

CHIEF CONSTABLE OF STAFFORDSHIRE

Follow Up – Data Quality Niche Implementation (Governance) (05.18/19)

Internal audit report 6.19/20

FINAL

10 December 2019

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1. EXECUTIVE SUMMARY

Background

We have undertaken a review to follow up on progress made to implement the nine previously agreed management actions from the following review:

- 5.18/19 Data Quality - Niche Implementation (Governance).

Conclusion

Taking account of the issues identified in the remainder of the report and in line with our definitions set out in Appendix A, in our opinion the Chief Constable of Staffordshire has demonstrated **good progress** in implementing agreed management actions.

Our review confirmed that seven management actions were considered 'fully implemented', and two had been 'superseded' and captured and tracked as part of the Force wide MTFs and our Contract Management audit report (2.19/20)

Progress on actions

The following table includes details of the status of each management action:

Implementation status by review	Number of actions agreed	Status of management actions				
		Impl. (1)	Impl. ongoing (2)	Not impl. (3)	Superseded (4)	Completed or no longer necessary (1) + (4)
5.18/19 Data Quality - Niche Implementation (Governance)	9	7	0	0	2	9
Total	9	7	0	0	2	9

2 FINDINGS AND MANAGEMENT ACTIONS

Status	Detail
1	The entire action has been fully implemented.
2	The action has been partly though not yet fully implemented.
3	The action has not been implemented.
4	The action has been superseded and is no longer applicable.
5	The action is not yet due.

Data Quality – Niche Implementation (Governance) 5.18/19

Original management action / priority The Force will formally review the completion of Phase one, document the findings and present any lessons learned from the completion of phase one to the Niche Project Working Group. Any amendments required for Phase two will be discussed with Boeing and implemented. Actions or amendments will be tracked via an action plan.
(High)

Audit finding / status **Implemented (1)**

We reviewed a copy of the WP29 Records Management System - Phase 1 Mobilisation Deliverable Review and Lessons Learnt report which was created on 16 January 2019. Review confirmed that the report contained the following sections:

- Introduction;
- Deliverables and Success Criteria;
- Recommendations;
- Review of Each Deliverable;
- Lessons Learned from Phase 1;
- Summary of Risks and Opportunities; and
- Contingencies.

The report accompanied the Niche Phase Two Business Case which evidences that consideration had been given to the lessons learnt from Phase One at the time of the decision being made to sign off on Phase Two. Review of the Phase 2 Business Case confirmed that it had been signed off by both the Finance Business Partner and the Commercial Business Partner on 16 January 2019.

We received a copy of the Force Niche Action Log which showed that there were 104 completed actions, with two actions outstanding. The Log contained details of the action as well as recording action owners and target dates for implementation.

Data Quality – Niche Implementation (Governance) 5.18/19

Original management action / priority The assumptions included in the costing model should be specific to Niche costings and supporting evidence should be provided where assumptions have been stipulated within the Business Case.
The proposed savings included within the Business Case should then be mirrored within the Force wide savings programme and tracked accordingly, ideally broken down between Phase one and Phase two.
(High)

Audit finding / status **Superseded (4) – Management action is captured as part of the MTFS**
We reviewed the Business Case for Phase 2 and confirmed that there is a table of cost savings. Under the table there is a list of assumptions that have been made in order to make the saving calculations, these savings had been directly taken from the original KPMG business case and adjusted to reflect the Force’s establishment FTE calculation. We were advised assumptions have been challenged through regular communications with Boeing and these were documented in a bullet point list format.

Management Action 1	Management action	Responsible Owner:	Date:	Priority:
	The proposed savings included within the Business Case should then be mirrored within the Force wide savings programme.	Jennifer Mattinson, Head of Corporate Services John Bloomer – Chief Finance Officer	31 March 2020	Medium

Data Quality – Niche Implementation (Governance) 5.18/19

Original management action / priority The aims, objectives and purpose of the Business Case should be clarified prior to the submission of the document to the Strategic Governance Board for approval, to clarify what the project aims to achieve.
(High)

Audit finding / status **Implemented (1)**
We reviewed a copy of the Phase 2 Business Case and confirmed that it clearly outlines the aims, objectives and purpose of Niche within the Executive Summary. The Business Case contained version control which showed that it was created on 16 January 2019. Review of the Police Extraordinary Strategic Governance Board minutes from 18 January 2019 confirmed that the Business Case for Phase 2 was approved.

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Original management action / priority Version control should be included in the Phase two Proposal Document to highlight and demonstrate the changes that have been made following discussions/clarifications with Boeing.
(Medium)

Audit finding / status **Implemented (1)**
We were informed that the Proposal Document is a Boeing document and therefore it is Boeing's decision on whether to include version control. We were assured by the Head of Corporate Services that a discussion with Boeing took place and the Force were provided with a version of the Proposal Document which contained version control. We obtained a copy of the updated version of the Boeing Proposal Document and confirmed that it included the document version number and the most recent date the document had been updated.
We obtained a copy of the Niche Phase 2 Business Case document and confirmed that the Force had included a detailed version control which included the following, in a list format, with one row for each change to the document:

- Version;
- Date;
- Author; and
- Change.

Further investigation identified that the

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Original management action / priority Responsibility should be assigned to a key officer to formally have oversight and the ability to challenge Boeing on their performance and delivery as part of the overall strategic partnership to date.
(High)

Audit finding / status **Implemented (1)**
Since our original audit the Force have recruited to the role of Force Niche Project Manager. Review of the Job Description for the Niche Project Manager confirmed that it contained three key areas:

- Managing the Project;
- Managing the Relationships; and
- Managing the Scopes.

Each area set out the responsibilities of the Niche Project Manager; together they would achieve oversight of the project and of Boeing. We have therefore considered that this management action has been implemented.

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Original management action / priority The Force will consider appointing an overall project lead for the Niche Project. This individual will have a clear set of roles and responsibilities and will report into the appropriate governance forum and overall Force lead for the Boeing strategic partnership.
(High)

Audit finding / status **Implemented (1)**

We confirmed that the Force have appointed a Niche Project Manager who commenced employment on 8 April 2019. Review of their job description confirmed that they have a well defined role with responsibilities split into three areas:

- Managing the Project;
- Managing the Relationships; and
- Managing the Scopes.

We have also confirmed by review of the minutes for the Niche Implementation Working Group held on 10 July 2019, that the Niche Project Manager provided a Monthly Status Report. We also confirmed that the minutes showed the Project Lead was present at the meeting. We have therefore confirmed that this management action has been implemented.

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Original management action / priority Future changes made to the contract between Boeing and the Force should follow a formal change control structure. Any variance from the initial proposal should be highlighted along with a justification for the variance. The procedure should cover activities such as capturing and examining the change, the proposal and decision of the change and how the change will be implemented.
(High)

Audit finding / status **Superseded (4)**

In a meeting with the Head of Commercial Services we were informed that all contract variations are treated in line with the Contract Standing Orders which specifies that *'All requirements for contracts modifications and variations must be requested through Commercial Services for further advice'*. Further review of the Contract Standing Orders confirmed that they detailed the variation signatory requirements for all values of contract and that budgetary approval evidence must be provided to the Commercial Services Team before any variation can be signed.

We have agreed an action regarding contract variation procedures in the **2.19/20 Contract Management** report. We have therefore agreed that this action is superseded as follows:

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“Where contract variations are created as part of the Service Agreement, the Commercial Team will ensure that signatures by representatives of both parties are included on supporting documentation.”

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Original management action / priority Evidence of completion of the delivery of Phase one will be documented by the Force to show that Boeing have completed each of the stages of the contractual payment milestones in line with the proposal document.
(High)

Audit finding / status **Implemented (1)**
We obtained a copy of the report: WP29 Records Management System - Phase 1 Mobilisation Deliverable Review and Lessons Learnt. The document was created by the Niche Projects Team on 16 January 2019 and contains a table of Phase 1 deliverables. Review of the table shows that all deliverables have been accepted, with the report detailing justification for this acceptance. The report concluded that Phase 1 of the project could be closed, with the first payment being authorised. We have therefore confirmed that this management action has been implemented.

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Original management action / priority The reporting structure for the governance of the Niche project will be clarified prior to the formal approval of the Niche Project to ensure that the routes for escalation are clear.
Attendance will need to be monitored to ensure the key officers are consistently in attendance. (High)

Audit finding / status **Implemented (1)**
We were informed by the Head of Corporate Services and Directorate Project Lead that issues can be escalated as required to Directorate Boards and the Transformation Board. For more urgent issues there is also the ability to escalate to the weekly Force Executive meeting if required.
Through review of the Niche Phase 2 Business Case we confirmed that there are clear escalation and reporting routes from the Niche implementation group which is evidenced by a flowchart stipulating that the Niche working group reports to the Directorate Boards and the

Data Quality – Niche Implementation (Governance) 5.18/19

Force Executive Meeting, where more urgent decisions are necessary. Review of Directorate Board meeting minutes confirmed that the Niche project was being discussed on an ad hoc basis and included a standing agenda item of a 'Transformation Update' where the Business Change Register was reviewed on an exception basis.

On review of the Niche Working Group minutes we confirmed that attendance is consistent with requirements.

APPENDIX A: ACTIONS COMPLETED OR SUPERSEDED

From the testing conducted during this review we have found the following actions to have been fully implemented and superseded.

Assignment title	Management actions
Data Quality – Niche Implementation (Governance) 5.18/19	Implemented The Force will formally review the completion of Phase one, document the findings and present any lessons learned from the completion of phase one to the Niche Project Working Group. Any amendments required for Phase two will be discussed with Boeing and implemented. Actions or amendments will be tracked via an action plan. (High)
Data Quality – Niche Implementation (Governance) 5.18/19	Implemented The aims, objectives and purpose of the Business Case should be clarified prior to the submission of the document to the Strategic Governance Board for approval, to clarify what the project aims to achieve. (High)
Data Quality – Niche Implementation (Governance) 5.18/19	Implemented Version control should be included in the Phase two Proposal Document to highlight and demonstrate the changes that have been made following discussions/clarifications with Boeing. (Medium)
Data Quality – Niche Implementation (Governance) 5.18/19	Implemented Responsibility should be assigned to a key officer to formally have oversight and the ability to challenge Boeing on their performance and delivery as part of the overall strategic partnership to date. (High)
Data Quality – Niche Implementation (Governance) 5.18/19	Implemented The Force will consider appointing an overall project lead for the Niche Project. This individual will have a clear set of roles and responsibilities and will report into the appropriate governance forum and overall Force lead for the Boeing strategic partnership.

Assignment title	Management actions
	(High)
Data Quality – Niche Implementation (Governance) 5.18/19	<p>Superseded in 2.19/20 Contract Management report</p> <p>Future changes made to the contract between Boeing and the Force should follow a formal change control structure.</p> <p>Any variance from the initial proposal should be highlighted along with a justification for the variance. The procedure should cover activities such as capturing and examining the change, the proposal and decision of the change and how the change will be implemented.</p> <p>(High)</p>
Data Quality – Niche Implementation (Governance) 5.18/19	<p>Implemented</p> <p>Evidence of completion of the delivery of Phase one will be documented by the Force to show that Boeing have completed each of the stages of the contractual payment milestones in line with the proposal document.</p> <p>(High)</p>
Data Quality – Niche Implementation (Governance) 5.18/19	<p>Implemented</p> <p>The reporting structure for the governance of the Niche project will be clarified prior to the formal approval of the Niche Project to ensure that the routes for escalation are clear. Attendance will need to be monitored to ensure the key officers are consistently in attendance. (High)</p>

APPENDIX B: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The internal audit assignment has been scoped to provide assurance on how the Chief Constable of Staffordshire manages the following area:

Objective of the area under review

Management has introduced effective systems for the monitoring of implementation of management action and management actions are implemented in line with the agreed timescales, specifically in relation to the Data Quality – Niche Implementation report (05.18/19).

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

This will include the agreed recommendations made in the Data Quality - Niche Implementation 5.18/19 report.

Limitations to the scope of the audit assignment:

The review only covers audit recommendations previously made and does not review the whole control framework of the areas listed above, therefore we are not providing assurance on the entire risk and control framework.

We will only review those recommendations due for implementation at the time of the review.

Where the indication is that recommendations have been implemented, we will undertake limited testing to confirm this. Where testing has been undertaken, our samples have been selected over the period since actions were implemented or controls enhanced. Our work does not provide any guarantee or absolute assurance against material and/or other errors, loss or fraud.

Where relevant to the recommendation being followed up, we will ascertain whether policies / procedures / documentation have been established but we have not assessed whether these are fit for purpose.

Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

Please note that the full scope of the audit can only be completed within the audit budget if all the requested information is made available at the start of the audit, and the necessary key staff are available to assist the audit process during the audit. If the requested information and staff are not available we may have to reduce the scope of our work and/or increase the audit budget. If this is necessary we will agree this with the client sponsor during the audit.

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