Making Suffolk a safer place to live, work, travel and invest

ORIGINATOR: TIAA (INTERNAL AUDITORS)	**PAPER NO: AC25/22**

SUBMITTED TO: AUDIT COMMITTEE – 25 JULY 2025

SUBJECT: SUMMARY OF INTERNAL CONTROLS (SICA) REPORT

SUMMARY:

1. The summary report provides an update on the progress of internal audit. The report is based on internal audit work carried out by TIAA and management representations that have been received during the period since the last progress report.

2. The follow up of internal audit recommendations undertaken by TIAA is undertaken throughout the year and reported to the Audit Committee during the year at each meeting.

RECOMMENDATION:

1. The Audit Committee is requested to consider the attached report.

Office of the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary

Summary Internal Controls Assurance (SICA) Report

July 2025

Summary Internal Controls Assurance

Introduction

1. This summary controls assurance report provides the Audit Committee with an update on the emerging Governance, Risk and Internal Control related issues and the progress of our work at Office of the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary at the 15th July 2025.

Climate Sustainability

Climate sustainability is gaining significant momentum within the public sector, with organisations at various stages of their journey towards achieving net zero emissions. Some are merely beginning to understand what this journey entails, while others are advancing rapidly, demonstrating varying maturities in their strategies and action plans to meet their objectives.

At TIAA, we comprehend the complexities our clients encounter in achieving these objectives, including substantial financial constraints and competing priorities. Additionally, clients must navigate the uncertainty of their final destination and how to evaluate their progress.

In consideration of these challenges, we have developed 'Eco Smart,' our climate sustainability maturity assessment tool. This tool leverages our expertise across 11 distinct areas, ranging from energy efficiency and water consumption to employee engagement and training. Eco Smart is designed to evaluate our clients' current maturity relative to their climate sustainability strategies and their aptitude towards achieving net zero. It provides insights into the maturity, progress, and steps necessary to accomplish the established strategies.

Let us support you along your journey.

Audits completed since the last SICA report to the Audit Committee

3. The table below sets out details of audits finalised since the previous meeting of the Audit Committee.

Audits completed since previous SICA report

Review	Evaluation	Key Dates			Number of Recommendations			
		Draft issued	Responses Received	Final issued	1	2	3	OEM
Culture and Required Behaviour	Reasonable	08/01/25	29/05/25	03/06/25	-	-	1	-
Retention of Staff	Limited	01/04/25	06/06/25	11/06/25	1	3	1	-
Fleet Management Strategy	Reasonable	12/05/25	27/05/25	29/05/25	-	4	2	1

| Contract Business Continuity | Reasonable | 02/06/25 | 15/07/25 | 15/07/25 | - | 4 | 1 | - |

4. The Executive Summaries for each of the finalised reviews are included at Appendix A.

Reports that are currently at draft report stage and awaiting management comments to finalise

5.   The table below sets out the reports that are at draft report stage that are awaiting management comments to finalise.

Audits currently at draft report stage

Review	Evaluation	Draft issued	Comments
Complaints	Reasonable	03/06/25	Exit meeting held, awaiting management comments to finalise
Safeguarding	Reasonable	30/06/25	Exit meeting held, awaiting management comments to finalise

Progress against the 2024/2025 and 2025/26 Annual Plan

6.   Our progress against the Annual Plan for 2024/25 and 2025/26 is set out in Appendix B.

Changes to the Annual Plan 2025/26

7.   There have been no changes to the 2025/26 internal audit plan.

Progress in actioning priority 1 & 2 recommendations

8.   The recommendation trackers are provided for the Committee, shown in Appendix C which shows the status of outstanding recommendations.

Frauds/Irregularities

9.   We have not been advised of any frauds or irregularities in the period since the last SICA report was issued.

Responsibility/Disclaimer

10.   This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. The matters raised in this report not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Appendix A: Executive Summaries

The following Executive Summaries and Management Action Plans are included in this Appendix. Full copies of the reports are available to the Audit Committee on request.

Review	Assurance Level
Culture and Required Behaviour	Reasonable Assurance
Retention of Staff	Limited Assurance
Fleet Management Strategy	Reasonable Assurance
Contract Business Continuity	Reasonable Assurance

Executive Summary – Culture and Required Behaviour

OVERALL ASSESSMENT

Adequate & effective governance, risk and control processes

REASONABLE ASSURANCE

- SUBSTANTIAL ASSURANCE
- REASONABLE ASSURANCE
- LIMITED ASSURANCE
- NO ASSURANCE

ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

A risk of poor organisational culture or poor officer and staff standards of behaviour and conduct.

SCOPE

The review looked to establish that there are appropriate controls in place in relation to ensuring officers behave appropriately and to ensure that there are appropriate controls in place to identify and address negative behaviour.

KEY STRATEGIC FINDINGS

Strategies are in place for both Constabularies which include the promotion of the right culture within their organisations.

The Constabularies have proactive arrangements in place to ensure the right culture through the vetting processes and through initial training programmes.

Monitoring against professional standards is undertaken by the Professional Standard Department (PSD) and reported within a quarterly performance pack. A recommendation has been raised to strengthen reporting.

Every six months People Opinion Surveys are undertaken which help establish culture of the organisations, the results of these are analysed and a Strategic Action Plan has been developed. In addition to the strategic action plans local plans have also been developed.

GOOD PRACTICE IDENTIFIED

The PSD work closely with the People Directorate in promoting a culture of professional behaviour and standards through the Right Education Training programme, and through People Intelligence Meetings. Cultural objectives have been set.

Lessons learnt from poor conduct are communicated regularly to all officers and staff through the Learning Times.

ACTION POINTS

Urgent	Important	Routine	Operational
0	0	1	0

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	A review of the Quarterly Performance Pack for quarter 1 of 2024/25 noted that there is no information provided on the numbers of conduct cases in progress and does not include information on the oldest case. Some of these can take many months or years due to the involvement of other organisations such as the Independent Office for Police Conduct. The PSD is currently undertaking a review of data and timeliness of investigations with a view to reporting these through Power BI.	The review of timeliness of investigations to be completed. Appropriate measures to be developed and reported against so that performance can be monitored. Measures to cover number of cases being investigated, average length of time to investigate conduct case and the oldest case being flagged. The measures to be reported against in the Quarterly Performance Pack.	3	*Agreed, measures to be reported against.*	*30/09/25*	*Head of PSD*

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Executive Summary – Retention of Staff

OVERALL ASSESSMENT

LIMITED ASSURANCE

- SUBSTANTIAL ASSURANCE
- REASONABLE ASSURANCE
- LIMITED ASSURANCE
- NO ASSURANCE

ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

Risk of ineffective processes in place to retain staff and police officers leading to high turnover, vacancies, poor morale and inability to deliver effective police service.

KEY STRATEGIC FINDINGS

The Retention Strategy is a high-level document supporting strategic objectives but requires more detail on initiatives, measures of success and monitoring.

Data packs to Boards are comprehensive but this improved insight needs to translate into clear plans to better retain police officers and staff.

Say and Stay and exit interviews are widely promoted though response rates are low. The themes from these chime with the people opinion survey. Action plans need to lead to improved retention.

Appropriate workforce risks and controls are recorded on both the Norfolk Constabulary and Suffolk Constabulary Strategic Risk Registers.

GOOD PRACTICE IDENTIFIED

HR advisors reach out to those individuals in acting up positions to offer support.

SCOPE

The review focused on the processes in place to retain staff.

ACTION POINTS

Urgent	Important	Routine	Operational
1	3	1	0

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Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
2	Directed	The Retention Strategy does not include any detail on initiatives such as planning for retirement, 'Say and Stay' and exit interviews and isn't clear whether it covers police officers and police staff. There is no specific training on retention, but managers are furnished with general management training and support such as the Stripes course and Leadership with Care. HR advisors reach out to those in new acting up arrangements.	The Retention Strategy and/or supporting procedure, to be expanded to include the retention initiatives, roles and responsibilities, training and support, monitoring arrangements and how outputs will be used to improve turnover and retention for both police officers and staff.	1	*The strategy can be amended to make reference to the stay and say initiative, but the additional narrative is too detailed for a strategy. All details are contained in the scheme information which can be published on the intranet.* *To support the delivery of the Retention Strategy we intend to develop an action plan which will incorporate say and stay and exit interview data.*	*August 2025*	*Head of Strategy and Planning*
3	Directed	The retention strategy does not explain monitoring arrangements and how outputs will lead to improvement. A retention update presented to the People Board on the retention process, could be used as a starting point for developing appropriate monitoring arrangements so that performance against the retention schedule can be monitored.	Monitoring arrangements to be developed, and a designated committee to be assigned to monitor performance of the retention strategy.	2	*Retention action plan to be developed which captures all activity related to retention. This will include clear ownership for actions and timescales for delivery. The action plan will be monitored through the People Directorate SLT with reporting up to People Board where appropriate.*	*September 2025*	*Head of Strategy and Planning*
4	Directed	Whilst data on staff retention is presented to various board, it lacks targets, summary narrative, context of the culture work underway, and the 'so what' analysis. Actions being taken to tackle hot spot areas are not clear.	To ensure the People Board and workforce planning boards use the improved data analysis insight to improve retention of police officers and police staff and communicate actions taken to front line staff.	2	*Ongoing – attrition data discussed at people board and new interventions being introduced using evidence base gathered from say and stay interviews undertaken so far.*	*Ongoing business as usual*	*Head of HR Delivery*

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
5	Delivery	The People and Retention Strategies are silent on monitoring, though the People Strategy is referenced at each People Board meeting. Data packs are very detailed, benefiting from improvements in data analytics, but do not include summary narratives with proposed improvement actions. There are currently no targets for retention/attrition and data packs focus instead on direction of travel; workshops with managers are planned to agree clearer objectives and then plan to report against these.	Clear targets and measures of success to be set and monitored for retention. Data packs to include a summary narrative and proposed improvement actions.	2	*Work will be undertaken to set targets for retention. These will be monitored through People Board and more locally at the Norfolk, Suffolk and Joint Space workforce planning boards.*	*September 2025*	*Head of HR Strategy and Planning.*
1	Directed	There is a high level, one-page Retention Strategy, describing the journey of employment, which supports the People Strategy and the Police Crime Plan, though its date and approval is not clear, and it lacks detail.	Add date and approval information to the Retention Strategy	3	*Data and People Board approval date to be added to Strategy.*	*June 2025*	*Head of Strategy and Planning*

Executive Summary – Fleet Management Strategy

OVERALL ASSESSMENT

REASONABLE ASSURANCE

Adequate & effective governance, risk and control processes

- SUBSTANTIAL ASSURANCE
- REASONABLE ASSURANCE
- LIMITED ASSURANCE
- NO ASSURANCE

ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

Emission targets are not met.

KEY STRATEGIC FINDINGS

A detailed plan to be developed covering rollout of electrifying the fleet and roll out of charge-points across the estate. The plan needs to include exactly how many are needed, where they need to be placed and when they are due to be put in so that progress can be monitored.

Further work needs to be undertaken to continue to electrify the fleet, currently only 2% of the fleet consists of electric vehicles.

Work needs to continue to put in more electric charging points across the estate.

GOOD PRACTICE IDENTIFIED

A consultant was commissioned to provide an Electric Vehicle and Charging Infrastructure Strategy/Report for both Norfolk and Suffolk Constabularies.

Discussions have been held with other public sector bodies to establish if sharing of charging points is possible.

SCOPE

The review looked to ensure there is an appropriate fleet management strategy in place. The review also considered what arrangements are in place to ensure the fleet is decarbonised.

ACTION POINTS

Urgent	Important	Routine	Operational
0	4	2	1

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Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
2	Directed	An outline joint vehicle replacement programme was included as part of the consultancy report produced this covers the period 2024 to 2028. Whilst a replacement programme was included in the consultancy report provided, there is a need to develop a detailed programme with clear dates for when transition of each vehicle will commence.	A detailed plan to be developed stating when vehicles are to be replaced so that progress can be monitored appropriately.	2	*Head of Transport and Uniform Services to attend Joint Chief Officer Team meeting to determine programme for change.*	*31/12/25*	*Head of Transport and Uniform Services*
3	Directed	Whilst there are some charging points in place, a detailed plan has not been identifying exactly how many are needed, where the charging points need to be and when these need to be put in by.	A detailed plan to be developed covering rollout of charge-points across the estate. The plan to identify exactly how many are needed, where they need to be placed and when they are due to be put in so that progress can be monitored.	2	*Links to Recommendation 2 above.*	*31/12/25*	*Head of Transport and Uniform Services* *Head of Estates and Facilities*
4	Directed	The fleet now includes electric and hybrid vehicles. Currently, only 2% of the fleet vehicles have been electrified. The fleet also includes hybrid vehicles. Some hybrid vehicles have been purchased; hybrid vehicles make up 9% of the fleet. There are both plug-in hybrid electric vehicles (PHEV) and hybrid electric vehicles (HEV). Whilst there are some electric and hybrid vehicles as part of the fleet, the replacement programme to electrify the fleet is below target.	Work to continue to electrify the fleet, there are potential savings that can be achieved from electrifying the fleet. In addition, there is a risk that parts will not be available for non-electric vehicles.	2	*Original replacement target set out in interim Transport Strategy, no longer relevant due to insufficient budget being available.* *Links to Recommendation 2 above.*	*31/12/25*	*Head of Transport and Uniform Services*

PRIORITY GRADINGS

1	URGENT	Fundamental control issue on which action should be taken immediately.	2	IMPORTANT	Control issue on which action should be taken at the earliest opportunity.	3	ROUTINE	Control issue on which action should be taken.

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Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
5	Delivery	There are charging points across both Norfolk and Suffolk. At the time of audit Norfolk had 21 charging points, and Suffolk had 23 charging points. There is a need to roll out further charging points across the estate to ensure that further electrifying of the fleet can be supported.	Once detailed plan identifying charging points has been developed, implementation against this plan to commence.	2	*Links to Recommendation 2 above.*	*31/12/25*	*Head of Transport and Uniform Services* *Head of Estates and Facilities*
1	Directed	There is a joint interim Transport Strategy covering the period 2022 to 2025. The Transport Strategy promotes continuous modernisation and service improvements ensuring local and national strategies are considered to drive forward a cost effective and efficient service. The vehicle fleet is an integral part of both Norfolk and Suffolk Constabularies. The current joint interim Transport Strategy does not state how the constabularies will meet their net zero emissions target.	A Joint Transport Strategy to be developed detailing how the constabularies' will meet their net zero target.	3	*Transport Strategy 2026 to 2030 to be produced. This will provide a clear and defined roadmap for EV change and net zero emissions.*	*31/12/25*	*Head of Transport and Uniform Services*
6	Delivery	Low vehicle utilisation is monitored; this is monitored by the Head of Transport and Uniform Stores. Reports are produced monthly on low vehicle utilisation. There were seven fleet vehicles that had done less than 400 miles for the month of March, these reports need to be used when making decision in relation to the fleet.	The data on low vehicle utilisation to be used to make appropriate decision in relation to disposals and planning of disposals for fleet vehicles.	3	*Monthly reports are produced and determine whether vehicles are removed from service or repurposed.*	*COMPLETE*	*N/A*

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
1	Directed	Significant investment is required to install charging points across the estate. Infrastructure upgrade costs for Suffolk is estimated to be £17 million and £21 million for Norfolk. The benefit of working with other emergency service providers has been identified, and initial discussions have been held, but these have not been formalised.	Formalise arrangement to work with other public sector organisations in relation to sharing of charging points.	*Discussions have taken place with partners e.g. Suffolk Fire and Rescue, Gridserve, PAUA and First Bus regarding the use of their charging facilities. Until we are in a position to use their chargers, it is not possible to agree a charging rate or finalise/provide a profile of intended use.*

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Executive Summary – Contract Business Continuity

OVERALL ASSESSMENT

REASONABLE ASSURANCE

- SUBSTANTIAL ASSURANCE
- REASONABLE ASSURANCE
- LIMITED ASSURANCE
- NO ASSURANCE

ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

For Suffolk, the business continuity risk is SR6, 'Service delivery failure as a result of immediate, high impact or sustained disruption'. For Norfolk, the business continuity risk is SR 7, 'Failure to maintain an efficient and effective policing service as a result of immediate, high impact or sustained disruption (Business Continuity)'.

SCOPE

To review how contracts are assessed to ensure that there are effective business continuity arrangements in place.

KEY STRATEGIC FINDINGS

Contract standing orders and the procurement policy needs to be updated to reflect the new Procurement Act. The updated procurement policy and contract standing orders to be published on constabularies and OPCCs websites.

A standard approach to be developed and adopted to ensure that business continuity arrangements are verified for contracts that have not been procured by 7 Force commercial services.

Contract managers to be made aware of their responsibilities in relation to business continuity arrangements for lower value non-strategic contracts that are not managed through 7 Force commercial service.

Agendas for contract performance meetings to be amended to cover effectiveness of business continuity arrangements.

GOOD PRACTICE IDENTIFIED

The requirement to submit evidence of an effective business continuity plan is a key tender requirement for contracts procured by the 7 Force commercial services team.

ACTION POINTS

Urgent	Important	Routine	Operational
0	4	1	0

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Assurance – Key Findings and Management Action Plan (MAP)

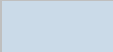| Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	Norfolk and Suffolk Constabularies are members of the seven force (7 Force) procurement service. The 7 Force procurement service is made up of Bedfordshire, Cambridgeshire, Norfolk, Suffolk, Essex, Kent and Hertfordshire policing bodies. The 7 Force procurement services Function has been created to support police commercial and procurement activity. All procurement of contracts over £60,000 (excl. VAT) as are managed by the 7 Force Commercial Services Function. The 7 Force Commercial Services Function has been created to support police commercial and procurement activity. All procurement of contracts over £60,000 (excl. VAT) are managed by the 7 Force Commercial Services Function. Whilst the Norfolk Constabulary, Suffolk Constabulary, Office of Police and Crime Commissioner (OPCC) for Norfolk and the OPCC for Suffolk websites have contract standing orders recorded on them, these have not been updated following implementation of the new Procurement Act.	Contract standing orders to be updated to cover the new Procurement Act and published on the OPCCs' and the Constabularies websites.	2	*Contract standing orders have been updated, the communication team are responsible for uploading these on to the websites'.*	31/07/25	*Commercial Support Manager*
2	Directed	The procurement policy has not been updated to reflect the new Procurement Act, once updated this needs to be formally published on the constabularies and the OPCCs websites.	The procurement policy to be updated to reflect the new Procurement Act and this to be published on appropriate websites.	2	*The procurement policy has been updated to reflect the new Procurement Act. The updated policy will be published on the constabularies websites', responsibility for uploading is the communications team.*	31/07/25	*Commercial Support Manager*

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
3	Directed	A standard process is not followed for all contracts awarded to ensure ongoing effectiveness of business continuity arrangements. The 7 Force procurement team co-ordinates high value strategic contracts only, for lower value contracts these are overseen by individual stakeholders. Arrangements for checking and validating of business continuity arrangements varies depending on the value of contracts.	A standard approach to be adopted to ensure that business continuity arrangements are verified for contracts that have not been procured by 7 Force Commercial services. Evidence of checks being undertaken are maintained.	2	*Agreed*	*30/09/25*	*Commercial Support Manager*
4	Directed	For lower value contracts it is the responsibility of the contract stakeholder manger to ensure that there are effective business continuity arrangements in place for contracts that have been let. One of the contracts selected to review was the supply of overalls for vehicle technicians. Whilst it was confirmed that contract review meetings take place, it was noted that business continuity is not a standard agenda item on contract review meetings. There is generally less risk in relation to business continuity arrangements for lower value contracts, due to the availability of other suppliers and the goods or services they supply.	Contract managers to be made aware of their responsibilities, to ensure effective ongoing business continuity arrangements are in place with contracted suppliers.	2	*Agreed*	*30/09/25*	*Commercial Support Manager*

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
5	Directed	Standard contract performance meetings are held with contractors to review performance. Whilst it was confirmed that there are regular contract performance meetings, it was noted following review of example of contract performance meeting agendas that effectiveness of business continuity arrangements is not a standard agenda item.	Agendas for contract performance meetings to be amended to cover effectiveness of business continuity arrangements.	3	*Agreed*	*30/09/25*	*Commercial Support Manager*

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Appendix B: Progress against Annual Plan

2023/24 Plan – Reports issued since 1st April 2024

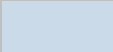| System	Audit Days	Planned Quarter	Current Status	Audit Committee Reporting	Comments
23/24 Out of Court Disposals (OOCDs)	12	3	Final report – issued 25/06/24	July 2024	Private report. Reported July 2024
22/23 Security of Seized Proceeds of Crime (Cash and Assets)	10	2	Final report issued	July 2024	Private report.
23/24 Staff Appraisals	12	2	Final report issued	July 2024	
23/24 Data Quality	12	3	Final report issued	July 2024	
23/24 Procurement Strategy and Compliance	12	3	Final report	September 2024	
22/23 Agile Working	10	2	Final report	September 2024	
22/23 Firearms Licensing	10	3	Final report	September 2024	Private report.
22/23 Resource Management Unit	10	3	Final report	September 2024	
22/23 Succession Planning	10	2	Final report	September 2024	
23/24 Key Financial Controls	16	4	Final report	September 2024	
23/24 New E-recruitment systems	16	2	Final report	September 2024	
22/23 Vetting	10	4	Final report	February 2025	
22/23 Commissioners Grants	10	2	Final report	February 2025	
22/23 Community Safety Partnership	12	3	Final report	July 2025	Norfolk OPCC only – Private report.

	To be commenced		Site work commenced		Draft report issued		Final report issued

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2024/25 Plan

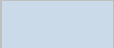| System	Audit Days	Planned Quarter	Agreed Start Date	Audit Committee Reporting	Current Status	Comments
23/24 Limited Duties	16	2	25/06/2024	February 2025	Final report issued	Reported in private part of the Audit Committee
24/25 Corporate and HR Policies	13	2	27/08/2024	December 2024	Final report issued	
23/24 Risk Management	10	4	30/07/2024	December 2024	Final report issued	
24/25 Recruitment and Induction Training	15	2	01/10/2024	February 2025	Final report issued	
24/25 Fleet Maintenance	16	2	01/10/2024	February 2025	Final report issued	
24/25 Payroll	15	2	22/11/2024	March 2025	Final report issued	
24/25 Key Financial Controls	25	4	21/01/2025	March 2025	Final report issued	
23/24 Culture and Required Behaviour	12	2	25/06/2024	July 2025	Final report issued	
24/25 Workforce Planning	12	2	21/11/2024	May 2025	Final report issued	
24/25 Retention of Staff	15	3	18/02/2025	July 2025	Final report issued	
22/23 Data Protection / Freedom of Information	10	2	07/01/2025	May 2025	Final report issued	
23/24 Fleet Management Strategy	12	4	01/04/2025	July 2025	Final report issued	
24/25 Contract Business Continuity	16	4	01/04/2025	July 2025	Final report issued	
24/25 Safeguarding	12	4	27/01/2025	Next Audit Committee	Draft Report Issued	
24/25 Complaints	12	4	25/02/2025	Next Audit Committee	Draft Report Issued	
22/23 ICT Cyber Security Maturity	22	2	14/11/2024	Next Audit Committee	Fieldwork in progress	Audit days from the 2022/23 have been transferred to the 2023/24 audit so that in-depth 23/24 internal audit can be undertaken. There have been delays in receiving information from the audit leads to complete the audit.

	To be commenced		Site work commenced		Draft report issued		Final report issued

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System	Audit Days	Planned Quarter	Agreed Start Date	Audit Committee Reporting	Current Status	Comments
22/23 ICT Strategy combined with ICT Project Management	22	2	16/12/2024	Next Audit Committee	Fieldwork in progress	Audit in progress. There have been delays in receiving information from the audit leads to complete the audit.
24/25 Commissioner and Partnerships	18	4	17/02/2025	Next Audit Committee	Fieldwork in progress	This is a Norfolk audit only.
22/23 Change Management	10	3	10/02/2025	June 2025	Postponed to 2025/26	Moved to the 2024/25 audit plan at the request of management. A further start date has been requested.
Follow Up	12	All				
Annual Planning	2	All				
Annual Report	2	All				
Audit Management	24	All				
Total b/fwd Days	**130**					
Total 2024/25 Days	**211**					

	To be commenced		Site work commenced		Draft report issued		Final report issued

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2025/26 Plan

System	Audit Days	Planned Quarter	Agreed Start Date	Audit Committee Reporting	Current Status	Comments
Corporate Governance Structure	20	1	15/07/2025	Next Audit Committee	Fieldwork in progress	
Performance Management Framework	16	1	11/06/2025	Next Audit Committee	Fieldwork in progress	
Police Investigating Centres (PICs).	20	1	25/06/2025	Next Audit Committee	Fieldwork in progress	
Communication Strategy	12	2	26/08/2025		Start date agreed	Audit brief issued
Procurement Strategy and Compliance including waivers	20	2	08/09/2025		Start date agreed	Audit brief issued
Contract Management	12	2	22/09/2025		Start date agreed	Audit brief issued
Asset and Capital Management	18	2	29/09/2025		Start date agreed	Audit brief issued
Data Quality	15	2	17/09/2025		Start date agreed	Audit brief issued
Estate Strategy	15	3	07/10/2025		Start date agreed	Audit brief issued
Risk Management (for constabularies and office of the police and crime commissioners offices)	14	3	25/11/2025		Start date agreed	Audit brief issued
Key Financials Controls	25	3	11/11/2025		Start date agreed	Audit brief issued
Limited Duties	20	3	02/12/2025		Start date agreed	Audit brief issued
Body Worn Cameras	14	4	27/01/2026		Start date agreed	Audit brief issued
Learning and Development	14	4	24/02/2026		Start date agreed	Audit brief issued
Follow-up	12					Follow-up ongoing and undertaken throughout the year
Annual Planning	2					Audit planning complete
Annual Report	2					

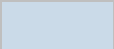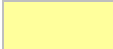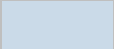|			
To be commenced	Site work commenced	Draft report issued	Final report issued

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System	Audit Days	Planned Quarter	Agreed Start Date	Audit Committee Reporting	Current Status	Comments
Audit Management	24					Audit management ongoing and undertaken throughout the year
Total Plan	**275**					

	To be commenced			Site work commenced			Draft report issued			Final report issued

Appendix C: Recommendations Status as at the 30th June 2025

Recommendations Summary:

Audit	Implemented / No longer relevant since last Audit Committee	Not due / Newly Added	Overdue	Comments
Absence Management - Limited Duties				Reported in the private audit committee section
Data Quality			1	
Out of Court Disposals				Reported in the private audit committee section
Data Protection and FOI	1			
Total Recommendations	**1**		**1**	

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Recommendations implemented since the last Audit Committee meeting:

Audit	Recommendation	Priority	Management Comments	Original Due Date	Revised Due Date	Responsible Officer	Update
Data Protection / Freedom of Information	Work to continue to ensure that FOIs are responded to within target.	3	Measures have been introduced following the data breach that impact the turnaround times of FOI requests. Compliance rates are monitored monthly at the Information Management Steering Group. Any blockers are reviewed at the strategic FOI meeting and actioned as necessary. The level of risk this presents is tolerated with the above in place.	16/05/25		Head of Information Management/Information Compliance Manager	This has been addressed, compliance rates are being monitored and are escalated where appropriate.

Recommendations overdue:

Audit	Recommendation	Priority	Management Comments	Original Due Date	Revised Due Date	Responsible Officer	Progress
23/24 Data Quality	An appropriate solution to be sourced to address the legacy data errors.	3	The Genie/Clearcore project is currently on hold and the manual solution remains in place and will continue.	31/03/25	30/06/25	Head of Information Management	Work is ongoing to address this. The responsibility for this recommendation has been reassigned to Head of Information Management who is looking to address this. This was originally assigned to Senior Records Manager. A revised due date has been requested.