p> <p>July 2023: Training and awareness programmes for SPOC's have been introduced and it is proposed that this recommendation is closed.</p> <p>September 2023: Due to the amount of movement in Police Officer roles it is not always feasible to train SPOC's in their specific area of work, but training is offered to SPOC's where requested and this is supplemented through the training materials. A flowchart, leaflet, BIA guide, blank template, an example of a good BC plan and State of Police Risk Matrix have been put together to assist individuals to compile a BC Plan. Also, in our information on the Police</p>

				<p>intranet “Connect”, there is a further statement of assistance offered by the Civil Contingencies Team (CCT), to guide and critique their BC Plan. The CCT also give input at the Officer Development days to offer assistance, support and education around Business Continuity.</p>
<p>4.3 The Force should ensure outcomes, recommendations and remedial actions are tracked for multi-agency exercises. On the implementation of an annual test programme, the Force should collate all outcomes, remedial actions and recommendations from exercises, both Force specific and multi-agency, into a single tracker.</p>	<p>Civil Contingencies Manager</p>	<p>2</p>	<p>May 2023</p>	<p>July 2023: The Force now ensures outcomes, recommendations and actions are tracked and it is proposed that this recommendation is closed.</p> <p>September 2023: We track our own internal outcomes from BC issues/ exercises on the BC Spreadsheet. We also get notified internally and have put out communications across the Service, to be notified of any BC issues that have impacted the Service. This assists in not only checking to see if plans have worked but additionally, gives assurance that the Civil Contingencies Team are aware and able to monitor any BC trends. Multi-agency wise, we hold our own internal debriefs which outcomes are held within the Force Improvement Team (FIT). Any points that are raised regarding BC issues are disseminated to</p>



				the CCT. From there, a wider multi agency debrief is held, led by the lead organisation of the exercise or designated lead, to which our debrief is fed into along with wider outcomes that may transpire for the Service.
4.4 The OPCC should perform annual business continuity table-top exercises. Roles and responsibilities in relation to annual OPCC business continuity tabletop exercises should be made clear.	Business Delivery And Improvement Manager	2	April 2023	<p>July 2023: The OPCC is arranging for a table-top exercise to be conducted later in 2023. This will be in conjunction with the force Civil Contingencies Manager.</p> <p>September 2023: The OPCC annual business continuity exercise was carried out on 30<sup>th</sup> March 2023. This included all members of the OPCC staff team, including the Senior Leadership Team and Chief Operating Officer. The Head of Delivery, Policy and Strategy facilitated the tabletop exercise which included reviewing risks associated across three key areas outlined below:</p> <ol style="list-style-type: none"> <li>1. Property – arrangements in the event of a flood or fire</li> </ol>

				<p>2. Systems – arrangements in the event of a cyber attack</p> <p>3. People – arrangements in the event of key members of staff absent.</p>
<p>4.5 The Force should ensure that business continuity plans are reviewed regularly in line with procedure. The CCT should ensure any non-compliance from SPOC's is reported to the appropriate governance forum</p>	<p>Civil Contingencies Manager</p>	<p>2</p>	<p>May 2023</p> <p>Complete July 2023</p>	<p>May 2023:</p> <p>Data recording has now been amended on the Service 'Connect' intranet to alert both SPOC &amp; CCT of OOD plans, set reminders &amp; audit control for CCT to upload plans removing some weak areas for updates.</p> <p>July 2023:</p> <p>The force now ensures that business continuity plans are regularly reviewed and it is proposed that this recommendation is now closed.</p> <p>September 2023: We have amended this area to alleviate any missed updates. The author of the plan gets an automated email to notify them that their plan is going out of date, this also notifies the CCT, who monitor the situation. Further chaser emails are sent automatically, to ensure this area is not missed. From there, if a plan is not updated</p>



remotely as part of their role				
March 2023				
Collaboration – Performance Management				
<p>4.1 Performance Targets</p> <p>The Units should ensure that they have clear performance targets that align to their business plans/objectives.</p>	<p>EMSOU Performance Manager</p>	2	September 2023	<p>September 2023:</p> <ul style="list-style-type: none"> <li>• Major Crime, work ongoing in relation to national Homicide reduction. Regional support to forces from MC and RRU in relation to their homicide reduction plans and there is a regional homicide reduction board. There are national targets and information provides data to evidence potential outliers of homicide across the region.</li> <li>• ROCU – There have been recent changes to national performance framework used to report into ROCU Exec Boards.</li> <li>• Work is ongoing to build a regional framework expanding on the national one to cover EMSOU Strategic Priorities. Concerns over duplication raised and there was discussion around the</li> </ul>

				<p>national one becoming the ROCU one for consistency. The framework has a two-year baseline to assess current performance against.</p> <ul style="list-style-type: none"> <li>• Meeting is set up with PCC office to review their requirements moving forward.</li> </ul> <p>There are some national targets set by the NCA against strategic threats, we report against the regional position against some of these through an internal performance meeting</p>
<p>4.2 Benchmarking</p> <p>Benchmarking opportunities should be explored by the Units and the Regional Performance Analyst so that performance can be appropriately measured and compared.</p>	<p>EMSOU Performance Manager</p>	<p>2</p>	<p>September 2023</p>	<p>September 2023:</p> <ul style="list-style-type: none"> <li>• Currently there are too many variables between ROCU's to make effective comparison and benchmarking. Whilst work continues to improve the ability to benchmark, its complicated by not only recording practices but the set up and establishment of other ROCUs.</li> <li>• The SOC Performance Framework is now embedded across all ROCUs and used by the National Operation Centre</li> </ul>

				to understand impact and performance across the network against SOC.

**Summary**

01/07/2023 – 28/07/2023 – 91.45%

29/07/2023 – 24/08/2023 – 98.11%

**01/07/2023 – 28/07/2023**

<b>Division</b>	<b>Number of Fleet Vehicles</b>	<b>Average Number of Vehicles Off Road at the End of Working Day in the Period</b>	<b>Vehicle Availability</b>	
North Division	145	3	97.90%	
South Division	123	1	99.20%	
CTP-EM	73	0	100.00%	
Crime Support	89	1	98.90%	
Operations	83	2	97.60%	
Human Resources	21	1	95.20%	
EMSOU	34	0	100.00%	
Finance & Business Services	19	0	100.00%	
Information Services	6	0	100.00%	
Criminal Justice Dept	2	0	100.00%	
Forensic Investigation Unit	21	0	100.00%	
ORGANISATIONAL LEARNING C&E	3	0	100.00%	
CORPORATE SERVICES	1	1	0.00%	
	620	9	91.45%	98.55%

**29/07/2023 – 24/08/2023**

<b>Division</b>	<b>Number of Fleet Vehicles</b>	<b>Average Number of Vehicles Off Road at the End of Working Day in the Period</b>	<b>Vehicle Availability</b>	
North Division	145	7	95.20%	
South Division	123	4	96.70%	
CTP-EM	73	0	100.00%	
Crime Support	89	2	97.80%	
Operations	83	4	95.20%	
Human Resources	21	2	90.50%	
EMSOU	34	0	100.00%	
Finance & Business Services	19	0	100.00%	
Information Services	6	0	100.00%	
Criminal Justice Dept	2	0	100.00%	
Forensic Investigation Unit	21	0	100.00%	
ORGANISATIONAL LEARNING C&E	3	0	100.00%	
CORPORATE SERVICES	1	1	0.00%	
	620	19	98.11%	96.94%



**Summary**

01/07/2023-28/07/2023

29/07/2023 – 25/08/2023

**01/07/2023 - 28/07/2023**

<b>Section</b>	<b>Number of Fleet Vehicles</b>	<b>Average Number of Vehicles Off Road at the End of Working Day in the Period</b>	<b>Vehicle Availability</b>
Armed Response Unit	9	1	88.90%
Amber Valley LPU (NR)	12	0	100.00%
Amber Valley SNT (NR) Belper	2	0	100.00%
Amber Valley SNT (NR) Heanor	2	0	100.00%
Amber Valley SNT (NR) Ripley	1	0	100.00%
Executive Section Do Not Use	2	0	100.00%
HQ Facilities Do Not Use	1	0	100.00%
CBRN Unit	2	0	100.00%
CEIU Headquarters	1	0	100.00%
CHESTERFIELD CRIME ACTION TEAM	2	0	100.00%
NT Chesterfield LPU (NT)	15	0	100.00%
Chesterfield SNT (NT)	7	0	100.00%
West Hub CID Buxton	2	0	100.00%
Derby Hub 1 CID - Wharf	8	0	100.00%
Derby Hub 2 CID - Ilkeston	3	0	100.00%
South Hub CID Ripley	3	0	100.00%
North Hub CID Chesterfield	6	0	100.00%
CJ ID Unit Derby	1	0	100.00%
CJ CJD HQ Pool Car	1	0	100.00%
Collision Investigation Unit	8	0	100.00%

Community Safety Derby	1	0	100.00%
Computer Services	4	0	100.00%
Community Safety Chesterfield	1	0	100.00%
Child Protection Unit Chesterfield	2	0	100.00%
Child Protection Unit DDHQ	4	0	100.00%
CS Child Abuse Buxton	2	0	100.00%
CS CSE HEADQUARTERS	8	0	100.00%
CS DSU Crime Support	2	0	100.00%
CS ECU Complex Fraud Team	4	0	100.00%
CS ECU Vulnerability Fraud Team	2	0	100.00%
CS FIB Vehicle Examiner	1	0	100.00%
CS FIMU	2	0	100.00%
CS International Liaison Office	1	0	100.00%
CS Modern Day Slavery FHQ	4	0	100.00%
CS Mosovo Unit North	5	0	100.00%
CS Mosovo Unit South	4	0	100.00%
CS SPECIALIST CRIME UNIT	4	0	100.00%
CT B&NSU	2	0	100.00%
CT CTP-EM Investigations	1	0	100.00%
CT CTP-EM SURVEILLANCE FLEET	18	0	100.00%
CT CTSA DERBYSHIRE	2	0	100.00%
CT CTSA NOTTINGHAMSHIRE	1	0	100.00%
CT EMSOU (SB) SURVEILLANCE	11	0	100.00%
CT EMSOU SB Pool Leicestershire	2	0	100.00%
CT Offender Management Team	3	0	100.00%

CT POOL CAR	6	0	100.00%
CT PREVENT DERBYSHIRE	2	0	100.00%
CT Prevent Leicestershire	4	0	100.00%
CT PREVENT NOTTINGHAMSHIR E	1	0	100.00%
CT PRISONS TEAM	1	0	100.00%
CT SPECIAL BRANCH DERBY	12	0	100.00%
CS Cyber Crime Unit	5	0	100.00%
Domestic Abuse Unit Chesterfield	3	0	100.00%
Derbyshire Dales LPU (LD)	1	0	100.00%
Derbyshire Dales LPU (ND)	7	1	85.70%
Derbyshire Dales SNT (ND) Ashbourne	1	0	100.00%
Derbyshire Dales SNT (ND) Matlock	3	0	100.00%
Derby East LPU (SE)	12	0	100.00%
Derby East SNT (SE)	1	0	100.00%
Derby North LPU (SN)	23	1	95.70%
Derby North SNT (SN)	2	0	100.00%
Derby South LPU (SS)	13	0	100.00%
Derby South SNT (SS)	3	0	100.00%
Derby West LPU (SW)	13	0	100.00%
ST Derby West SNT (SW)	3	0	100.00%
Dog Section	15	0	100.00%
DOT DDHQ	5	0	100.00%
HR Driver Training	19	0	100.00%
Drone Project	2	0	100.00%
Drug Reception	1	0	100.00%
EM Major Crime Unit North	1	0	100.00%
EM TSU LEICESTER	1	0	100.00%
EM CU North	8	0	100.00%
EM CU South	7	0	100.00%

EMSOU (SB) SURVEILLANCE	2	0	100.00%
EMSOU (SB) POOL CAR	2	0	100.00%
CO EQUALITY TEAM	1	1	0.00%
Erewash LPU (SK)	14	0	100.00%
Erewash SNT (SK) Ilkeston	2	0	100.00%
Erewash SNT (SK) Long Eaton	2	0	100.00%
FB HQ Facilities	8	0	100.00%
Firearms Support Unit	5	0	100.00%
FIU CHFD	1	0	100.00%
FIU Derby	1	0	100.00%
FB FLEET SECTION Do Not Use	8	0	100.00%
High Peak LPU (NH) Buxton	8	1	87.50%
NT High Peak LPU (NH) Glossop	11	0	100.00%
High Peak SNT (NH) Buxton	2	0	100.00%
High Peak SNT (NH) Glossop	2	0	100.00%
Probationer Training HQ	2	1	50.00%
Forensic Services Do Not Use	2	0	100.00%
IT Technical Support	1	0	100.00%
Integrated Offender Management	1	0	100.00%
IS ESN Team	1	0	100.00%
Licencing Unit DDHQ	1	0	100.00%
LIO CDHQ	3	0	100.00%
Intelligence Unit DDHQ	1	0	100.00%
LIO Ripley	1	0	100.00%
SOCO North Chesterfield	5	0	100.00%
North East SNT (NE) Clay Cross	3	1	66.70%
North East SNT (NE) Clowne	3	0	100.00%

North East SNT (NE) Kmarsh	2	0	100.00%
North East SNT (NE) Shirebrook	2	0	100.00%
NORTH EAST TRIAGE TEAM (NE)	4	0	100.00%
NT AMBER VALLEY CRIME TEAM	1	0	100.00%
NT AMBER VALLEY SNT (NR) ALFRE	1	0	100.00%
NT Derbyshire Dales SNT (ND) Bakewell	2	0	100.00%
NT HIGH PEAK LPU (NH) GLOSSOP	1	0	100.00%
NT LICENCING UNIT CDHQ	2	0	100.00%
NT LIO CDHQ	1	0	100.00%
NT NEIGHBOURHOOD SAFEGUARDING	1	0	100.00%
NT North East LPU (NE) Killamarsh	5	0	100.00%
NT North East LPU (NE) Clay Cross	4	0	100.00%
NT North Investigation Hub	4	0	100.00%
NT RURAL CRIME TEAM	3	0	100.00%
Chesterfield OCU	5	0	100.00%
OL PROFESSIONAL STANDARDS	3	0	100.00%
OP Operational Planning Op Cobb	1	0	100.00%
Operational Planning	7	0	100.00%
Operation Vigilance	1	0	100.00%
CS POLIT	6	0	100.00%
CS PPU HUB NORTH	7	0	100.00%
CS PPU HUB SOUTH	8	1	87.50%
Prevent Derbyshire	1	0	100.00%
PREVENT LEICESTERSHIRE	2	0	100.00%
Proactive Unit Derby	2	0	100.00%
Rural Crime Team Matlock	2	0	100.00%

SALCU	6	0	100.00%
OP Roads Policing Central	21	1	95.20%
North Response Amber Valley	2	0	100.00%
South Response Hub Long Eaton	1	0	100.00%
Special Constabulary Buxton	1	0	100.00%
Special Constabulary Chesterfield	1	0	100.00%
Specials Ilkeston	1	0	100.00%
Specialist Crime Unit	12	0	100.00%
SOCO South DDHQ	8	0	100.00%
EM SOCU EAST MIDLANDS	14	0	100.00%
SOCO South Ripley	8	0	100.00%
ST COMMUNITY SAFETY DERBY	1	0	100.00%
ST Custody Investigation Derby	2	0	100.00%
ST D DIV OCG UNIT	3	0	100.00%
ST IOM DERBY	1	0	100.00%
ST IOM Ilkeston	1	0	100.00%
ST Special Constabulary South	1	0	100.00%
Task Force	7	0	100.00%
EM Technical Support Unit	1	0	100.00%
Volume Crime Unit Derby	1	0	100.00%
Volume Crime Unit Ilkeston	2	0	100.00%
			<b>98.36%</b>

29/07/2023 – 25/08/2023

Section	Number of Fleet Vehicles	Average Number of Vehicles Off Road at the End of Working Day in the Period	Vehicle Availability
Armed Response Unit	9	0	100.00%
Amber Valley LPU (NR)	12	3	75.00%
Amber Valley SNT (NR) Belper	2	1	50.00%
Amber Valley SNT (NR) Heanor	2	0	100.00%
Amber Valley SNT (NR) Ripley	1	0	100.00%
Executive Section Do Not Use	2	0	100.00%
HQ Facilities Do Not Use	1	0	100.00%
CBRN Unit	2	0	100.00%
CEIU Headquarters	1	0	100.00%
CHESTERFIELD CRIME ACTION TEAM	2	0	100.00%
NT Chesterfield LPU (NT)	15	0	100.00%
Chesterfield SNT (NT)	7	0	100.00%
West Hub CID Buxton	2	0	100.00%
Derby Hub 1 CID - Wharf	8	1	87.50%
Derby Hub 2 CID - Ilkeston	3	0	100.00%
South Hub CID Ripley	3	1	66.70%
North Hub CID Chesterfield	6	0	100.00%
CJ ID Unit Derby	1	0	100.00%
CJ CJD HQ Pool Car	1	0	100.00%
Collision Investigation Unit	8	0	100.00%
Community Safety Derby	1	0	100.00%
Computer Services	4	0	100.00%
Community Safety Chesterfield	1	0	100.00%

Child Protection Unit Chesterfield	2	0	100.00%
Child Protection Unit DDHQ	4	0	100.00%
CS Child Abuse Buxton	2	0	100.00%
CS CSE HEADQUARTERS	8	0	100.00%
CS DSU Crime Support	2	0	100.00%
CS ECU Complex Fraud Team	4	0	100.00%
CS ECU Vulnerability Fraud Team	2	0	100.00%
CS FIB Vehicle Examiner	1	0	100.00%
CS FIMU	2	0	100.00%
CS International Liaison Office	1	0	100.00%
CS Modern Day Slavery FHQ	4	0	100.00%
CS Mosovo Unit North	5	0	100.00%
CS Mosovo Unit South	4	0	100.00%
CS SPECIALIST CRIME UNIT	4	0	100.00%
CT B&NSU	2	0	100.00%
CT CTP-EM Investigations	1	0	100.00%
CT CTP-EM SURVEILLANCE FLEET	18	0	100.00%
CT CTSA DERBYSHIRE	2	0	100.00%
CT CTSA NOTTINGHAMSHIRE	1	0	100.00%
CT EMSOU (SB) SURVEILLANCE	11	0	100.00%
CT EMSOU SB Pool Leicestershire	2	0	100.00%
CT Offender Management Team	3	0	100.00%
CT POOL CAR	6	0	100.00%
CT PREVENT DERBYSHIRE	2	0	100.00%
CT Prevent Leicestershire	4	0	100.00%



CT PREVENT NOTTINGHAMSHIRE	1	0	100.00%
CT PRISONS TEAM	1	0	100.00%
CT SPECIAL BRANCH DERBY	12	0	100.00%
CS Cyber Crime Unit	5	0	100.00%
Domestic Abuse Unit Chesterfield	3	0	100.00%
Derbyshire Dales LPU (LD)	1	0	100.00%
Derbyshire Dales LPU (ND)	7	0	100.00%
Derbyshire Dales SNT (ND) Ashbourne	1	0	100.00%
Derbyshire Dales SNT (ND) Matlock	3	0	100.00%
Derby East LPU (SE)	12	0	100.00%
Derby East SNT (SE)	1	0	100.00%
Derby North LPU (SN)	23	0	100.00%
Derby North SNT (SN)	2	0	100.00%
Derby South LPU (SS)	13	2	84.60%
Derby South SNT (SS)	3	0	100.00%
Derby West LPU (SW)	13	0	100.00%
ST Derby West SNT (SW)	3	0	100.00%
Dog Section	15	1	93.30%
DOT DDHQ	5	0	100.00%
HR Driver Training	19	2	89.50%
Drone Project	2	1	50.00%
Drug Reception	1	0	100.00%
EM Major Crime Unit North	1	0	100.00%
EM TSU LEICESTER	1	0	100.00%
EM CU North	8	0	100.00%
EM CU South	7	0	100.00%
EMSOU (SB) SURVEILLANCE	2	0	100.00%
EMSOU (SB) POOL CAR	2	0	100.00%
CO EQUALITY TEAM	1	0	100.00%
Erewash LPU (SK)	14	1	92.90%

Erewash SNT (SK) Ilkeston	2	0	100.00%
Erewash SNT (SK) Long Eaton	2	0	100.00%
FB HQ Facilities	8	0	100.00%
Firearms Support Unit	5	0	100.00%
FIU CHFD	1	0	100.00%
FIU Derby	1	0	100.00%
FB FLEET SECTION Do Not Use	8	0	100.00%
High Peak LPU (NH) Buxton	8	0	100.00%
NT High Peak LPU (NH) Glossop	11	0	100.00%
High Peak SNT (NH) Buxton	2	0	100.00%
High Peak SNT (NH) Glossop	2	0	100.00%
Probationer Training HQ	2	0	100.00%
Forensic Services Do Not Use	2	0	100.00%
IT Technical Support	1	0	100.00%
Integrated Offender Management	1	0	100.00%
IS ESN Team	1	0	100.00%
Licencing Unit DDHQ	1	0	100.00%
LIO CDHQ	3	0	100.00%
Intelligence Unit DDHQ	1	0	100.00%
LIO Ripley	1	0	100.00%
SOCO North Chesterfield	5	0	100.00%
North East SNT (NE) Clay Cross	3	0	100.00%
North East SNT (NE) Clowne	3	0	100.00%
North East SNT (NE) Kmarsh	2	0	100.00%
North East SNT (NE) Shirebrook	2	0	100.00%
NORTH EAST TRIAGE TEAM (NE)	4	0	100.00%
NT AMBER VALLEY CRIME TEAM	1	0	100.00%

NT AMBER VALLEY SNT (NR) ALFRE	1	0	100.00%
NT Derbyshire Dales SNT (ND) Bakewell	2	1	50.00%
NT HIGH PEAK LPU (NH) GLOSSOP	1	0	100.00%
NT LICENCING UNIT CDHQ	2	0	100.00%
NT LIO CDHQ	1	0	100.00%
NT NEIGHBOURHOOD SAFEGUARDING	1	0	100.00%
NT North East LPU (NE) Killamarsh	5	0	100.00%
NT North East LPU (NE) Clay Cross	4	1	75.00%
NT North Investigation Hub	4	0	100.00%
NT RURAL CRIME TEAM	3	0	100.00%
Chesterfield OCU	5	0	100.00%
OL PROFESSIONAL STANDARDS	3	0	100.00%
OP Operational Planning Op Cobb	1	0	100.00%
Operational Planning	7	1	85.70%
Operation Vigilance	1	0	100.00%
CS POLIT	6	0	100.00%
CS PPU HUB NORTH	7	1	85.70%
CS PPU HUB SOUTH	8	0	100.00%
Prevent Derbyshire	1	0	100.00%
PREVENT LEICESTERSHIRE	2	0	100.00%
Proactive Unit Derby	2	0	100.00%
Rural Crime Team Matlock	2	0	100.00%
SALCU	6	0	100.00%
OP Roads Policing Central	21	0	100.00%
North Response Amber Valley	2	0	100.00%
South Response Hub Long Eaton	1	0	100.00%
Special Constabulary Buxton	1	0	100.00%

Special Constabulary Chesterfield	1	0	100.00%
Specials Ilkeston	1	0	100.00%
Specialist Crime Unit	12	1	91.70%
SOCO South DDHQ	8	0	100.00%
EM SOCU EAST MIDLANDS	14	0	100.00%
SOCO South Ripley	8	0	100.00%
ST COMMUNITY SAFETY DERBY	1	0	100.00%
ST Custody Investigation Derby	2	0	100.00%
ST D DIV OCG UNIT	3	0	100.00%
ST IOM DERBY	1	0	100.00%
ST IOM Ilkeston	1	0	100.00%
ST Special Constabulary South	1	0	100.00%
Task Force	7	1	85.70%
EM Technical Support Unit	1	0	100.00%
Volume Crime Unit Derby	1	0	100.00%
Volume Crime Unit Ilkeston	2	0	100.00%
			<b>97.73%</b>

## **Collaboration Reports – Wellbeing**

### **The Why**

#### **EMSOU Vision and Strategy**

The EMSOU vision and the current Strategy is cognisant of the staff who work within EMSOU, both police staff and the police officers. EMSOU strives to build the best workforce it can and must be representative and inclusive. Having a workforce that is supported both mentally and physically is important and Wellbeing is at the core of all that we do.

EMSOU has engaged with various partners including the Institute for Public Safety and the Crime and Justice at the University of Northampton on staff surveys intended to identify any training needs and any High-Risk Business Areas.

A workforce survey has completed by 54% of officers and staff within EMSOU and covered many of the below areas:

- Job satisfaction
- Wellbeing and resilience
- Opportunities for career progression and development
- Support, supervision, and leadership
- The impact of Covid-19
- Reward and recognition
- Diversity and inclusion

An additional College of Policing peer review has specifically concentrated on culture and inclusion across EMSOU and resulted in the following observations:

- High workload burdens emanating from pressure being applied to EMSOU through the regional forces.
- Value being placed on technical skills and experience over diversity and general competencies.
- The inability to influence the diversity of the EMSOU workforce due to force ownership of recruitment.
- A need for comprehensive and robust ED&I strategies that are long-term, consistent, sustainable, and embedded within the organisation.

From a review of this several key themes have been highlighted as having the most impact on the staff across EMSOU. These are:

- Culture and Organisational Resilience
- Operational Matters ( Workloads, Quality of Management, staff feeling valued)
- Workforce Satisfaction
- Career Progression
- Communications
- Health and Wellbeing / Work Life Balance
- Performance Monitoring

The recommendations that came out of these reviews have been prioritised and the thematic work on the above has formed the basis of much of the work that has taken place across EMSOU over the last 12 months. Significant effort has been made to improve the wellbeing of staff across EMSOU, including recruitment, retention, training and welfare.

Looking after the workforce is at the heart of the strategy and the delivery plan and recommendations fall nicely under the People and Culture workstream.

As a consequence of COVID, much of the early work was impeded by changing restrictions and EMSOU did suffer several re-occurrences of COVID infections causing several instances of restrictions being placed on staff and contact. However, since the restrictions have eased, the Wellbeing opportunities have improved and examples of what we have achieved are highlighted below:

## **What have we changed**

### **Governance**

Peoples Board – This is a much broader approach to drive the people element of EMSOU's strategic priorities and links into several other structures including the Performance Management Group, Strategic Governance Group, fleet management, estates etc.

It is anticipated that this will make the People aspect of EMSOU much broader and will link it more to other key areas, ensuring EMSOU has the right skills for any future staffing and business challenges.

The People Board will be chaired by the Head of EMSOU and the Deputy Chair will be the HR Business Partner. Other attendees include the Heads of Departments for each of the different capabilities, Unison, Federation, Wellbeing & ID&E HR Officer.

The Heads of Departments will be responsible for the delivery and ongoing implementation of any decisions made within these meetings into their areas of business.

Other Governance will be provided at the following boards -

Annual Strategic Governance Board meetings – considers Recruitment, Uplift, Resources

Quarterly Performance Management meetings – considers sickness reporting, workforce planning, capacity.

### **Processes**

The wider viewpoint of the People Board will provide strategic oversight to the delivery of EMSOU's People strategy.

The culture at EMSOU revolves around genuine support, expectation and clear direction. This is built on high levels of trust and ensures EMSOU is an employer of choice. It is important that we attract and retain a diverse workforce, recognise, and reward good performance and create a fair culture that enables our staff to be motivated, healthy, engaged and feel safe to be themselves at work.

We aim to nurture our teams to ensure they have the appropriate skills, capacity, and capability to deliver a quality service to meet current and future legislative and operational needs.

A review of the Section 22 agreements is underway in several areas across EMSOU, including recruitment. Continued progress will keep these agreements in focus and will assist with the recruitment and retention of staff across the region.

The national PUP recruitment process has assisted with this and EMSOU has made significant progress in this area over recent months. There is now a clearer picture of staffing available to EMSOU and a rebalance of staff to meet current and future demand is in progress with the Chief Constables. These improvements will reduce the workload on many of our current resources and this will undoubtedly have a positive effect on the Wellbeing of our staff.

### **Resources**

Previously, real focus on Wellbeing had been limited with EMSOU having limited resources. However, with the HR Business Partner now leading on People, Wellbeing & DEI at EMSOU, delivery of many of the outstanding tasks is progressing well.

The HR team has now been expanded to include a Wellbeing & ID&E HR Officer, a Wellbeing & ID&E Intern and a Management Information Assistant.

EMSOU was the first regional collaborations to introduce the post of Wellbeing & ED&I HR Officer and intern. We did so as we recognise the importance of the wellbeing of our staff and the importance of having a diverse and inclusive workforce.

The Wellbeing & ID&E HR Officer & Intern will help plan and deliver work against the recommendations.

By introducing the Workforce Information Assistant role to the EMSOU HR team, this will allow the extraction of various extract reports from the HR system including those which contain information on ID&E. The Workforce Information Assistant works closely with our performance team to compile reports which are shared at both EMSOU Senior Command Level and other regional levels across the collaboration.

These reports include information on establishment, sickness (which assists to identify any trends/areas that need to be looked at more closely), recruitment and aspects of ID&E. Changes and training that can be provided using accurate and timely performance related data. (**Recommendation 4.4**).

### **Key Deliverables**

Across EMSOU we already promote Wellbeing & ID&E by doing the following:

- EMSOU People strategy which is intended to promote and maintain a motivated, healthy, engaged, and valued workforce.
- Bi-weekly newsletter called State 4, which promotes Wellbeing & ID&E, lists any events that are happening locally, regionally and nationally which individuals can join. This has been introduced since the employee engagement survey took place.
- Recent additions to State 4 include real life experiences which aim to educate and help all staff across EMSOU take positive action. This includes work and personal experiences.
- Completed Mental Health First Aid Courses and have some more courses planned in for 2023/2024, including refresher courses for those already trained
- Mindfulness sessions where all colleagues across the region are invited to attend
- Trauma Intervention Prevention Techniques. This is a new mental health course and teaches different techniques on how to look deal with challenges. It can be used in both work and personal life

- Cultural review under the governance of a Governance Thematic Lead.
- Strategic and tactical workforce planning now embedded with the CT environment to help with recruitment and future proofing resources.
- Line Manager training on HR matters including: Having Difficult Conversations, handling grievances, how to deal with poor attendance & performance, probationary periods, flexible working requests & PDR's
- Line Manager training session on how to support colleagues who are going through the Menopause – this was delivered by one of our colleagues based in Police Scotland
- Heads up sessions with teams across 5 forces. These have been led by EMSOU SLT and are open discussions on current thinking within EMSOU.
- Leadership Development via Jump Think training saw 23 staff in middle leadership roles undertake a 20 week programme in Leadership and Innovation training to help understand teamwork and leading staff.
- In March 2023 a CPD event was held to celebrate International Women's day – topics covered included the importance of taking time out for yourself, exercise & nutrition, promotion of flexible working, improving confidence, He4She campaign, promotion of ID&E, personal stories in relation to juggling home and work life balance and aspects around promotion and any barriers to this, a panel session was also held in relation to Women of Colour in Policing.
- Mental Health Awareness Week – Over the course of the week Men only mindfulness session was held, colleagues from support networks joined us for the day and Staff and Officers from EMSOU could come and obtain more information from the Staff Networks on what support they offer, mindfulness, activity sessions took place throughout the day and a wellbeing dog also visited.
- Offer flu vouchers/jabs every year to all Officers & Staff
- All staff and Officer will have already received or will soon be receiving ED&I training. We are working in conjunction with Leicestershire Police in this area and training commenced in 2022, sessions have been delivered throughout 2023 and will continue into 2024 – this is due to there being 1 trainer to deliver the training to all officers and staff within EMSOU and Leicestershire Police.

### **Future work for EMSOU**

Previously, Wellbeing has been identified as a significant issue and through the improvements and changes in Culture EMSOU remains committed to working towards the continuous improvement in the Wellbeing of its staff and will support our regional forces to develop their understanding of Wellbeing at EMSOU.

A key part of our Strategy is to build the EMSOU Teams with right skills and capacity. Early identification of Wellbeing issues remains a priority and over the next few months we aim to do the following:

- Several changes are due to take place over next few weeks, so work is underway to shape the Senior Leadership Team within EMSOU.
- Undertake a skills audit to better develop current and future capabilities.
- Work closely with forces to maintain EMSOU resilience and skills requirement.
- Provide an EMSOU based Leadership development plan and allow for continuous professional development.
- Introduction of a EMSOU Reasonable Adjustment form & Inclusion Passport to ensure that we are allowing everyone the same opportunities whilst ensuring that they feel valued, included, and supported to reach their highest potential.



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- We are promoting a revamped Reward & Recognition scheme within EMSOU, to ensure that it's more engaging, motivating, and inclusive, so all achievements can be celebrated and recognised.
- Introduction of annual questionnaire to obtain more accurate personal data of all Officers & staff within EMSOU. This will ask questions in relation to all of the protected characteristics plus additional questions around other characteristics such as caring responsibilities, language, education & Socio-Economic Background. This will enable EMSOU to obtain a more accurate picture of our workforce as questions on some of the characteristics are not currently asked and others the majority of the responses from our workforce are either prefer not to say or unknow.
- Exit Questionnaire – EMSOU have always had an Exit Questionnaire, a project has been carried out and the questionnaire has been changed and placed on Microsoft forms. The questionnaire is now on teams, a bank of questions has been put together as we now have 4 questionnaires: Retiring, moving within EMSOU, returning to Force and Leaving the organisation. The relevant questions are pulled through depending on which questionnaire the individual chooses. New questions have been posed within all of the questionnaires in relation to the protected characteristics. By doing this, the results are automatically presented in charts/graphs, we will be able to identify any themes/trends which in turn will create projects to make improvements to the workplace based on the answers provided.
- Exit questionnaires – all leavers are offered an Exit Interview with a member of the Senior Management team – a script is currently being put together to guide the Senior Manager in relation to what to discuss during the exit interview – this to ensure a consistent approach between each of the interviewers.
- Mental Health First Aid refresher courses will start to be delivered in the Autumn of 2023
- International Men's day will be celebrated in November 2023 – this project is still in it's infancy
- A Gold Welfare Group will be created and will prioritise HR attendance/performance cases. The purpose of this group will be to provide updates to the Head of EMSOU and the relevant Head of Department on specific cases that have the potential to turn complex, ensuring that everyone is aware of the updates and what support is being put in place for the individual.

Despite the difficulties of working within a collaboration, EMSOU has made significant progress in improving the Wellbeing of those who work at EMSOU. That said, there is an ever changing landscape and EMSOU must remain flexible and provide access to any Wellbeing support when needed.



**Terms of Reference – Our People Board**

Key People	Role
D/Chief Supt	Chair
Departmental and Other Key Representatives	
	Digital
D/Supt	Head Of ROCU Operations
D/Supt	Head of CTPEM
D/Supt	Head of Humint
	HR Business Partner
	Wellbeing & ID&E Officer
D/Supt	Head of Regional Intelligence & ID&E Thematic Lead
D/Supt	Head of Major Crime
	Head of EMSOU FS
	Federation representative
	Unison representative
	Finance
	EMSOU Development Officer

**Terms of reference**

**Purpose**

The People Board will provide strategic oversight to the delivery of EMSOU’s People strategy to achieve the following:

- The culture at EMSOU revolves around genuine support, high expectation, and clear direction, which is built on high levels of trust and challenge both internally and externally
- EMSOU is an employer of choice; we attract and retain a diverse workforce, recognise, and reward good performance and create a fair culture that enables our staff to be motivated, healthy, engaged and feel safe to be themselves at work.
- We nurture our teams to ensure they have the appropriate skills, capacity, and capability to deliver a quality service to meet current and future legislative and operational needs.

### **Aims/Objectives:**

- To give strategic direction and oversight to ensure that officers and staff have the necessary uniform, equipment and working environment.
- To give strategic direction and oversight for the area of workforce which includes numbers, training, skills, leadership and diversity
- To give strategic oversight for creating a happy and inclusive culture across EMSOU, seeking ways to ensure those within the organisations remain connected to EMSOU's values and purpose.
- Monitor performance, identify risks and be the route for escalating and resolving conflicts of priorities.
- Provide a gateway for innovation relating to our people, acting as an enabler for positive change.
- To provide strategic oversight and direction for Health and Safety across the organisation.

### **Method**

- The People Board will consist of key personnel from across the organisation who will provide strategic expertise from their area of business to support the overarching purpose of the board and drive tactical change throughout the organisation.
- The People Board will be held bi-monthly.
- The People Board will work through a pre-determined agenda to ensure that a consistent approach is adopted. Each Business Lead will be expected to attend the meetings and should identify a deputy in cases where they are unable to attend.
- The People Board will be chaired by the Head of EMSOU, and the HR Business Partner will act as the deputy.
- Thematic leads will be expected to complete an update template which should be shared with the board ahead of the meeting.

### **Key Deliverables – Our People Workstreams**

#### **Workplace**

- To ensure that the organisation is a safe environment to work within and our working practices are fully aligned to the relevant Health and Safety guidelines.
- To ensure that our estates are fit for purpose and provide a suitable environment for officers and staff to work safely and effectively.
- To ensure that our officers, staff and estate is enabled with adequate technology to support safe, effective and efficient working.
- To support agile working across the organisation.

#### **People and leadership skills**

- Deliver high quality training so that officers and staff have the right skills matched to the role they are performing.

- Monitor training needs early to ensure that skills are kept up to date and within agreed standards.
- Provide a wide range of continuous professional development across the organisation, ensuring that a culture of improvement and learning is adopted.

### **Equipment and Uniform**

- Ensure that officers and staff have suitable uniform and equipment that allows safe, efficient and effective working.
- Ensure that the Fleet Management Group report progress/issues into the People Board.

### **Workforce**

- To ensure the following elements are linked into the People Board for officers and staff:
  - Police Uplift
  - Establishment
  - Future workforce issues
  - Positive action
  - Skills needed for the future
  - Retention
  - Representation

### **Healthy Workforce**

- To ensure that our workforce have both reactive and proactive support mechanisms in place to manage their wellbeing and build resilience.
- To provide strategic oversight of support networks.

### **Happy and Inclusive Workforce**

- Provide strategic direction to the organisation with a view to communication and engagement within the workplace.
- Ensure that the DEI strategy is aligned and supported by the People Board.
- Develop appropriate mechanisms to understand and positively impact upon organisational culture.
- Oversee the staff survey and other feedback mechanisms.
- Review and support employee benefits.

### **Communication**

- To ensure that an appropriate communications plan is in place so that the work and results of the board are shared with the organisation in an intelligence and effective way.

**Governance**

- Progress of the People Board will be monitored and tracked by EMSOU Development Officer and report into the Strategic Governance Board.



Office of the Police & Crime Commissioner  
for Derbyshire & Derbyshire Police  
Internal Audit Progress Report

Presented to JARAC: 21<sup>st</sup> September 2023

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### ***Disclaimer***

This report (“Report”) was prepared by Mazars LLP at the request of the Derbyshire Police and the Officer of the Police and Crime Commissioner (OPCC) for Derbyshire and terms for the preparation and scope of the Report have been agreed with them. The matters raised in this Report are only those which came to our attention during our internal audit work. Whilst every care has been taken to ensure that the information provided in this Report is as accurate as possible, Internal Audit have only been able to base findings on the information and documentation provided and consequently no complete guarantee can be given that this Report is necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required.

The Report was prepared solely for the use and benefit the Derbyshire Police and the Officer of the Police and Crime Commissioner (OPCC) for Derbyshire and to the fullest extent permitted by law Mazars LLP accepts no responsibility and disclaims all liability to any third party who purports to use or rely for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification. Accordingly, any reliance placed on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification by any third party is entirely at their own risk. Please refer to the Statement of Responsibility in Appendix A5 of this report for further information about responsibilities, limitations and confidentiality.

## 01 Summary

The purpose of this report is to update the Joint Audit, Risk & Assurance Committee (JARAC) as to the progress in respect of the Operational Plan for the year ending 31st March 2024, which was presented to the JARAC at its meeting on the 2<sup>nd</sup> March 2023.

The Police and Crime Commissioner and Chief Constable are responsible for ensuring that the organisations have proper internal control and management systems in place. In order to do this, they must obtain assurance on the effectiveness of those systems throughout the year and are required to make a statement on the effectiveness of internal control within their annual report and financial statements.

Internal audit provides the Police and Crime Commissioner and Chief Constable with an independent and objective opinion on governance, risk management and internal control and their effectiveness in achieving the organisation's agreed objectives. Internal audit also has an independent and objective advisory role to help line managers improve governance, risk management and internal control. The work of internal audit, culminating in our annual opinion, forms a part of the OPCC and Force's overall assurance framework and assists in preparing an informed statement on internal control.

Responsibility for a sound system of internal control rests with the Police and Crime Commissioner and Chief Constable and work performed by internal audit should not be relied upon to identify all weaknesses which exist or all improvements which may be made. Effective implementation of our recommendations makes an important contribution to the maintenance of reliable systems of internal control and governance.

Internal audit should not be relied upon to identify fraud or irregularity, although our procedures are designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of internal control will not necessarily be an effective safeguard against collusive fraud.

Our work is delivered in accordance with the Public Sector Internal Audit Standards (PSIAS).



## 02 Current progress

Since the last update provided to the committee, we have issued draft reports for the Whistleblowing / Counter Fraud and Governance audits. Additionally, fieldwork has been completed for our Procurement & Contract Management Follow Up audit.

Since our last update, audit has communicated regularly with management to agree appropriate dates when the audits can be carried out. In response to concerns about workloads, we have sought to provide an even spread of audit activity throughout the year. At the time of preparing this progress report four audits are planned to begin during October and November. Whilst we are still working to agree the dates for the rest of the audits in the plan, we have provided an indicative month of each audit in the IA plan and will continue to update the committee at each meeting as to the status.

Please see Appendix A1 for full details.

As in previous years the collaboration audit plan for 2023/24 has been agreed by the regional Chief Finance Officers, as discussed at the approval of the Internal Audit Annual Plan, a reduced amount of internal audit time has been allocated due to the reduced amount of regional collaboration. Therefore, the plan for 2023/24 is three audits.

Since our last update, the fieldwork for our EMSOU Capital Programme audit has begun.

See Appendix A3 for full details.

### 03 Performance 23/24

The following table details the Internal Audit Service performance for the year to date measured against the key performance indicators that were set out within Audit Charter.

Number	Indicator	Criteria	Performance
		As agreed with the Client Officer	N/A
		As agreed with the Client Officer	Achieved
		7 working days prior to meeting.	Achieved
		Within 10 working days of completion of final exit meeting.	100% (2/2)
		Within 5 working days of agreement of responses.	N/A
		90% within four months. 100% within six months.	N/A
	Follow-up of other recommendations	100% within 12 months of date of final report.	N/A
		At least 10 working days prior to commencement of fieldwork.	67% (2/3)
		85% average satisfactory or above	N/A

\*See further details below

## Performance Continued.

Audit	Date of ToR	Start of Fieldwork	Days' Notice (10)	Exit meeting	Draft Report	Time from Close to Draft Report (10)	Management Comments Received	Time to Receive Comments (15)	Final Report Issued	Time Taken to issue Final (5)
Whistleblowing / Counter Fraud	25-May-23		32			4				
	15-Jun-23		11			1				
Management Follow-Up	25-Jul-23									
Transport Follow-Up										
Workforce Planning										
Health & Safety										
Vetting										
Victim Services										
IT – Key Security Controls										
Business Continuity Follow Up										

## A1 Plan overview

Audit area	Fieldwork Date	Draft Report Date	Final Report Date	Target JARAC	Comments
Whistleblowing / Counter Fraud	26-Jun-23	07-Sep-23		Nov 23	Draft Report Issued
Governance	26-Jun-23	07-Sep-23		Nov 23	Draft Report Issued
Procurement & Contract Management Follow-Up	01-Aug-23			Nov 23	Fieldwork Completed
Core Finance	10-Oct-23			Feb 24	
Savings Plan	11-Oct-23			Feb 24	
Payroll	06-Nov-23			Feb 24	
Transport Follow-Up	15-Nov-23			Mar 24	
Workforce Planning	November '23			Mar 24	
Health & Safety	December '23			Mar 24	
Vetting	January '24			Mar 24	
Victim Services	February '24			Jul 24	
IT – Key Security Control	February '24			Jul 24	
Business Continuity Follow Up	March '24				

## A2 Reporting Definitions

Definitions of Assurance Levels		
Assurance Level	Adequacy of system design	Effectiveness of operating controls
<b>Substantial Assurance:</b>	The framework of governance, risk management and control is adequate.	The control processes tested are being consistently applied.
<b>Moderate Assurance:</b>	Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.	There is evidence that the level of non-compliance with some of the control processes may put some of the Organisation's objectives at risk.
<b>Limited Assurance:</b>	There are significant weaknesses in the framework of governance, risk management and control such that it could be or could become inadequate and ineffective.	The level of non-compliance puts the Organisation's objectives at risk.
<b>Unsatisfactory Assurance:</b>	There are fundamental weaknesses in the framework of governance, risk management and control such that it is inadequate and ineffective or is likely to fail.	Significant non-compliance with basic control processes leaves the processes/systems open to error or abuse.

Definitions of Recommendations		
Priority	Definition	Action required
<b>High (Fundamental)</b>	Significant weakness in governance, risk management and control that if unresolved exposes the organisation to an unacceptable level of residual risk.	Remedial action must be taken urgently and within an agreed timescale.
<b>Medium (Significant)</b>	Weakness in governance, risk management and control that if unresolved exposes the organisation to a high level of residual risk.	Remedial action should be taken at the earliest opportunity and within an agreed timescale.
<b>Low (Housekeeping)</b>	Scope for improvement in governance, risk management and control.	Remedial action should be prioritised and undertaken within an agreed timescale.

### A3 Collaboration Internal Audit Plan

Audit area	Forces	Status
EMSOU Capital Programme	Five Force	Fieldwork Commenced 30 <sup>th</sup> August 2023
EMSOU Workforce Planning	Five Force	
EMSOU HMICFRS Action Plan	Five Force	

## A4 Final Reports

There have been no final reports issued since our last update to the audit committee.

## A5 Statement of Responsibility

### Status of our reports

We take responsibility to the Office of the Police and Crime Commissioner for Derbyshire and Derbyshire Police for this report which is prepared on the basis of the limitations set out below.

The responsibility for designing and maintaining a sound system of internal control and the prevention and detection of fraud and other irregularities rests with management, with internal audit providing a service to management to enable them to achieve this objective. Specifically, we assess the adequacy and effectiveness of the system of internal control arrangements implemented by management and perform sample testing on those controls in the period under review with a view to providing an opinion on the extent to which risks in this area are managed.

We plan our work in order to ensure that we have a reasonable expectation of detecting significant control weaknesses. However, our procedures alone should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify any circumstances of fraud or irregularity. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

The matters raised in this report are only those which came to our attention during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of our work is not and should not be taken as a substitute for management's responsibilities for the application of sound management practices.

This report is confidential and must not be disclosed to any third party or reproduced in whole or in part without our prior written consent. To the fullest extent permitted by law Mazars LLP accepts no responsibility and disclaims all liability to any third party who purports to use or reply for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation amendment and/or modification by any third party is entirely at their own risk.

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# JOINT AUDIT RISK ASSURANCE COMMITTEE

<b>REPORT TITLE</b>	DRAFT STATEMENT OF ACCOUNTS 2022/23
<b>REPORT BY</b>	CHIEF FINANCE OFFICER
<b>DATE</b>	21 SEPTEMBER 2023

## **PURPOSE OF THE REPORT**

The Accounts and Audit (England and Wales) Regulations 2015 and Accounts and Audit (Amendment) Regulations 2022 require that the 'responsible financial officer' sign and date a draft copy of the Statement of Accounts by the 31<sup>st</sup> May following the year-end, with formal approval required prior to publication before 30<sup>th</sup> September.

The Committee is asked to review and scrutinise the unaudited Draft Statement of Accounts for the financial year 2022/23.

## **ATTACHMENTS**

Appendix A. Draft PCC and PCC Group Statement of Accounts 2022/23

Appendix B. Draft Chief Constable Statement of Accounts 2022/23

## **RECOMMENDATIONS**

1. That the Committee notes the unaudited Draft Statement of Accounts for 2022/23.

CONTACT FOR ENQUIRIES

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Tel: 07783 657817  
Email [Jon.peatling@derbyshire.police.uk](mailto:Jon.peatling@derbyshire.police.uk)

## 1. **INFORMATION AND ANALYSIS**

1. The 2022/23 Statement of Accounts is prepared in accordance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Local Authority Accounting 2022/23 (the Code). The Accounts reflect the current legislative framework as well as the local arrangements operating in practice. Key elements of this framework include: -

- The Police Reform and Social Responsibility Act 2011 (the Act).
- Accounts and Audit Regulations
- The Home Office Financial Management Code of Practice for the Police Service of England and Wales.
- Joint Corporate Governance Framework – Scheme of Delegation and consent between the Commissioner and Chief Constable.
- The Financial Handbook of the Commissioner and Chief Constable.

2. There are no major changes to the Code in 2022/23.

3. The current deadline for the audit of the Statement of Accounts is set out in the Accounts and Audit (Amendment) Regulations, which extended deadlines for the publication of audited accounts from the 30th September to the 30th November for 2021/22 and from the 31st July to the 30th September for the following six years up to 2027/28. The Accounts and Audit (Amendment) Regulations 2022 formalised this. The deadline for unaudited accounts was the 31st July in 2021/22 but it was not mentioned in the Accounts and Audit (Amendment) Regulations 2022 so was deemed to revert back to the 'pre covid' deadline of the 31st May in 2022/23.

4. A consultation by the Department of Levelling Up, Housing & Communities (DLUHC) took place between 16th February and 2nd March about the 31st May deadline and our concerns were expressed about meeting the deadline but on the 3rd March it was announced that the 31st May publication date would remain unchanged for 2022/23.

5. DLUHC stated “the Government believes it is important that all local authorities endeavour to return to a normal financial reporting timetable as soon as possible. Consequently, the Government has decided not to extend the deadline and expects local authorities to continue to meet the existing 31st May deadline in line with their statutory requirements. The deadline will be kept under review going forward.”

6. On the 31st May a notice was issued on the PCC website of a delay in the publication of the unaudited Statement of Accounts and the commencement of the public inspection. It stated that ‘The audit of the 2021/22 Statement of Accounts remains ongoing due to external audit resourcing challenges and a change in the funding position for the Derbyshire Pension Fund, as a result of the 2022 Actuarial Valuation. These factors have impacted on the completion of the 2022/23 Statement of Accounts, and consequently in the commencement of the public inspection period. The Draft Statement of Accounts for the PCC and the Chief Constable will be issued as soon as practically possible, followed by a period of 30 working days for public inspection’.

7. The Draft Statement of Accounts were signed off by the ‘responsible financial officer’ on the 31st August 2023 and were published on the PCC Website along with the Notice of Public Inspection.

8. The Draft Statement of Accounts (including the Annual Governance Statements) are attached for the committee to review and scrutinise.

9. The period between the sign off of the Draft Accounts and the publication of the Accounts in September is usually when the accounts would be audited. The external auditors, Ernst and Young LLP, are still auditing the 2021/22 accounts and have yet to give notice of the intended period to complete the Audit of Accounts for 2022/23. They have however indicated that the audit is unlikely to start before January 2024 so the Accounts will be unaudited as at the 30th September.

10. DLUHC are aware of the problems with Local Government audits and the delay in the publication of Accounts for many bodies and are currently trying to address the problems.



**Office of  
Derbyshire  
Police and Crime  
Commissioner**

*Protecting Communities,  
Fighting Crime*



**Police and Crime Commissioner's Office for Derbyshire**

**Complaint Review Report**

**2022 - 23**

1<sup>st</sup> September 2023

Head of Governance and Compliance: Marie Romano

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## **Introduction**

From 1<sup>st</sup> February 2020 new rules were introduced for dealing with appeals following complaint investigations that have been recorded under Schedule 3 of the Police and Reform Act 2002. Where a complaint has been concluded by Derbyshire Constabulary and the complainant has received a complaint outcome letter from the Professional Standards Department (PSD), that complainant has a right to apply for a review of that outcome to the Police and Crime Commissioner.

The Commissioner's purpose for undertaking the complaint reviews is to ensure that any inadequate service given by the Constabulary when handling complaints, is identified and passed through to the Constabulary to consider accordingly. The Commissioner reviews the complaints and makes unbiased determinations based on the facts of the case and whether the complaint has been handled in a reasonable and proportionate manner by the Constabulary.

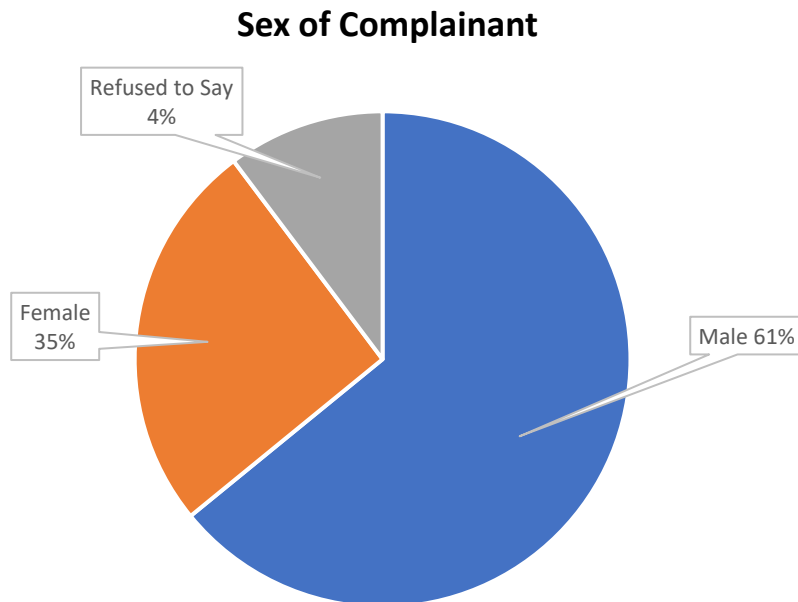
Below, is the overview of the complaint reviews undertaken by the Police and Crime Commissioner from April 2022 to the end of March 2023.



## **Complaint Numbers**

Number of complaint reviews received from April 2022 to March 2023 – **75**

*N.B. Previous year the OPCC received 54 complaint reviews.*



The majority of individuals who requested a complaint review from the Commissioner were male (46), 26 were female and 3 complainants refused to reveal their gender.

*N.B. Previous Year - Male 34 (62%), Female 16 (29%).*

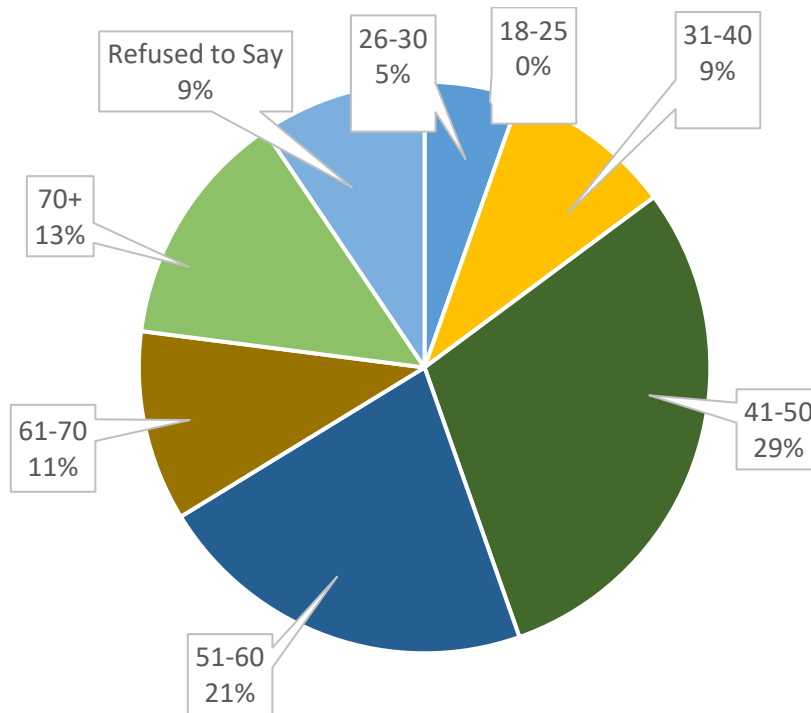
## Ethnicity of Complainants



As shown in the graph above, the majority (45 out of 75 - 60%) of complainants were White British. 19 complainants (25%) refused to reveal their ethnicity and 6 (8%) were from a BAME background.

***N.B.*** Previous year – 22 (41%) White British, 8 (15%) BAME background, 24 (44%) refused to reveal their ethnicity.

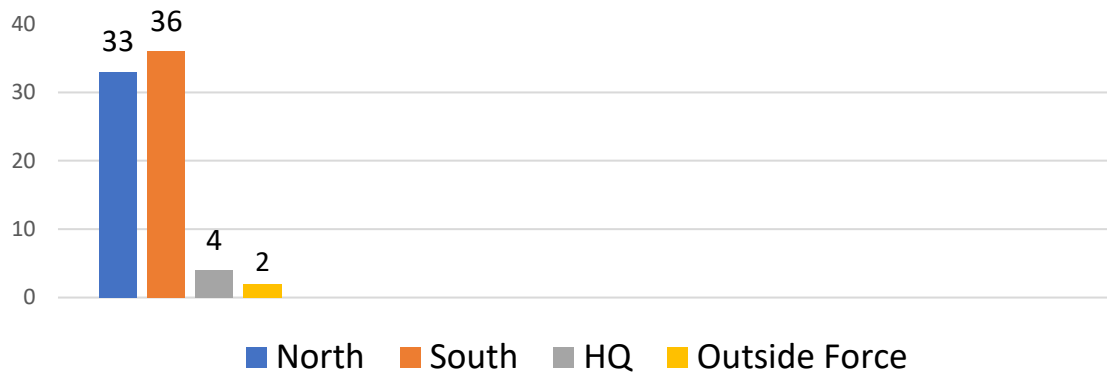
## Age of Complainants



Most complaints (22 - 29%) were from individuals aged between 41- 50 years old, with the second highest being 16 – 21% from individuals aged between 51 – 60 years old.

**N.B.** Previous year – the highest was ages 51-60 with 31%

## Force area who dealt with the complaint originally



The majority of the complaint reviews have been submitted by individuals in the **South** of the County, although this is only marginal.

*N.B. Previous year - 24 North, 22 South 8 HQ.*

## Timescales of a review response

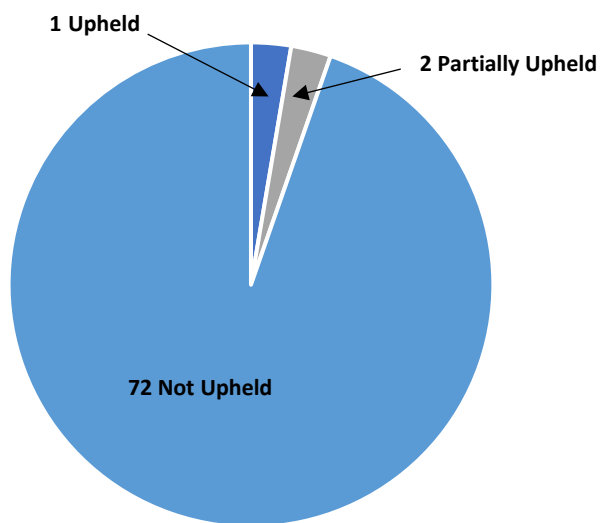
The average timescale that it takes for the Office of the Police and Crime Commissioner to deal with a complaint review is **49 working days**. The quickest review was completed in 13 working days and the longest review was completed in 150 working days.

*N.B. Previous Year was **34 working days** so there has been an increase in the average timescale to complete a review and this is down to the increase in the amount of reviews from the previous year and the complexity of some of the reviews.*

## Complaint Trends

- Neighbour disputes x 7
- Property destruction x 2
- Not happy with treatment from officers/constabulary x 37
- Not happy with the complaint response and updates from the Constabulary x 5
- Not happy regarding adherence to an Order x 1
- Not happy that the Constabulary haven't taken further action x 21
- Not happy with COVID restrictions x 1
- Not happy with action of the Constabulary regarding a neighbour dispute x 1

## Outcome of the review

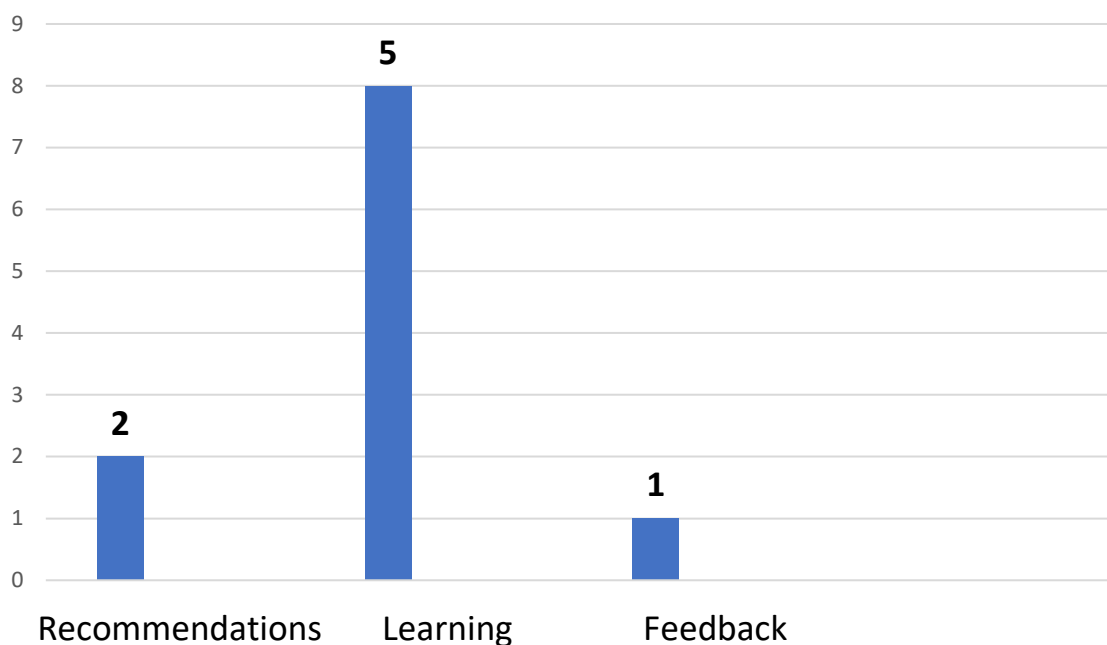


The data available shows that 72 of the complaint reviews have not been upheld by the Commissioner, meaning that the Commissioner determined that the actions taken by the Constabulary regarding the original complaint were reasonable and proportionate in the circumstances of the case.

However, 3 complaint reviews were either upheld or partially upheld, which means the Commissioner determined that the actions taken by the Constabulary were not reasonable and proportionate in the circumstances of the case and recommendations, learning and/or feedback will have been provided back to the Constabulary for them to consider further and take any relevant action.

*N.B. Previous year – 44 Not Upheld, 10 Upheld or Partially – Upheld.*

### **Recommendations, Learning and Feedback identified from the reviews**



At the end of the review the Commissioner can make recommendations back to the Force – i.e.

- **Recommendations** – The Commissioner is recommending the Constabulary takes some sort of action (recommend that an apology is given to the complainant for example).

- **Learning** – The Commissioner is giving some learning that has been identified as part of the complaint review back to the Constabulary or individual officer.
- **Feedback** – The Commissioner is giving some general feedback that has been identified as part of the complaint review back to the Constabulary or individual officer.

On some reviews there may only be learning that has been identified however, on some other reviews there may also be recommendations and feedback that have been identified, it all depends on the determinations made by the Commissioner regarding that complaint review. Also, some reviews may be determined as not – upheld however, some feedback may have still been identified on the back of the review, which will be fed back to the Constabulary for consideration.

***N.B.** More than one piece of learning or a recommendation could be given per review therefore, the numbers will not match up exactly to the amount of complaint reviews undertaken.*

## **Recommendations - 2**

- Constabulary should liaise with the complainant and give them an update on their case immediately and ensure regular updates are given in a timely manner in future.
- The Constabulary should look to ensure that the property department have adequate processes in place regarding retention and disposal of individuals property.

### **Learning - 5**

- The Constabulary should ensure that officers are informing individuals when their Body Worn Video (BWV) is being activated, so that individuals are aware they are being filmed.
- The Constabulary should make officers aware that some offences are time barred and therefore there is a timelimit on when a case can be progressed to court.
- The Constabulary should give some learning back to officer's regarding attention to detail and accuracy when applying classification of incidents.
- The Constabulary should ensure there is a uniformed response sent out after a complaint to ensure all complainants are aware of any learning points that have been identified for the Constabulary following a complaint.
- The Constabulary should look to review their documented processes around roadworthy prohibitions for approved garages.

### **Feedback – 1**

- The Constabulary should look further into the delays in an interpreter being available and if there are any local issues or trends occurring in this area that need addressing further.



## **Accepted Recommendations, Learning and Feedback**

Once the Commissioner has determined any recommendations, learning or feedback PSD must state whether they agree with the determinations made and if so, what action they are going to take and if they are not taking any action, then why that is the case.

Out of the 8 recommendations, learning and feedback that have been identified, all have been accepted and addressed by the Constabulary to the satisfaction of the Commissioner.

## **Positive outcomes from Complaint Reviews**

The below are some of the positive outcomes from complaint reviews have been identified in the last year –

- Force Lead for BWV has been informed and has put out a reminder to all officers that states; At the start of any BWV recording the user should, where practicable, make a verbal announcement to those present that the incident is now being recorded using video and audio. Force – wide update given on the uniform policy to ensure officers are aware of their responsibilities.
- The Constabulary have given all relevant learning and feedback that has been identified during the course of a complaint review back to the officers and staff accordingly.
- The Constabulary have reviewed their processes regarding roadworthy prohibitions for approved garages and have feedback to the garages accordingly.
- The Constabulary have reviewed their processes with the interpreter provider accordingly.

- The Constabulary have reviewed their processes regarding retention and disposal of individuals property to ensure they are fit for purpose.

## **Conclusions**

In general, the amount of complaint reviews that are now being upheld by the Commissioner has dropped from the previous years. This is due to the processes that the Professional Standards Department have put in place to ensure that each complaint response is sense checked for accuracy, and that the complaint response adequately answers all aspects of the complaint in full. The Commissioner is pleased to see that the Constabulary have identified a more efficient way of working and that this change has had a positive impact on the amount of complaint reviews that are being upheld under the complaint review process.

The Commissioner is also assured that the Constabulary are acting quickly on all recommendations, learning or feedback that are identified as part of the complaint review process, and where relevant they are using the complaint review process to shape policies and procedures to better aid understanding of complaints, which will undoubtedly improve complainants customer service journey in the future.

The next complaint review report is due in June 2024.



## Legislative Compliance

**Document title: BUSINESS CONTINUITY PLANNING**

**Document Reference: 13/321**

**Owner: Head of Operational Support Department**

**Review date: March 2024**

***This Legislative compliance is not suitable for public disclosure under the Freedom of Information Act 2000***

This document sets out principles to help guide decision making and in some parts may be quite prescriptive. However, it is vital that officers and staff have the freedom to innovate, exercise discretion and take risk based decisions centred on the needs of the victim and the merits of each case.

There may be occasions when a member of staff is considered to have acted outside of the content of this document but if they have done so with honesty, integrity and professionalism, to make the best decision for the community we serve, they will be trusted and supported. On the occasions when this is the case, the rationale for it must be properly recorded.

***This document should be read in conjunction with the Force Policy Statement.***

## Introduction

The purpose of this document is to describe the structure and processes through which the Derbyshire Constabulary Business Continuity Management System is delivered in accordance with its statutory duties as a category 1 responder under the Civil Contingencies Act 2004.

Business continuity management will be established to ensure the Force can continue to deliver a minimum level of service in the event of any disruption. Plans must be made, published and tested for key services and critical functions as agreed by the Chief Officer team, Divisional Commanders and Departmental Heads.

The document applies to all areas of the Force and all employees within Divisions and Departments must be made aware of the content. The document applies in particular to Divisional Commanders, Departmental Heads, BC Single Points of Contact (SPOC) and Plan Writers.

## Procedures

Derbyshire Constabulary Business Continuity provides a business continuity management system (BCMS) that will enable the force to recover from the impact of any emergency or disruption to normal service delivery and continue to maintain as far as is possible the six critical areas of business identified by the National Police Coordination Centre (NPoCC) as:

1. Emergency Response
2. Firearms Response
3. Major Incident Response
4. Public Order Response
5. Serious Crime Response
6. Custody

In addition to the above the following areas of business will also be treated as a priority in terms of recovery from a business continuity incident:

7. Effective command and control of incidents
8. Effective communications with the public
9. The ability to deal with:
  - ii. public protection
  - iii. cyber crime
  - iiii. fatal and serious road traffic collisions
10. To deal effectively with all matters which impact on:
  - ii. community cohesion
  - iii. credibility and force reputation

It will achieve this by providing a structure through which:

- A comprehensive BCMS is established and maintained;
- Key services together with their critical processes and activities and supporting resources and interdependencies, are identified;
- Business impact analysis and risk assessment are applied to critical processes and activities, supporting resources and interdependencies;
- Plans are developed to ensure continuity of key services at a minimum acceptable level and within specific timeframes following disruption;
- Invocation of business continuity plans and communication with customers (the public), partners, suppliers and other interested parties can be managed;
- Plans are subject to on-going exercising and revision; and
- The Chief Constable and the Police and Crime Commissioner for Derbyshire can be assured

that the Force complies with the requirements of the Civil Contingencies Act 2004 and that BCMS remains up to date and relevant.

Benefits:-

- Continue to provide critical functions and key services in times of disruption;
- Make best use of personnel and other resources at times when both may be scarce;
- Reduce the period of disruption to the Force, our partners and the public we serve;
- Resume normal working more efficiently and effectively after a period of disruption;
- Comply with standards of corporate governance;
- Improve the resilience of the Force's infrastructure to reduce the likelihood of disruption; and
- Reduce the operational and financial impact of any disruption.

Divisional Commanders and Departmental Heads will be designated business continuity plan owners and ensure: -

- A Business Continuity SPOC is appointed for each Division and Department.
- Crisis management team members are identified and details regularly updated within the plan.
- Business impact assessments are carried out to identify critical functions/services, which are then subject to risk assessment.
- Business Continuity Plans are in place, capable of maintaining a minimum acceptable standard of service delivery for each critical function/service within their area of operation.
- An annual Business Continuity Table-Top Exercise is held to validate the plans.

All plans will take into consideration any reliance on, or support to, any regional or collaborative operational unit or service provider and include risk mitigation for any disruption to shared services.

Functional departments (e.g. Information Services) will provide professional support to improve resilience of critical functions and resources that support those functions.

Each Division and Department is expected to carry out an annual review of its business continuity process. The Force BC lead will monitor the review process, benchmark the results and provide support where necessary.

Each Division and Department is expected to exercise its business continuity plans at least once a year and make modifications where necessary, to take account of the exercise results. Exercises will not be required where plans have been tested through real disruptive challenges that may have occurred in the year provided they are documented and relevant modifications made to the BC Plan.

Contracts with suppliers of critical goods and services to the force will include a requirement for the supplier's business continuity processes to be approved and to be exercised to the satisfaction of the force.

All staff must be made aware of business continuity plans that affect their Division or Department, how any disruption may affect their normal working practices and any specific role they may have following invocation of the plan.

All interested parties, key customers, suppliers and partners are to be kept informed about our BCM arrangements as they affect the service provided to them.

## **Responsibilities**

### BCM Corporate Lead

The BCM Corporate lead for Derbyshire Constabulary is the Assistant Chief Constable, Operational

Support who has ownership of the BCM process. In this role the ACC is responsible for driving BCM forward and for supporting the BC Manager and BCM SPOCs in the delivery, establishment and maintenance of effective BCM throughout the organisation.

### Business Continuity Plan Owners

Divisional/Departmental Heads will own the BCM arrangements for their respective function(s) and they will work with the respective business unit BCM SPOC and the Force BC Manager to establish practical and effective Business Continuity Plans. They are responsible for involving their staff and operators in the development of BCM, and to ensure that BCM is constantly developed, progressed and maintained. This BCM ownership is to be included in the post profile of current post-holders to ensure accountability and progress is maintained.

### Force Business Continuity Steering Group

The BC Steering Group is responsible for overseeing the delivery of BCM through strategic direction and will support Departments and Divisions in their development, maintenance and exercising of the BCM process. The Superintendent Operational Support, Departmental BC SPOCs, and the BC Manager are all permanent members of this group. Additional members from key departments within the organisation attend as required/requested.

### Business Continuity Manager

The BC Manager will coordinate the development of BCM arrangements across the organisation and facilitate the necessary engagement amongst internal staff. The Business Continuity Manager will also ensure compliance with local and national best practice.

### BCM SPOCs

The role of the BCM SPOCs is to oversee the development and maintenance of BCM within the Divisions/Departments in direct support of their respective Command Team and the BC Steering Group. They are also responsible for maintaining an awareness of all BC arrangements within their Business Group to provide resilience for the BC Manager role.

### Divisional/Departmental Command Team

Divisional/Department Command Teams are responsible for driving BCM locally and supporting the work of the Divisional/Department BCM SPOCs. Command Teams will sign off all BCM planning, research and supporting documentation completed within the business area.

### Crisis Management Team (CMT) or Business Continuity Gold Group

Convened in response to either a Divisional or Force-wide business continuity incident, the CMT or Gold Group will be led by a relevant senior officer (e.g. duty Gold, Divisional Commander, ACPO) and contain senior representatives from the Divisions and Departments affected by the incident together with IS, Assets, HR, Finance and other Departments as necessary. Each Division will identify its Crisis Management Team as part of the development of its Business Continuity Plan.

### Other relevant policies / guidance / documents etc. (list):

- Civil Contingencies Act 2004
- British Standard – ISO 22301:2012 Societal security – Business continuity Management Systems – Requirements
- Derbyshire Constabulary Business Continuity Recovery Plan
- States of Policing Business Continuity Matrix



## Force Policy

**Document title: Claiming Travel and Expenses Policy**  
**Document Reference: 19/355**

**Owner: Head of Department, Finance and Business**

**Review date: Feb 2023**  
**Next Review date: Feb 2025**

### **Publication:**

*Is this Force policy suitable for public disclosure under the Freedom of Information Act 2000? Yes*

*Do you wish for this Force Policy to be published on Connect? Yes*

*Do you wish for this Force Policy to be published on the Force Website?*

## Introduction

This Policy is intended to inform police officers, police staff, specials, volunteers, custody visitors and JARAC members, (to be referred to as “staff” throughout the document) of the arrangements for claiming work related travel and expenses incurred during the course of their duties.

Reference should be drawn from Police Regulations and the Police Staff Council Handbook; however, this guide brings these together in a single document.

## Procedures

### Vehicle Allowances

The Force designates certain posts that are authorised to be reimbursed at Essential mileage rates. This covers journeys that are undertaken within the post holder’s normal duty.

### Designation and Review of Essential Car Users

The designation of Essential Users is by post and the duties performed, therefore, it applies to the post and not the individual.

The approval for the designation of a post for Essential Mileage Allowance is the responsibility of the Head of Human Resources.

To cater for organisational reviews or changes to role requirements, review of the existing posts eligible for Essential User status will be an ongoing process carried out regularly.

### Authorised Essential Users

The criteria for determining eligibility for receipt of the essential user allowance are as follows: -

1. The role provides Force wide cover on a 24 hour callout basis;
2. In that role the staff member is expected to travel in excess of 3,000 miles per annum;
3. It is impractical to use a vehicle provided by the Derbyshire Constabulary; or
4. Where, at the discretion of the Head of Human Resources, a failure to have access to a private vehicle would undermine the operational effectiveness of the Force.

### Lump Sum Banding for Essential Users

The rates at which officers and staff may claim payment is divided into two elements: -

1. **A Lump Sum** (dependent on the CC of the vehicle), which is an annual amount to be divided into 12 equal payments. This is a taxable allowance and will be taxed at source through payroll.

CC Categories and Lump Sums payable: -

	<b>Class 1</b> <b>451 – 999 cc</b>	<b>Class 2</b> <b>1,000 – 1,199 cc</b>	<b>Class 3</b> <b>1,200 cc and above</b>
Lump Sum Per Annum	£846	£963	£1,239
Monthly Equivalent	£70.50	£80.25	£103.25

There is no provision of Essential lump sum allowance for motorcycles.



## 2. **A Rate per Mile** as per the “Rates” Section below

At the time of writing (February 2019), the rate for cars is currently 45p per mile and is paid in accordance with HMRC recommendations and detailed in the latest pay award for officers and the Police Staff Handbook.

Mileage will be claimed through the electronic expenses system or via Force Form 321.

The lump sum is automatically paid when moving into an eligible role. If there is a period of long term sickness, the lump sum will be paid in full for the first three months, reduced to half rate for the next three months and then to nil.

The lump sum is an amount in recognition of the need to keep the designated vehicle well maintained and available for use at all times in line with the criteria and the role profile.

### **Amendment to Fixed Element Banding**

Changes to your vehicle must be e-mailed to: -

[HRPolicyWellbeing@derbyshire.pnn.police.uk](mailto:HRPolicyWellbeing@derbyshire.pnn.police.uk) who will ensure that you are being paid the correct monthly Fixed Element.

### **Rates – All Mileage**

Staff who are required to use their vehicle for business purposes are able to claim the following rates, regardless of the cc of their vehicle: -

<b>Type of Vehicle</b>	<b>First 10,000 Miles (Pence per mile)</b>	<b>Subsequent Miles (Pence per mile)</b>
Cars and Vans (including Electric)	45p	25p
Motorcycles	24p	24p
Bicycles	20p	20p

Mileage claims are applicable for official journeys as part of the duties of the post holder including travel to training courses, conferences and seminars.

### **Official Business Mileage – Commencing or ending journeys from/to Home**

Deduction of home to work mileage is no longer a requirement unless your journey is substantially the same as a ‘normal commute’ or where the journey takes you past your permanent workplace.

### **Journeys over 100 miles radius of normal place of duty**

These must be undertaken at the most economical costs to the Force, having taken into account travelling time, cost of the Lump Sum fixed element, train fares or the cost of hiring a vehicle etc.

Having undertaken this exercise and the decision is still to use the individuals own vehicle, then this should be claimed in the normal way.

## **Hire Vehicles**

The hire of a vehicle may be necessary where the journey is in excess of 100 miles or there is no fleet or other suitable vehicle available.

Where the requirement for a hire vehicle is identified, a Force Form 88 should be completed and submitted to the fleet mailbox [fleet@derbyshire.pnn.police.uk](mailto:fleet@derbyshire.pnn.police.uk) – please ensure a budget code is clearly marked.

A category D vehicle will be supplied unless a justified business need for a larger capacity vehicle can be made.

### **Hire Vehicle –Fuel**

If during the duration of a vehicle hire, there is a need to purchase fuel, the cost of refilling can be claimed via Electronic Expense System or if you do not have access to Connect via Force Form 321.

### **Use of Private Vehicles**

It is the responsibility of the post holder to ensure their vehicles are roadworthy, well maintained, have a current MOT, their driving licence is current and appropriate for the type of vehicle and the insurance covers them for business use.

Providing a copy of your insurance certificate is no longer a requirement.

### **Additional Charges or Penalties**

When penalties such as bus lane offences, speeding, parking or other penalties are received by the force for fleet, hire or pool vehicles, these tickets will be passed to the driver to resolve directly. Exceptions may apply in extreme cases.

### **Car Parking and Other Charges**

Individuals will be reimbursed for car parking fees, toll charges and congestion charges where they are incurred as a result of authorised travel, with the exception of relocation, re-deployment or travel to the normal place of duty.

Claims should be made via the Electronic Expenses system or if you do not have access to Connect via Force Form 321.

### **Congestion Charges**

Where a congestion charge is required then the Fleet Section are able to book this online. Congestion charges are free for police business; therefore, it is important that you inform them when a journey is necessary even if this is in your own vehicle. The Fleet Section can be contacted via [fleet@derbyshire.pnn.police.uk](mailto:fleet@derbyshire.pnn.police.uk).

Note – It is not necessary to book the congestion charge if the vehicle that you are travelling in clearly displays that it is a police vehicle.

### **Fares**

#### **Air & Rail Travel (to include Oyster Cards)**

Where air or rail travel are required to conduct business then the booking of this should be done by contacting one of the Divisional / Departmental PAs for booking via the new Clarity travel system. If travel is to be arranged at short notice, please inform Finance Support who will advise.

The Force holds a supply of Oyster Cards which are topped up ready for use. They are available by contacting Divisional / Departmental PAs.

## Bus Fares

Where a journey is made by public transport, the reimbursement will be made on the basis that the shortest and most economical route was sought. Bus fares should be claimed via the Electronic Expenses system or Force Form 321.

## Taxis

Where possible, taxis should be booked in advance by contacting the Divisional/Departmental PAs.

If due to circumstances the booking/purchase has been done without using the Divisional /Departmental PAs, reimbursement of costs should be claimed via the Electronic Expenses System or Force Form 321.

## Food and Drink Claims

When a member of staff is prevented in the course of a tour of duty from obtaining a meal in the usual way, they will be reimbursed the difference between the meal obtained and the meal usually taken in the course of that tour of duty, provided that the additional expenditure is reasonable.

Reimbursement will be made based on the following criteria: -

- The employee is prevented in the course of a tour of duty from obtaining a meal (being away from the normal place of duty does not automatically mean a meal can be claimed).
- It will be the difference between your normal meal and the purchased meal.
- It will be because additional expenditure has been incurred.
- It is reasonable.

The guidance on reasonableness is as follows and these will be the maximum: -

One meal	£ 6.73
6 – 8 hours	£ 9.78
8 – 12 hours	£15.00
12 – 24 hours	£25.00

Over 24 hours will be calculated using the rates applicable above.

Claims for reimbursement will not be met where Force provision has been made in respect of refreshment and/or subsistence.

If it is planned or reasonably anticipated that you will be working out of the Force/Region during a normal tour of duty, this would not ordinarily constitute a claim for expenses to be reimbursed.

If you have been made aware prior to the commencement of your duty that you will be unable to take a meal in the normal manner (i.e. unable to store a packed lunch in a vehicle) claims will be allowed.

If you are required to work out of Force during your shift (i.e. you were not made aware prior to the start of the tour of duty or you could not reasonably anticipate it as part of your role) and you were unable to take a meal in the usual manner, then an expense claim can be made.

The above rules also apply to attendance at court for periods of 4 days or more. Claims for court attendance for less than 4 days cannot be made.

In general, claims should not exceed the guidance rates above, however, subject to discretion,

exceptions may be made.

Please note, expenditure on alcohol, newspapers and private telephone calls will not be reimbursed and must be deducted from any amounts claimed.

Food and Drink claims should be submitted via the Electronic Expense System or if you do not have access to Connect via Force Form 321.

## **Hotels / Accommodation**

Hotel bookings should not be claimed via the Electronic Expenses System.

Where hotel bookings are required to conduct business then the booking of this should be done by contacting one of the Divisional/Departmental PAs for booking via the new Clarity travel system.

If under exceptional circumstances there is a need to claim, please contact Finance Support who will advise.

## **Overseas Travel**

If travelling overseas for business you must contact Finance Support in the first instance by emailing the travel details to [finance@derbyshire.pnn.police.uk](mailto:finance@derbyshire.pnn.police.uk).

They will provide a calculation of the allowance entitlement for the country being visited. This allowance is based on HMRC Worldwide Subsistence rates and will be paid in advance where possible, direct to the employee's bank account prior to travel or claimed via petty cash if necessary.

A travel insurance document will be also be provided.

## **Out of Pocket**

If you attend a residential training course, conference or seminar, you can claim an allowance of £4.43 per night, up to a maximum of £17.72 for a week.

Should you attend a residential training course, conference or seminar that is one week long and it is necessary to travel on the preceding Sunday night (therefore, you will be in attendance for five nights), then £22.15 can be claimed.

Out of Pocket claims should be submitted via the Electronic Expense System or if you do not have access to Connect via Force Form 321.

## **Production of Receipts**

Claims made via the Electronic Expenses System do not require any receipts to be included within the submission. Staff are requested to retain their own receipts (except receipts to back up mileage claims – where no receipt is needed) to cover the current plus the previous Financial Years.

It is acknowledged that with the wider introduction of contactless payments and payment apps, the ability to obtain physical receipts is not always available. For instances where receipts are not available you should ensure that there are other appropriate means to evidence the payment made. Any expense incurred must be as a result of Police related duty and the onus is on the individual to be able to answer any questions if a challenge is raised regarding the claim.

During each Financial Year, random audit checks will be performed by Finance Staff and Auditors to confirm the validity of the claim.

Staff who do not have access to the Electronic Expense System should continue to claim via [Form 321 - General Expenses Claim - Connect](#) Form 324 and apply the same rules for the keeping of receipts as those detailed above.

Note – The purchase of equipment based items are not to be claimed via Agresso. These requests should be submitted on Force form 1070 to [OrderingDepartment@derbyshire.pnn.police.uk](mailto:OrderingDepartment@derbyshire.pnn.police.uk)

## How to Claim

It is anticipated that the majority of claims submitted will be via the newly introduced (early 2019) Electronic Expenses System. This is available by accessing the Force Finance System (Agresso) via Connect (*Path – Quick Links / Key Links / Force Apps / Agresso*).

Staff who do not have regular access to Connect will be able to continue submitting Form 321 (*Path – Connect / Quick Links / Key Links / Force Forms / Search for “321” – General Expense Claim*).

Please ensure that you are using the most up to date Form 321.

Separate User Guides on how to process expenses via the Electronic System are available via Connect (*Path – Employment Support / You at Work / Pay Pensions and Allowances*).

Claims must be submitted regularly and must not be saved up.

Additionally, only the items listed in this guide can be claimed and under no circumstances should claims for reimbursement of misc equipment / prisoners clothing / memory cards be submitted as an expense claim.

## Payment of Expenses

Payment of expense claims will be paid in the following month and the cut-off dates are as follows: -

- For electronic submissions the claim will need to have been submitted and approved (if applicable) by the 7<sup>th</sup> of the month.
- For Form 321 submissions, the paper form needs to have been approved (if applicable) and received by Finance by 7<sup>th</sup> of the month.

e.g. Expenses incurred in April should be received by 7<sup>th</sup> May and will then be paid in May salary.

## Authorisation Process – Electronic System

All claims submitted via the Electronic System will be approved as follows: -

- Claim lines less than £50 or Total Monthly aggregated claims less than £300 will Self Approve.
- Claim lines greater than £50 or Total Monthly aggregated claims greater than £300 will automatically workflow to HQ Finance Support for approval.

It is the submitters responsibility to ensure that all claims are submitted correctly paying due regard to this guidance.

## Authorisation Process – Form 321

Approval signatures on the Force Form 321 (General Expense and Motor Mileage Claim) are no longer required where claims are less than £50 per line or £300 per claim.

Claims for amounts greater than these will require a signature of approval. There is no requirement to physically print Forms 321 and wet sign the claims.

It is acceptable that when submitting claims in this way for you to type your name in the Signature Box and forward to HQ Finance Support electronically (via email). Please ensure you use the latest version of the form.

### Expenses not to be Claimed via Electronic System

The following table lists the expense items that are **not** to be claimed via the Electronic Expense System: -

Expense Item	Department to claim via	Submission Details
<b>OFFICERS</b>		
Un-social Hours	DMS	Automatically extracted based on DMS information
Searching Decomposed Body	HRSC	<a href="mailto:HRSC@derbyshire.pnn.police.uk">HRSC@derbyshire.pnn.police.uk</a>
Recall to Duty Mileage (Appendix 2)	HQ Finance Support	Form 321 via <a href="mailto:FINANCE@derbyshire.pnn.police.uk">FINANCE@derbyshire.pnn.police.uk</a>
Hardship	HQ Finance Support	Allowance submission form available via Connect –  Path –  <i>Employment Support/You at Work/Pay Pensions &amp; Allowances/Claiming Police Officer Allowances</i>
Overnight		
On call		
PSU Inspectors		
<b>STAFF</b>		
Standby (Staff)	HQ Finance Support	Standby Form – Available from HQ Finance Support
<b>JARAC Members</b>		
Travel and Allowances	HQ Finance Support	Form 2844 (Jarac members only) via <a href="mailto:FINANCE@derbyshire.pnn.police.uk">FINANCE@derbyshire.pnn.police.uk</a>
<b>ALL</b>		
Mileage – Secondments, not at HMRC Rate (Appendix 3)	HQ Finance Support	<a href="mailto:FINANCE@derbyshire.pnn.police.uk">FINANCE@derbyshire.pnn.police.uk</a>
Accommodation/Hotel/Air fares/Train Expenses	Force Pas	Clarity travel system
Other Pay Related Expenses	HRSC	<a href="mailto:HRSC@derbyshire.pnn.police.uk">HRSC@derbyshire.pnn.police.uk</a>
Relocation Expenses	HRSC	<a href="mailto:HRSC@derbyshire.pnn.police.uk">HRSC@derbyshire.pnn.police.uk</a>
Equipment related purchases	HQ Finance Support	Force Form 1070 to: - <a href="mailto:OrderingDepartment@derbyshire.pnn.police.uk">OrderingDepartment@derbyshire.pnn.police.uk</a>
Claims where change to nominated workplace is greater than 24 months (Appendix 4)	HQ Finance Support	Form 321 via <a href="mailto:FINANCE@derbyshire.pnn.police.uk">FINANCE@derbyshire.pnn.police.uk</a>

## **Appendix 1 – Recall to Duty – Home to Normal Place of Work**

If you are recalled to duty and travel from home to work costs may not be reimbursed without the deduction of PAYE and NICs. This is the case regardless of whether the journey to work involves overtime travel, a recall to duty or a journey in connection with a split shift.

Do not use the Electronic Expenses System to claim. Recall to duty mileage should be claimed by submitting Form 321 to HQ Finance Support.

## **Appendix 2 – Seconded Mileage Rates**

Mileage claims for seconded positions where the reimbursement is at the HMRC Rate are able to use the Electronic Expense System. Reimbursement at any other rate should not be claimed via Electronic Expenses and Staff should contact Finance Support and discuss the process to follow.

## **Appendix 3 – 24 Month Rule**

Where any temporary change of nominated workplace is expected to be for a period of less than 24 months, the reimbursement of all expenses will be non-taxable and the employee should complete and submit claims as indicated above.

Where the temporary change of nominated workplace is expected to exceed a period of 24 months, reimbursement of expenses will become taxable and paid as a taxable amount in salary.

If the change in workplace is due to the employee applying for a new role or at the request of the individual, mileage will not be reimbursed.

Expenses claims where the change to nominated workplace exceeds 24 months should be submitted via a Form 321 to HQ Finance Support.