



## Internal Audit action update for live plans

### 1. 2017 Policy Pay Processing Procedures

2	Audit / Inspection	<b>OWNER:</b>	Melanie Willmott (06704)
		<b>DATE ACTION SET:</b>	31/03/2017
	On Track	<b>DUE DATE:</b>	31/03/2020
		<b>RECOMMENDATION:</b>	Rec 2 (Page 6) Payroll should ensure that key processes are documented and kept in a central location accessible to all appropriate staff. Payroll Manager plans to document all relevant processes over the next 9 months.
	Priority Medium	<b>ACTION:</b>	As processes are carried out, a procedure note should be produced. A full procedure manual will be kept electronically and as a hard copy. Payroll manager to review and update current documented processes by March 2018 and to produce documentation for all other procedures by 30 September 2018.
		<b>LATEST UPDATE:</b>	Progress Update: (23/05/2019) Progress has been made on this, the action has been reassigned to the new payroll manager. However, a risk based approach is currently in operation as to documenting those procedures that are business critical Reviewer's Comments: (30/01/2020) Due to reassignment, agreement has been made to extend the delivery date of this action until the end of the financial year. Meetings to further progress this area have been scheduled for the near future.

### 2. 2017 Police IT Governance

1	Audit / Inspection	<b>OWNER:</b>	Justine Kenny (25988)
		<b>DATE ACTION SET:</b>	11/10/2017
	Completed	<b>DUE DATE:</b>	28/02/2019
		<b>RECOMMENDATION:</b>	The roles and responsibilities of the governance groups involved with the contract between Boeing and the Force are not fully documented with approved terms of reference to highlight their commitments, responsibilities and attendees. This may result in a lack of accountability in the event of groups failing to meet or exceeded their expected role.
	Priority Low	<b>ACTION:</b>	While the governance structure within the Force is undergoing change, it is recommended that a mapping exercise is completed to identify any gaps or differences between the governance arrangements of the two parties, which would provide transparency and allow for arrangements to be made to align both governance structures. It is recommended that a handbook or terms of reference is created for each governance group involved in the contract between Boeing and the Force to provide clarity on their roles, commitments and attendees so enable new and existing members of staff to provide further visibility.
		<b>LATEST UPDATE:</b>	Progress Update: (07/01/2020) Over the last few months we have been engaged in discussions with BDUK in relation to bringing an end to the existing Strategic Partnership. This has now been agreed and work is underway to bring our Technology Services back in house. This has meant that we suspended

some of the existing governance arrangements, whilst those discussions were underway. In reaching agreement, we have now put into place a new governance structure, the aims of which will be captured in a detailed Exit Plan. That Exit Plan is currently under development and will be finalized by 15 January. A draft is attached, which you will see highlights the Adrestia Governance Board, which reports into an Adrestia Executive Board. This in turn will report into the Strategic Governance Board. All work relating to BDUK between now and the date of transition (1 July 2020) will be overseen through these Boards. [File Attached] Reviewer's Comments: (07/01/2020) These actions were not signed off at PEEL 17/12/2019 and await a comprehensive update before signing off is considered at the next PEEL board in February.

2	Audit / Inspection	<b>OWNER:</b>	Justine Kenny (25988)
		<b>DATE ACTION SET:</b>	11/10/2017
	Completed	<b>DUE DATE:</b>	31/01/2019
		<b>RECOMMENDATION:</b>	There is a lack of transparency and consistent communication between the supplier and the business on what changes are due and when
	Priority Low	<b>ACTION:</b>	It is recommended that communication protocols are sufficient and consistent between all required parties, noting the changes that are due to happen and when they will happen.
		<b>LATEST UPDATE:</b>	Progress Update: (07/01/2020) Over the last few months we have been engaged in discussions with BDUK in relation to bringing an end to the existing Strategic Partnership. This has now been agreed and work is underway to bring our Technology Services back in house. At this stage in the life of the contract, there is therefore little merit or appetite to make any changes to the way in which BDUK communicate with users across the force. A new service desk facility will be put in place WEF 1 July 2020 and therefore at this stage we will ensure communications are timely and appropriate. Reviewer's Comments: (07/01/2020) These actions were not signed off at PEEL 17/12/2019 and await a comprehensive update before signing off is considered at the next PEEL board in February.
3	Audit / Inspection	<b>OWNER:</b>	Justine Kenny (25988)
		<b>DATE ACTION SET:</b>	11/10/2017
	Completed	<b>DUE DATE:</b>	30/06/2019
		<b>RECOMMENDATION:</b>	It may become challenging to effectively manage a large amount of changes if reviews are only performed annually
	Priority Low	<b>ACTION:</b>	Depending on the outcome of the Annual Service Review, it is recommended that further consideration is given to managing and tracking changes to the contract effectively, especially if a large number of changes are required to further align to the Force's needs. It would be advisable to review supplier delivery and the contract more frequently, for example bi-annually or quarterly. In addition, as part of regular reviews there should be an exercise completed to provide assurance that all items listed within the contract are being delivered and none are being missed.
		<b>LATEST UPDATE:</b>	Progress Update: (07/01/2020) Over the last few months we have been engaged in discussions with BDUK in relation to bringing an end to the existing Strategic Partnership. This has now been agreed and work is underway to bring our Technology Services back in house. The annual service pricing review and discussions on legacy contractual arrangements have all now been subsumed within the agreement reached to bring the contract to an end. I therefore recommend this action is closed. Reviewer's Comments: (07/01/2020) These actions were not signed off at PEEL 17/12/2019 and await a comprehensive update before signing off is considered at the next PEEL board in February.

### 3. 2018 Management of Property Store

2	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
		<b>DATE ACTION SET:</b>	08/05/2018
	On Track	<b>DUE DATE:</b>	28/02/2020
		<b>RECOMMENDATION:</b>	Property is stored in multiple locations and one area of the store is accessible to non-property staff (Site Supervisor)
	Operational Support	<b>ACTION:</b>	A more suitable location should be found for property stores (see Recommendation 1) Loose items should be moved from the bays accessible to the site supervisor and Property Staff should consider securing the contents of the forensic fridges (e.g. with seals or padlocks).
		<b>LATEST UPDATE:</b>	Progress Update: (29/09/2019) Business case submitted. Awaiting estates strategy to be delivered by 25th Oct for next steps Reviewer's Comments: (14/01/2020) Agreed between Governance Head and business head that date will be extended until 28/02/2020 for update to be provided as improvement plan is currently in progress. - WP
3	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
		<b>DATE ACTION SET:</b>	08/05/2018
	On Track	<b>DUE DATE:</b>	28/02/2020
		<b>RECOMMENDATION:</b>	Non-compliance issues including failure to record seal and exhibit numbers, incorrect sealing of evidence and inadequate descriptions have been identified during the audit.
	Operational Support	<b>ACTION:</b>	Property Manager to continue to promote Property procedures across Force and provide education to Officers, this includes ensuring procedures are displayed in Holding Stores. In addition to this the Property Manager should re-evaluate review processes and continue to investigate the use of management information to introduce a quality assurance system which ensures the following; 1.Ch. Insp. Hulme has direct oversight of a Detained Property Action Plan that includes non-compliance issues and an escalation process. 2.Posters to be designed providing appropriate guidance to officers and placed at prominent position including holding stores. Scales to be replaced at all sites. 3.Ch. Insp. Hulme to spend a minimum of two days a month in the Property Stores to support the escalation process and promote team meetings. 4.To agree and implement a process whereby property staff begin to address issues of quality and non-compliance.
		<b>LATEST UPDATE:</b>	Progress Update: (17/10/2019) 17/10/2019 - messages to staff have continued around standards, seizure of exhibits and continuity of property. All posters in current property stores have been refreshed and provide guidance to officers around procedures, in particular cash handling. Routine check of standards and feedback is in place for all property staff with greater oversight from the property manager. Feedback is given to officers and their supervisors, real time as issues are found. October audits of drugs and firearms have seen a much improved picture around seizure, mark up and packaging of exhibits. No discrepancies found on this occasion. Reviewer's Comments: (14/01/2020) Agreed between Governance Head and business head that date will be extended until 28/02/2020 for update to be provided as improvement plan is currently in progress. - WP

4	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
	On Track	<b>DATE ACTION SET:</b>	08/05/2018
	Operational Support	<b>DUE DATE:</b>	28/02/2020
		<b>RECOMMENDATION:</b>	A receipt should be issued and a copy retained on file for all items which are not destroyed but instead are returned/donated to a third party. Compliance with this should be monitored as part of quality assurance and corrective action taken where patterns of non-compliance emerge.
		<b>ACTION:</b>	1.Ch. Insp. Hulme has direct oversight of a Detained Property Action Plan that includes the disposal of property. 2.Re-enforce through the quality improvement and escalation process
		<b>LATEST UPDATE:</b>	Progress Update: (17/10/2019) Quality assurance and monitoring processes are in place and no issues of none compliance identified to date. As per last update. Reviewer's Comments: (14/01/2020) Agreed between Governance Head and business head that date will be extended until 28/02/2020 for update to be provided as improvement plan is currently in progress. - WP

#### 4. 2018 Key Financial Controls

7	Audit / Inspection	<b>OWNER:</b>	Julian Owen (06797)
	Completed	<b>DATE ACTION SET:</b>	05/12/2018
	Priority Low	<b>DUE DATE:</b>	31/12/2019
		<b>RECOMMENDATION:</b>	(6b) - A New Creditor Request (NCR1) form is completed by the member of staff who wants a new supplier set up. This form captures details such as the name of the requestor, date requested, reason for set up, supplier detail and who the goods are to be used by (PCC, Police, Both). The declaration 'I confirm that I hold no pecuniary or other interest in the business of the supplier named above and no connection with the supplier that could be deemed as a conflict of interest or compromise in integrity of Staffordshire Police' is then signed and dated by the requestor.
		<b>ACTION:</b>	Furthermore, a review of the NCR1 and NCR2 forms will be carried out for the following to ensure the form: contains only data fields that are required to be captured; captures the name of and when the details on the form are entered onto the Finance system; captures the name of and who checked that the details entered onto the Finance system are correct and complete; The NCR2 form captures a signed and dated declaration for the supplier to confirm details are accurate/correct; The new procedure and forms will be shared with all relevant staff.
		<b>LATEST UPDATE:</b>	Progress Update: (30/01/2020) Revised NCR1 and NCR2 forms have now been developed and are in the process of being circulated to appropriate business areas to begin using - January 2020 Reviewer's Comments: (15/10/2019) Delivery date extended to end of year by request of S151.

8	Audit / Inspection	<b>OWNER:</b>	Julian Owen (06797)
	Completed	<b>DATE ACTION SET:</b>	05/12/2018
	Priority Medium	<b>DUE DATE:</b>	31/12/2019
		<b>RECOMMENDATION:</b>	Amendments to supplier details can only be undertaken by the Procurement Assistants. These are completed following notification from the supplier.
		<b>ACTION:</b>	A form will be developed for supplier amendments which will capture the following: Details of the supplier amendment notification; Date of the notification; Record of the confirmation from the supplier that the requested changes are genuine using contact details held on the finance system. This will

be supported by a record of the date the action was completed and who the action was completed by; and A second member of staff will sign and date the form to confirm that the details have been entered onto the Finance system to ensure that there is segregation of duties between those who contact the supplier to seek confirmation of the change and those who make them.

**LATEST UPDATE:** Progress Update: (26/11/2019) A form has now been created to record changes made to supplier's details and is now in use. Wherever possible the confirmation and the changing of the details in the system will be done by different members of Purchasing Team staff, however due to the number of staff being small this will not always be possible or practical Reviewer's Comments: (15/10/2019) Delivery date extended to end of year by request of S151.

9	Audit / Inspection	<b>OWNER:</b>	Jasraj Purewal (25840)
		<b>DATE ACTION SET:</b>	05/12/2018
	On Track	<b>DUE DATE:</b>	31/12/2019
		<b>RECOMMENDATION:</b>	An authorised signatories list is not in place.
		<b>ACTION:</b>	The listing of authorised signatories and specimen signatures should be located in order to ensure that nonpop invoices are authorised and processed appropriately.
	Priority Medium	<b>LATEST UPDATE:</b>	Progress Update: (21/08/2019) All invoices should ideally be POP so currently working through identifying the NON pop invoices and understanding which directorate and responsible person should sign for these invoices. Reviewer's Comments: (15/10/2019) Delivery date extended to end of year by request of S151.

## 5. 2019 Cash Seizures

1	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
		<b>DATE ACTION SET:</b>	21/03/2019
	On Track	<b>DUE DATE:</b>	28/02/2020
		<b>RECOMMENDATION:</b>	Review of the Cash Seizure Procedure shows that the following areas are included: Operational Action; PACE Seizures; POCA Seizures under sections 294 to 298; Appendix A – Seizure of Seizure of Cash Process Map; Appendix B – Counting Cash Good Practices, and FIU Contact Criteria; Appendix C – Cash Values Seized Under £1000; Appendix D – Transfer of Cash; Appendix E – Key Contact Details; and Appendix F – Property Management System (PMS) Records. Though the procedure contains the effective date, review period and next date of review, the procedure does not contain the officer who is responsible for reviewing the procedure.
		<b>ACTION:</b>	The Cash Seizure Procedure will be updated to include the reviewing party, to ensure that the procedure is approved at the correct level in the organisation.
		<b>LATEST UPDATE:</b>	Progress Update: (17/10/2019) The cash seizure Policy will be reviewed again following the implementation of NICHE, as there are references to property management records. Although the seizure side of the policy/procedures are all update to date. The policy is owned by FIU but as it has done previously can come through to CJ management for further review and approval through the appropriate governance structures. Reviewer's Comments: (14/01/2020) Agreed between Governance Head and business head that date will be extended until

		28/02/2020 for update to be provided as improvement plan is currently in progress. - WP	
2	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
		<b>DATE ACTION SET:</b>	21/03/2019
	Completed and Signed Off	<b>DUE DATE:</b>	31/12/2019
	Priority Medium	<b>RECOMMENDATION:</b>	Review of the safes showed that no amounts exceeding £10,000 were held at these sites. Three amounts with values exceeding £10,000 were held in the finance safe at Stafford HQ. A safe log is held that details who has opened the safe, on what date and the purpose for the safe being opened. For cash deposits/removals, one escort is required to sign the log to show removal of the cash from the safe, however the log does not show the amount of escorts on site to remove the cash as only one signature is included per transaction. Review of the carrying condition provided by the insurer included the following numbers of escorts required: (a) up to GBP10,000, it shall be accompanied at all times by at least 1 (one) responsible Employee; (b) up to GBP25,000 but in excess of GBP10,000, it shall be accompanied at all times by at least 2 (two) responsible Employees; and (c) up to GBP50,000 but in excess of GBP25,000, it shall be accompanied at all times by at least 3 (three) responsible Employees; and (d) in excess of GBP50,000, it shall be carried by a professional security company approved by the Insurer or 4 (four) responsible Employees with one or more holding the rank of "Officer". We have therefore agreed a management action to ensure that the log held for the finance safe records the signature of each of the escorts to ensure there is evidence of compliance with the insurance policy for cash amounts held
		<b>ACTION:</b>	The log held for the Finance safe held at Staffordshire HQ will be updated to include the signatures of the escorts collecting cash from the safe to evidence that cash is being carried in line with the insurance policy.
		<b>LATEST UPDATE:</b>	Progress Update: (28/10/2019) A review the forms used and the policy has been updated accordingly with these regulations. (a) up to GBP10,000, it shall be accompanied at all times by at least 1 (one) responsible Employee; (b) up to GBP25,000 but in excess of GBP10,000, it shall be accompanied at all times by at least 2 (two) responsible Employees; (c) up to GBP50,000 but in excess of GBP25,000, it shall be accompanied at all times by at least 3 (three) responsible Employees; (d) in excess of GBP50,000, it shall be carried by a professional security company approved by the Insurer or 4 (four) responsible Employees with one or more holding the rank of "Officer". The log has also been updated so that it is signed by each escort going forward. Action complete. Reviewer's Comments: (06/01/2020) Agreed at PEEL 17/12/2019 Action is completed and Signed off
3	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
		<b>DATE ACTION SET:</b>	21/03/2019
	On Track	<b>DUE DATE:</b>	28/02/2020
	Priority Medium	<b>RECOMMENDATION:</b>	For each of the three sites, we selected a sample of 20 cases where cash had been seized to identify how the cash had been processed on the system. Ten cases were selected from the cash safes to be identified on the Property Management System (PMS) and ten were selected from the PMS to the cash safes. Following the review, we noted that there were cases where the evidence bag was not signed to show segregation of duties when counting cash amounts for evidence. Ideally two officers counting the cash should sign the evidence bag to demonstrate both accountability and segregation of duties in place.
		<b>ACTION:</b>	In the event of a cash seizure, the Force will ensure: Evidence bags will be signed off by two officers to demonstrate both accountability and segregation of



duties is in place; Evidence bag numbers are included on the system. In the event that a seal is broken for counting and cash amounts are re-bagged, the updated bag number will be included on the PMS; Cash amounts will be listed on the PMS system to aid the Force to accurately note the current amounts of cash in safes, ensuring they are in line with insurance limits.

**LATEST UPDATE:** Progress Update: (17/10/2019) Property managers continue to monitor compliance with this around accountability and segregation of duties. Internal cash audits in August and October did not highlight any issues or non compliance. This action has also gone on to ensure the integrity of cash audits and where there are 2 officers completing, that both sign to verify any action taken. The records of all audits have been updated and saved appropriately. Reviewer's Comments: (14/01/2020) Agreed between Governance Head and business head that date will be extended until 28/02/2020 for update to be provided as improvement plan is currently in progress. - WP

4	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
		<b>DATE ACTION SET:</b>	21/03/2019
	Completed and Signed Off	<b>DUE DATE:</b>	30/04/2019
	Priority Low	<b>RECOMMENDATION:</b>	Audits on cash values included in the safe are undertaken by the Property Team where possible. No organised dates are held for the audits, but they usually take place throughout the year. As part of the audits that are performed, a report is generated by the PMS system to ascertain whether the entries are present in the safes, with actions being taken where these are not met to ensure these are included on the system. The most recent audits took place at sites on the following dates: Burton – 7 October 2018; Cannock – 31 January 2019; Hanley – 22 October 2018. Review of the sample of sheets used by the Property Team to audit the safes showed that no signatures were included on the audit sheets to confirm who had performed the audit. By signing the audit sheets demonstrates both accountability and evidence that at least two members of staff have taken part in the audit process. It also safeguards Officers in the event of any discrepancies or complaints
		<b>ACTION:</b>	Audit sheets will be signed by the members of the Property Team reviewing the safes to ensure that cash amounts are being reviewed with at least two members present.
		<b>LATEST UPDATE:</b>	Progress Update: (17/10/2019) Full cash audits have been completed at Burton and Cannock June/August 2019 and Hanley October 2019. These were with 2 members of staff present and audit documentation signed as verified by both. An updated audit sheet has been devised to ensure ongoing compliance. Reviewer's Comments: (06/01/2020) Agreed at PEEL 17/12/2019 Action is completed and Signed off
5	Audit / Inspection	<b>OWNER:</b>	Ci Clare Caddick (00874)
		<b>DATE ACTION SET:</b>	21/03/2019
	On Track	<b>DUE DATE:</b>	28/02/2020
	Priority Medium	<b>RECOMMENDATION:</b>	Where cash is no longer needed to be held on site, it is collated with other cash values to be banked by the Property Manager. Cash amounts are counted by the Property Manager with an accompanying Property Officer before being taken to the bank. In the event the notes are damaged, they are sent to the Bank of England to be replaced as legal tender. Review of the most recent bank deposits made for each of the sites showed that the cash amounts reconciled to the paying in slips sent to the bank, which were stamped as received by the bank. We noted however in two cases the list of items to be banked was signed off by one officer and in one case the list was not signed.

**ACTION:** The Force should consider implementing a threshold above which cash amounts are taken to be banked, to reduce high amounts of cash being taken to be banked in one transaction. Where cash amounts are banked, the list of cash amounts will be signed by two officers to evidence they are being counted and reconciled by two individuals.

**LATEST UPDATE:** Progress Update: (17/10/2019) We have implemented best practice across all audits and where cash amounts are taken for banking then this will always require 2 signatories. A review of all paperwork and audit records has been completed. Reviewer's Comments: (14/01/2020) Agreed between Governance Head and business head that date will be extended until 28/02/2020 for update to be provided as improvement plan is currently in progress. - WP

6

Audit / Inspection
Completed and Signed Off
Priority Low

**OWNER:** Ci Clare Caddick (00874)

**DATE ACTION SET:** 21/03/2019

**DUE DATE:** 30/04/2019

**RECOMMENDATION:** The Insurance Manager holds a list of each of the safes held by the Force, including their location, make, model, and insurance limit. The most recent review of safes was undertaken in April 2018. The amounts listed for the safes reviewed ranged from £15,000 to £50,000 for Burton, Cannock and Hanley. The finance safe held at HQ was reviewed to be insured for £1,000,000. Review of the audit sheets on site for seven of the ten safes showed the amounts were below their insured limit. We were informed by the Chief Inspector that the amounts listed for three safes at the Hanley site did not have the amounts listed in the safes. We have therefore agreed a management action.

**ACTION:** Following the cash safe audits taking place, the amounts found in the safes will be logged to ensure that the amounts do not exceed the insured limits.

**LATEST UPDATE:** Progress Update: (17/10/2019) Cash safes at Hanley have been relocated and a new additional safe sourced to better manage cash seizures in line with the insurance limits. All amounts are logged to ensure that these are not exceeded. Reviewer's Comments: (06/01/2020) Agreed at PEEL 17/12/2019 Action is completed and signed off

7

Audit / Inspection
On Track
Priority Low

**OWNER:** John Bloomer (26316)

**DATE ACTION SET:** 21/03/2019

**DUE DATE:** 28/02/2020

**RECOMMENDATION:** Burton/Cannock/Hanley Review of each of the three sites showed that a holding safe was in place, where officers were able to deposit cash, but cash could only be removed by property officers. Cash safes are included in locked rooms on each of the three sites, where the keys to the room are locked away in the offices of the Property Manager/Officers. At the Burton and Hanley sites, keys to the Property Officer's room are given to the front office to restrict access and at the Hanley site, access to the room is through keypad access. Stafford HQ The safe used by Finance contains two locks where nine members of staff have access to either one, or both codes. The safe is held in an alarmed room where only the nine members of staff know the code to un-activate the alarm. Access to the block is restricted through access cards and passwords upon entering and leaving the building. We were informed by the Finance Officer that the Force are able to obtain an audit log from the safe provider of when the safe has been opened, however this has not been performed. We have therefore included a suggestion for the Force to obtain the log to reconcile against the Force's manual log mentioned above to ensure no additional access to the safe has taken place.



**ACTION:** Consideration will be given to contacting the finance safe provider to obtain an electronic log of entries to the safe. The log will then be reconciled against the Force's manual log to ensure no additional access to the safe has taken place.

**LATEST UPDATE:** (17/10/2019) This is something that we are still considering around how we can use an electronic log of entries from the safe provider to check against manual logs.

## 6. 2019 Savings Programme

1	Audit / Inspection	<b>OWNER:</b>	Paul Ross (25684)
		<b>DATE ACTION SET:</b>	21/03/2019
	Completed	<b>DUE DATE:</b>	31/12/2019
		<b>RECOMMENDATION:</b>	The Business Change Governance Overview is not currently held electronically in a central location which is accessible to all staff therefore is not currently easy to access.
	Advisory	<b>ACTION:</b>	The Business Change Governance Overview Document will be saved (electronically) in a location which is accessible by all Directorate Leads and other staff members it relates to. Once the location of the document has been decided, the file name path will be circulated to all staff. The document will be encrypted to remove the risk of unauthorised changes being made and only the owners of the document will have editable rights.
		<b>LATEST UPDATE:</b>	Progress Update: (15/10/2019) Work has been on-going between the change and Communications team to identify a practical/pragmatic way of making this available. The proposal is to achieve this via publishing within a 'business change' section of the forces Intranet. It is envisaged that this will be achieved by the end of the year. Reviewer's Comments: (30/01/2020) Update given by Business change team: The business change governance overview document is no longer relevant, and has been superseded by other work in this area. This work has now been refreshed and brought into the "Case for Change" which is currently being developed in both form and process on the force intranet. This will improve interactions and allow a better understanding from a universally accessible location. Agreed by Governance head action is completed.
2	Audit / Inspection	<b>OWNER:</b>	Paul Ross (25684)
		<b>DATE ACTION SET:</b>	21/03/2019
	Completed	<b>DUE DATE:</b>	30/04/2019
		<b>RECOMMENDATION:</b>	We were informed that Directorate Leads were involved in the creation of the Business Change Governance Overview document, however currently there is no formal training provided to Directorate Leads on the processes included. Furthermore, the Business Change Governance Overview document is not included within the induction for new starters. There is a risk that the processes will not be fully complied with if formal training is not provided.
	Advisory	<b>ACTION:</b>	Formal training will be implemented and all Directorate Leads who have a responsibility to comply with the Business Change Governance Overview will receive training. The training will assist in a consistent message being delivered and needs to be priority and specific to the expectations and the purpose and delivery of the Business Change document and processes. All Directorate Leads will attend the training. Furthermore, the training will be provided to any new starters who will have a responsibility to comply with the Business Change Governance Overview.

**LATEST UPDATE:** (15/10/2019) The current Directorate Leads are still those that were involved in the original design and development of the Business Change Process and associated governance, which is comprehensive setting out force process, individual responsibilities/accountabilities and governance and reporting structures. Relevant training/awareness sessions will be delivered to new Directorate and Executive leads. In addition training packages are being developed to deliver skill-transfer re specific 'change' tools & techniques for those directly involved in Directorate led projects. The team is also delivering a business change segment on the force's ASPIRE development programme (first session scheduled for mid-November) which is open to all interested staff. A standard suite of project documentation/templates is in-train, referenced to the force project cycle at each stage. The Business Change Process document is also being updated to reflect organisational learning over the last year and will be signed off with the Directorate Leads in PMM.

3	Audit / Inspection	<b>OWNER:</b>	Paul Ross (25684)
		<b>DATE ACTION SET:</b>	21/03/2019
	Completed	<b>DUE DATE:</b>	30/04/2019
	Advisory	<b>RECOMMENDATION:</b>	The PMM is a key performance monitoring meeting for the programme of business change. In addition to this, the PMM is a decision-making forum which approves whether a business change opportunity moves through transition from the 'Identify' stage to the 'Evaluate' stage within the processes. Specific to the Identify to Evaluate Stage it states that the PMM: 1. Approve the transition of viable business change opportunities into the evaluate phase 2. Approve the expenditure of resource to conduct further analysis on the business change opportunities. 3. If required, approve the request of RFC(s) (and associated cost) to obtain detailed pricing information from suppliers. At present, notes are taken for the PMM meetings rather than minutes which proposes a risk of the meetings not formally being represented by the notes taken because of the responsibility and nature of such a meeting.
		<b>ACTION:</b>	The Programme Management Meeting will be minuted to ensure that key decisions are documented, to ensure there is a structure, actions are driven forward, measurement of performance are clearly document and the ownership is clearly stated.
		<b>LATEST UPDATE:</b>	(15/10/2019) PMM minutes are now documented (and reviewed by the chair) together with actions. However PMM is not a decision making body which is referenced in the TOR. Change highlight reports are also now presented and considered at Force Strategy Board (Transformation Board) together with Directorate updates - this is the decision making forum for force business change.

## 7. 2019 Financial Management (including follow up)

1	Audit / Inspection	<b>OWNER:</b>	John Bloomer (26316)
		<b>DATE ACTION SET:</b>	21/03/2019
	Completed	<b>DUE DATE:</b>	30/04/2019
	Priority Medium	<b>RECOMMENDATION:</b>	Ref 1 - We obtained the Financial Regulations which were in draft at the time of review and confirmed that they were in the process of being updated. We were able to evidence the changes made in relation to the layout and content of the documents. We were informed that a draft version of the Financial Regulations would be presented at the Strategic Governance Board meeting

in March 2019. The Financial Regulations will require a further review during 2019/20 to reflect structural changes and roles and responsibilities.

**ACTION:**

The Financial Regulations will be subject to revision for the new structure during the 2019/20 financial year and will be updated and formally approved later in 2019/20.

**LATEST UPDATE:**

(21/05/2019) Approved new financial regulations for the 19/20 year. awaiting publication on OPFC website

2

Audit / Inspection
Completed
Priority Medium

**OWNER:**

John Bloomer (26316)

**DATE ACTION SET:**

21/03/2019

**DUE DATE:**

31/05/2019

**RECOMMENDATION:**

Ref 1 - On review of the organisation chart, we were able to confirm the new finance team structure. Through discussions with the Chief Finance Officer and Head of Finance, we were able to confirm that all four posts had been filled. We confirmed that three of the four positions were filled from November 2018 and a fourth finance business partner had been more recently recruited to the organisation. We did however note that there was no guidance or timetable in place which defined responsibilities of key staff and when they are required to perform certain activities for the production, monitoring, review and reporting of the financial information that is being produced and reported on a monthly basis. Through discussions with the Chief Finance Officer and Head of Finance we were able to confirm that the Force would be putting a timetable in place for the 2019/20 financial year to define the roles and responsibility and key deadlines for activities of those within the finance team. This will ensure that the financial information produced and reported on a monthly basis is completed in an effective and efficient manner

**ACTION:**

A Timetable/Reporting schedule will be developed for 2019/20 which identifies the responsibilities of key staff and when they are required to perform certain activities for the production, monitoring, review and reporting of the financial information.

**LATEST UPDATE:**

(09/10/2019) Time table in place by the Deputy S151 Officer

3

Audit / Inspection
Completed
Priority Medium

**OWNER:**

John Bloomer (26316)

**DATE ACTION SET:**

21/03/2019

**DUE DATE:**

30/04/2019

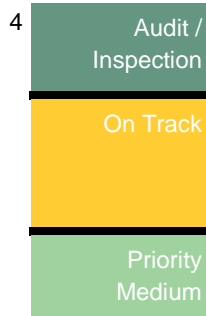
**RECOMMENDATION:**

Ref 2 - We obtained the MTFP and confirmed that the Force has moved to a directorate structure through a delivery of the change programme (all planned savings, investments and capital projects) had been devolved down to directorates. Through review of the MTFP we were able to confirm that the Savings Proposals were identified by Directorates and each directorate plan identified the following information: Service; SRO; Savings Type; Description; and When the savings would be delivered. We confirmed that for all savings presented within the MTFP at the FSB meeting in February 2019, the above fields were complete, and no gaps remained with Senior Responsible Owners. We were also able to confirm that the MTFP appendices outlined a summary of the total savings proposals which were £5.47m for 2019/20. We confirmed these matched directly with the savings proposals identified within the report to the Police, Fire and Crime Panel in January 2019. We did however note that there was limited evidence available to confirm that the risks and assumptions had been considered for the delivery of the savings plan and the impact on the delivery and the quality of service had been formally documented and agreed by the FSB. There is a risk that if the risks

and assumptions have not been formally communicated to the FSB those approving the Savings plans may not be fully aware of the assumptions and risks faced when delivering the plans. This may impact decision making.

**ACTION:** The risks and assumptions associated with the delivery of the Savings Plans will be clearly documented and monitored and reported upon internally, as part of the governance framework.

**LATEST UPDATE:** (09/10/2019) Now completed and managed through the PMM process



**OWNER:** John Bloomer (26316)

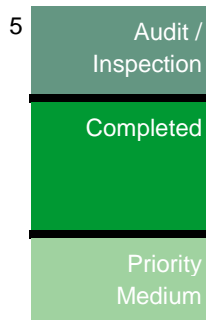
**DATE ACTION SET:** 21/03/2019

**DUE DATE:** 31/12/2019

**RECOMMENDATION:** Ref 3 - We noted that the financial reporting processes had been simplified since our last review and there was a clear process being completed to reach the data produced on a monthly basis. We completed walkthrough testing of the processes completed to reach the data which is used within the finance reports produced for the Finance Panel, FSB and SGB. In addition, there was clear involvement of Finance Business Partners and Budget Holders in the processes to ensure that the correct expenditure is allocated to the correct code and a clear comparison can be completed of the actual's vs the budget. We did however note that most of the process was being completed by the Head of Finance Business Partnering & Deputy Section 151 Officer and there were no procedure notes which identified how the data reported was produced. There is a risk that without a clearly documented procedure which identifies how the data is produced for the Finance Reports, there is a risk that data may not be produced for a period of time, in the event of the Head of Finance Business Partnering & Deputy Section 151 Officer not being available.

**ACTION:** The Force will develop procedures which identify how the financial information is extracted, analysed and reported. The Force will also ensure there are multiple individuals who are able to complete the processes completed by the Head of Finance Business Partnering & Deputy Section 151 Officer. Furthermore, despite the efficiencies brought in to the monthly reporting, the Force will continue to consider the implementation of reporting tool which will reduce the level of manual intervention even further.

**LATEST UPDATE:** Progress Update: (09/10/2019) Reporting tool to be considered as part of the collaboration with Fire and the move to one system Restructure with Fire will allow for the creation of a head of financial planning and development to deputise for the HOBP Reviewer's Comments: (15/10/2019) Delivery date extended to end of year by request of S151.



**OWNER:** John Bloomer (26316)

**DATE ACTION SET:** 21/03/2019

**DUE DATE:** 31/05/2019

**RECOMMENDATION:** Ref 4 - As part of our previous audit of Financial Management, we used IDEA to output a sample of manual journals for further testing, relating to those account codes demonstrating unusually large balance changes over the financial year. We were able to confirm that appropriate supporting documentation was in place for each journal, and that each journal had been appropriately coded based on the nature of the supporting documentation. We discussed the processes being completed as at February 2019 and noted that there were no significant changes made to the process, with the exception of the introduction of a Virement form that needs to be signed prior to the posting. While we recognise that the authorisation of all journals may create a significant resource burden, without a process for authorising

journals above certain thresholds, there is a greatly increased risk of inaccurate or inappropriate journals being posted.

**ACTION:**

The Force will agree a process for sample testing high-value journals to test the accuracy and appropriateness of journals being posted from the 2019/20 financial year.

**LATEST UPDATE:**

(09/10/2019) Now forms part of the year end 18/19 audit assign action to Kirsten Courtney