SUMMARY OF RECOMMENDATIONS

Audit Report & Recommendations	Priority 1 or 2	Timescale for completion of Recs.	Manager Responsible	Date of JIAC Mtg Recs. Presented To
Benefits Realisation – March 2018 **Rec 4.1** – The lessons learned process should be split into two parts. The first part should consider the management of the project, the governance processes, and how the Project Manager/Board dealt with any arising issues. The second part should consider the final implementation and handover of the project, as well as any service delivery impacts from the project. Lessons learned logs should be reviewed by the Change Board after completion to identify any key process changes which they may want to reflect in the Change Manual. **Management Response** Agreed that this is an area for improvement. Current lessons learned that are captured are not accessible to new projects and programmes to allow issues not to be repeated or best practice to become embedded. Not all lessons learned will need to be reviewed at the Change Board however. As the Strategic Board, I would expect the Change Board to hear lessons learned by exception so that they can be actioned and affect future projects and programmes, but change practitioners (Project Managers. Project Support, Business Leads) should be able to access a central database where lessons learned are captured in their entirety. This will allow subject specific searches and better analysis of low level, but consistent problems that require improvement. It is suggested that a IT based solution may be appropriate, and the Continuous Improvement Unit will scope the creation of a Wiki or Sharepoint as a suitable product. **Managers Update As At 17.10.18** – A problem profile for this requirement has been created for the Technology Futures Programme to consider what the preferred technology solution is within the current programme of improvement. **Managers Update As At 07.01.19** – The force is currently developing use of a Sharepoint Site as its principle Portfolio Management tool. The requirement to capture lessons learned is being incorporated into its development and future use. **Managers Update As At 21.02.19** – ICT are developing the use of the current Sharepoint software to incorporate the requirement to capture lessons learned. It is hoped that this can be achieved without the purchase of additional systems. Development is taking place by a small number of ICT staff with the right knowledge and experience, who are also currently engaged in major ICT programmes. **Managers Update As At 13.06.19** – Sharepoint software development still under development. Early feedback suggests that the current version may not support the effective sharing and learning of lessons. Further work is ongoing to explore suitable systems to maintain the effective collation and sharing of lessons learned. Lessons learned reports are being created and shared with the Change Board as they are completed. In May 2019, the lessons learned from the Mobile Data Project were presented, considered and discussed by the Change Board. This recommendation is now complete.	2	**Original Timescale** 30.09.18 **Revised Timescale** 01.01.19 **Revised Timescale** 31.01.19 **Revised Timescale** 30.04.19 **COMPLETE**	Continuous Improvement Manager	25.07.18 23.01.19

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Health & Safety – September 2018 **Rec 4.4** – There should be a clear set of documents in place which address the gaps that have been identified in the training area, which include – creating a training policy, completing a skills matrix and developing a review tool to monitor completion and outstanding training. **Management Response** – The Force are in the process of finalising a skills matrix which identifies the skills and training required by each role. We recognise that there is a scope of work activity required in respect of our People Development function and a variety of work is in progress. This includes the review of all existing courses, the learning/training required by roles within the Force and the monitoring of the completion of such training. **Managers Update As At 20.03.19** – This work has not yet been concluded due to other work commitments, work will continue in relation to this recommendation. **Managers Update As At 19.06.19** – A list of training levels has been completed and force roles have been assigned to each one. The policy will stipulate what training each role needs.	2	**Original Timescale** 31.03.19 **Revised Timescale** 30.09.19	Head of L&D / HR and L&D Contract Manager	23.01.19
Procurement – November 2018 **Rec. 4.4** – The SPU should review the current reporting capabilities that would allow them to undertake a regular review of expenditure and identify opportunities to put more cost effective contracts in place. The SPU should review the reporting capabilities that would demonstrate the levels of contracted and non-contracted expenditure to confirm controls are working as intended. **Management Response** – This is currently being undertaken in the P2P process review and testing process of the CPA module in t-police. **Managers Update As At 28.03.19** – Testing has commenced in the test environment, if this is successful it will be rolled out live. This work should be completed by 30 June 2019. **Managers Update As At 20.06.19** – There have been some issues with how the approvals of the contracts (BPAs/CPAs), which is currently being worked on by CapGemini, however, testing is still on track to be completed by 30.06.19.	2	**Original Timescale** 31.03.19 **Revised Timescale** 30.06.19	Head of Procurement	23.01.19

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Payments & Creditors – December 2018 **Rec 4.2** – The Force should retain records of *Employee Acknowledgement of Responsibilities for the Use of a Corporate Credit Card* statements, to ensure they can be held to account for their credit card use. The Force should consider retaining appropriate documentation to show audit trail of new credit cards. The Force should consider providing clarity on the types of expenditure for which corporate credit cards are to be used. The Force should consider how credit card expenditure is independently reviewed to confirm the expenditure on credit cards has been appropriate. **Management Response** – **(i)** An acknowledgement form will be created to state their credit limit and the recipient will need to sign to say they have read the credit card policy and agree to their responsibilities as a card holder. **(ii)** The application forms will be prepopulated with the HQ address, so that no personal data is held and therefore no need to destroy the application. **(iii)** The credit card policy will be reviewed. **(iv)** A monthly report will be provided to Corporate Finance showing categories of expenditure by card holder. This will allow a check to take place and for any inappropriate expenditure to be challenged. **Managers Update As At 15.03.19** – Items i, ii and iv are complete / in place. Item iii – the policy was reviewed in January 2019, with changes made in light of the audit recommendations. Feedback was received from the finance team during February, changes made in response to the feedback. The policy is out for consultation with credit card holders during March, the effective date of the new policy will be 1 May 2019 **Managers Update As At 07.06.19** – Some minor changes were made following consultation, the policy was then sent to all credit card holders and for publishing on the intranet. This recommendation is now complete.	2	**Original Timescale** 31.01.19 **Revised Timescale** 01.05.19 **COMPLETE**	Head of Finance / DCFO	16.04.19

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Payroll – March 2019 **Rec 4.2** – Individuals should be reminded of the significance of attaching receipts to all claims made and in ensuring that the claim amount is in line with the receipt. **Managers Response** – We will look to send out communications to all staff reminding them of the importance of ensuring that the claims are submitted accurately. It was also be stressed that payroll are not responsible for checking 100% of expenses claims to ensure they are correct to receipts. **Managers Update As At 13.06.19** – A communication will be sent to all staff via Routine Orders reminding them of the importance of providing receipts. The entry will be in Routine Orders on Friday (28.06.19) and will be repeated on a monthly basis. This recommendation is complete.	2	**Original Timescale** 30.04.19 **COMPLETE**	Exchequer Services Manager	16.04.19
Property Management – May 2019 **Rec 4.2** – The issue of counting cash that has been seized was raised in the previous audit report where, due to the need to forensically preserve evidence, the instruction was to not count seized case. This issue, together with its impact on adherence to insurance levels, should be reviewed. **Managers Response** – The POCA Policy (PD207, reviewed 14 Jan 2019) refers to detained money and the Appendix attached clearly states that cash is not being counted.	2	**Original Timescale** Review POCA Policy – 31.01.20	Head of Crime	08.07.19
Property Management – May 2019 **Rec. 4.3** – Staff should be reminded to update Niche when items are moved from one location to another or if an item is disposed of. Where required, staff should be trained on how Niche should be updated. **Managers Response** – All property staff are trained on NICHE. All staff will be reminded about the need for accuracy and this will also be included in the updated training guides. The introduction of bar coding at main stations should also help reduce errors. **Managers Update As At 31.05.19** – Reminders have been sent to staff. This part of the recommendation is now complete.	2	**Original Timescale** Reminders to staff by – 30.04.19 **COMPLETE** Training Guides updated by – 31.10.19 Bar coding & Scanning introduced at all main stations by – 31.08.19	Business Support Manager, Support Services	08.07.19

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Property Management – May 2019 **Rec. 4.4** – Money seized during a case should be bagged and the bag should be signed by the case officer. Police officers should be reminded to sign the cash bag when submitting the item to the property management team. Furthermore, Staff members should be reminded that Niche should be amended when the cash items are moved from one location to another. **Managers Response** – It may not be the case officer seizing the cash. The bag should be signed by the seizing officer. Lincolnshire Police ECU have previously circulated a procedure for the officers to follow when seizing cash. Staff will be reminded of the need for accuracy. **Managers Update As At 31.05.19** – All staff have been reminded for the need of accuracy. This recommendation is now complete.	2	**Original Timescale** Reminders to staff of the need for accuracy by – 30.04.19 **COMPLETE**	Business Support Manager, Support Services	08.07.19
Property Management – May 2019 **Rec 4.5** – The Property Management Team should consult with the software providers as to whether Niche has, or can have, the reporting functionality to enable a disposals report to be run. **Managers Response** – This has always been an issue with NICHE. The regional property teams and the NICHE team in IT will be consulted to see what if any reports are available to us. **Managers Update As At 18.06.19** – It has been checked and confirmed that NICHE can produce a disposal property report. The recommendation is now complete.	2	**Original Timescale** 30.06.19 **COMPLETE**	Business Support Manager, Support Services	08.07.19