



STAFFORDSHIRE POLICE, FIRE & CRIME COMMISSIONER AND CHIEF CONSTABLE OF STAFFORDSHIRE

Management Action Tracking

Final

Internal audit report: 8.20/21

28 April 2021

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1. EXECUTIVE SUMMARY

With the use of secure portals for the transfer of information, and through electronic communication means, remote working has meant that we have been able to complete our audit and provide you with the assurances you require. It is these exceptional circumstances which mean that 100 per cent of our follow up audit has been conducted remotely.

Background

As part of the approved internal audit plan for 2020/21, a follow up review was undertaken to confirm that those management actions reported as completed to the Ethics, Transparency and Audit Panel (ETAP) have been fully implemented.

The review comprised of the 27 management actions agreed in the following assignment reports which were reported as fully complete at the October and December 2020 ETAP meetings:

- Overtime 9.18/19;
- Contract Management – Boeing (Governance arrangements) 2.19/20;
- Savings Programme (Part 2) 7.19/20; and
- Workforce Planning 10.19/20.

For those actions that have been categorised as low priority, we have accepted management confirmation regarding their implementation. For those actions categorised as high and medium priority, we have obtained and validated supporting evidence to confirm their implementation.

At the time of audit, the corresponding action plan for the Follow Up - Procurement Contract Management (Kier Facilities Ltd) 9.19/20 report was still in progress, and therefore this will be reviewed as part of our next follow up audit once all actions have been marked as complete.

Conclusion

Taking account of the issues identified in the remainder of the report, the Organisation has demonstrated **good progress** in implementing agreed management actions. We have confirmed that all 27 management actions reviewed have been implemented (18) or superseded (9) and therefore validate that their completed status is accurate.

Details of all the implemented and superseded actions are included at Appendix A to the report.

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					Completed or no longer necessary (1)+(4)
		Implemented (1)	Implementation ongoing (2)	Not implemented (3)	Superseded (4)	Not yet due (5)	
Overtime 9.18/19	7	5	0	0	2	0	7
Contract Management - Boeing (Governance arrangements) 2.19/20	7	0	0	0	7	0	7
Savings Programme (Part 2) 7.19/20	11	11	0	0	0	0	11
Workforce Planning 10.19/20	2	2	0	0	0	0	2
Implementation status by management action priority	Number of actions agreed	Status of management actions					Completed or no longer necessary (1) + (4)
		Implemented (1)	Implementation ongoing (2)	Not implemented (3)	Superseded (4)	Not yet due (5)	
Low	11	9	0	0	2	0	11
Medium	13	9	0	0	4	0	13
High	3	0	0	0	3	0	3
Totals	27	18	0	0	9	0	27

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
<u>Overtime 9.18/19</u>	<p>Superseded</p> <p>The Force will enter negotiations with the local Police Federation with the purpose of the inclusion of a deadline for when overtime forms can be submitted for approval, to reduce the risk of 'old' overtime forms being submitted, approved and paid.</p> <p>Medium</p> <p><i>(The reasoning for the action to be superseded is that the Force cannot impose a time limit on overtime claims. However, there is an enhanced control now in place with Management having the ability to view real time information via Origin and the ability to have oversight of the timely submission of claims)</i></p> <hr/> <p>Implemented</p> <p>The Force will establish thresholds to identify where TOIL balances have exceeded 'normal' amounts. Any excessive TOIL balances will be investigated to ensure that they have been authorised correctly, and that arrangements are in place to offset proportions of TOIL through time, rather than balances being converted to payment.</p> <p>Medium</p> <hr/> <p>Implemented</p> <p>Following establishment of the thresholds for excessive TOIL balances, the thresholds will be communicated to all staff to ensure there is increased awareness of the levels of TOIL accrued by staff. The Force should then consider whether sample checks on the authorisation of the claim for individuals with high balances to see whether these have been correctly authorised should be undertaken.</p> <p>Medium</p> <hr/> <p>Superseded</p> <p>The Force will consider whether it is feasible for TOIL balances not to automatically convert to payment after 90 days in order to increase the amount of TOIL balances which should be offset through time, rather than payments to officers. The increased TOIL balances resulting from this change should then be managed by budget holders to offset proportions of TOIL through time, rather than TOIL converting to payment.</p> <p>Medium</p> <p><i>(The reasoning for the action to be superseded is that the Force do not wish to move away from the national/standard Police T&C's. In addition, TOIL balances are now managed with directorates, together with Finance Business Partners, which has seen a reduction in TOIL balances exceeding 90 days)</i></p> <hr/>

Assignment title	Management actions
	<p>Implemented</p> <p>Reports from the Business Intelligence page will be used to identify areas where there is an increased spend in overtime for any periods. Where these are identified, monitoring of future overtime spend for the relevant party will take place to ensure that reductions in the amount of overtime spent is taking place.</p> <p>Medium</p>
	<p>Implemented</p> <p>Consideration will be given to whether extracts from the Business Intelligence page will be presented in the monthly update meetings, to highlight any areas where there have been significant areas of overtime spend and for remedial action to be taken.</p> <p>Low</p>
	<p>Implemented</p> <p>The Business Intelligence reports will be processed on a periodic basis to identify any individuals who have not yet processed overtime claim forms. Any individuals with high levels of outstanding overtime claims can then be prompted to process their outstanding overtime claims for approval.</p> <p>Medium</p>
<p><u>Contract Management - Boeing (Governance arrangements) 2.19/20</u></p>	<p>Superseded</p> <p>The Commercial Team will ensure that KPIs are reviewed and updated on a regular basis to ensure that these are realistic in terms of the ability of Boeing to meet the performance targets and appropriate in terms of the KPIs being in line with the requirements of the contract to realise benefits for the Force.</p> <p>Furthermore, the Commercial Team will ensure that KPI data provided by Boeing is scrutinised independently to confirm the accuracy of the data provided. This could be performed through sample testing of cases included in KPI reporting.</p> <p>Medium</p> <p><i>(The reasoning for the action to be superseded is that the action is no longer relevant – the agreement between the Force and Boeing has been terminated)</i></p> <hr/> <p>Superseded</p> <p>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.</p> <p>Low</p> <p><i>(The reasoning for the action to be superseded is that the action is no longer relevant – the agreement between the Force and Boeing has been terminated)</i></p>

Assignment title	Management actions
	<p>Superseded The IT Risk Register (both Boeing and Force) will be presented by Boeing at each IT Service Delivery Group meeting to ensure that the Group has oversight of the risks present with the delivery of both operational and transformational work packages</p> <p>Medium <i>(The reasoning for the action to be superseded is that the action is no longer relevant – the agreement between the Force and Boeing has been terminated)</i></p>
	<p>Superseded The IT Strategic Delivery Group will update the Action Log to ensure that all actions have a completion date attached.</p> <p>Low <i>(The reasoning for the action to be superseded is that the action is no longer relevant – the agreement between the Force and Boeing has been terminated)</i></p>
	<p>Superseded Technical Assurance Board meetings will be formally resumed between the Force and Boeing to ensure that the Force are able to review the performance of Boeing's decisions in their provisions of IT services in line with the IT service agreement.</p> <p>High <i>(The reasoning for the action to be superseded is that the action is no longer relevant – the agreement between the Force and Boeing has been terminated)</i></p>
	<p>Superseded The Force will re-introduce / re-appoint a Chief Technical Officer (or equivalent to ensure scrutiny) who is responsible for discussions between Boeing and the Force and is able to scrutinise the performance of Boeing to ensure that the decisions being made by Boeing reflect value for money and are appropriate.</p> <p>High <i>(The reasoning for the action to be superseded is that the action is no longer relevant – the agreement between the Force and Boeing has been terminated)</i></p>
	<p>Superseded The Force should ensure that third party representatives attend the strategic internal meetings for only the relevant agenda items that affect their area of business.</p> <p>High <i>(The reasoning for the action to be superseded is that the action is no longer relevant – the agreement between the Force and Boeing has been terminated)</i></p>

Assignment title	Management actions
<u>Savings</u> <u>Programme (Part 2)</u> <u>7.19/20</u>	<p>Implemented</p> <p>Once the Business Change – Governance Overview document has been updated, the Programme Management Office will create a checklist type document, underpinned by a set of template documents, for completion by relevant Directorate Leads for every Business Change, to ensure a consistent approach to Programme Management. The checklist will include (this list is not exhaustive):</p> <ul style="list-style-type: none"> Clearly define the Force's expectations of Directorates for each of the four phases in the Governance Framework (Identify, Evaluate, Implement, Measure [or equivalent]); Specify all of the required stages and relevant templates (i.e. case for change, business case, progress updates); and Specify the Committee(s) and/or Board(s) which will need to approve the Business Change's progression to the next phase. <p>The Checklist will be underpinned by a set of templates for completion by the relevant Directorate and Project Leads. The purpose of the checklist is to provide a mechanism for the Programme Management Office to have assurance and oversight that the tasks delegated to the Directorates have been managed and completed as expected.</p> <p>Medium</p>
	<p>Implemented</p> <p>The Business Change – Governance Overview document will be updated to reflect the way the PMO will work, going forward, considering the reduction in staffing which is set to be achieved as at 1 April 2019.</p> <p>Low</p>
	<p>Implemented</p> <p>The Business Change Register will be updated to include the following:</p> <ul style="list-style-type: none"> Version control showing at least when the Register was most recently updated; The 'Type' column will be completed for every line on the Business Change Register; A column for 'Work Package' or 'Business as Usual', to be filled in once agreed in the PMM; and <p>Where programmes proceed with the 'Work Package' programme structure, the Business Change Register must also record the relevant PMO Project Lead or consultant Project Manager's name, not only the Directorate Lead.</p> <p>Low</p>
	<p>Implemented</p>

Assignment title	Management actions
	<p>The PMO and Finance will consider ways that the MTFS Savings Tracker and Business Change Register can be amalgamated to allow simultaneous use of one live document ensuring that savings figures being reported by each are accurate and up to date.</p> <p>Low</p>
	<p>Implemented</p> <p>The Programme Management Office will ensure that the Programme Management Meeting Action Log is fully updated at every meeting, including the Decision Log tabs, to evidence whether each Business Change has been 'approved' to move to the 'Evaluate' stage.</p> <p>Low</p>
	<p>Implemented</p> <p>There were various formats of documents being used by each Directorate in the Business Change process (Case for change, risk analysis). No issues were identified, however, considering the size of the Force and the various working locations, the PMO should structure the Business Change process to ensure it is treated consistently throughout the Force and Directorates. (As per Management Action 1).</p> <p>Medium</p>
	<p>Implemented</p> <p>We understand that many of the Business Changes on the Register predate the Governance Overview document, however, as the Business Change Register is central to the whole Governance Framework supporting the Business Change process and acting as a database, all cells should be consistently updated to include the key information as specified in the Governance Overview document. (See Management Action 3).</p> <p>Low</p>
	<p>Implemented</p> <p>All Business Change documentation will be saved (electronically) in a location available to the PMO and relevant Directorate Leads which will contain all documents required by the checklist. The PMO will periodically select a sample of Business Changes to confirm that Directorates are following the checklists and evidencing each relevant step required.</p> <p>Low</p>
	<p>Implemented</p> <p>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.</p> <p>Medium</p>

Assignment title	Management actions
	<p>Implemented Formal training will be implemented to ensure that all operational members of staff who have a responsibility to comply with the Business Change Governance Overview document (including Directorate operational staff) will receive training. The training will assist in providing a consistent message to all relevant staff and needs to be specific to the expectations, purpose and delivery of the Business Change process outlined in the Business Change Governance document.</p> <p>Medium</p>
	<p>Implemented 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.</p> <p>Medium</p>
<u>Workforce Planning 10.19/20</u>	<p>Implemented The Force will ensure that the Supplies Team receive routine updates of the Training and Recruitment figures in the Turnover Timeline, to ensure that they can plan in advance and have uniform ready for use, prior to Officers' start dates.</p> <p>Low</p>
	<p>Implemented The Force will ensure that a Terms of Reference document is created for the Operational Workforce Planning meeting to stipulate the purpose, type of coverage and required attendance of the meeting. The actual attendees at each meeting should also be recorded in the relevant minutes and action plan document.</p> <p>Low</p>

APPENDIX B: SCOPE

Scope of the review

This document sets out the key information relating to the internal audit assignment, including the dates and agreed deadlines, the internal audit team and client staff to be involved, and most importantly the scope of the assignment, including the limitations to the scope.

Objective of the area under review

Management has introduced effective systems for the monitoring of implementation of agreed management actions and ensuring that these are implemented in line with the agreed timescales.

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

The following areas will be considered as part of the review:

This follow up review will include the 27 management actions agreed in the following assignment reports which were reported as completed at the October and December 2020 ETAP meetings:

- Overtime 9.18/19;
- Contract Management - Boeing (Governance arrangements) 2.19/20;
- Savings Programme (Part 2) 7.19/20; and
- Workforce Planning 10.19/20.

The following limitations apply to the scope of our work:

- 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 ascertain the status of recommendations through discussion with management and review of the most recent recommendation tracking report presented to the ETAP. Where the indication is that recommendations have been implemented, we will undertake limited testing/seek supporting evidence to confirm this. Where testing has been undertaken, our samples have been selected over the period since actions were implemented or controls enhanced.
- 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.
- The results of our work are reliant on the quality and completeness of the information provided to us.
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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We have no responsibility to update this report for events and circumstances occurring after the date of this report.

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