



MANAGEMENT AUDIT UNIT

CUMBRIA POLICE INTERNAL AUDIT REPORT

POLICE NORTH AREA BCU FOLLOW UP

Draft Report Issued: March 2006
Final Report Issued: March 2006

1.0 INTRODUCTION

- 1.1 This report summarises findings from a follow up review to North Cumbria BCU in March 2006 to the previous review of Financial Management; Planning; Performance Management and Risk Management, which was carried out in December 2004.
- 1.2 In December 2004, the overall assessment was satisfactory (though financial management was assessed as good) and the overall evaluation concluded that there was scope to develop controls around non-financial areas. The Area Commander at the time recognised this and an Action Plan was agreed in February 2005, with specific recommendations and timescales to complete these.
- 1.3 Since the original review, the management team and structure in North Cumbria BCU has changed. The following members of staff provided information during the follow up audit review:
- A. Davidson, Area Commander;
 - J.Rush, Superintendent (Operations);
 - J.Denwood, Performance Inspector;
 - A. Rogers, Finance Manager.

In addition Management Audit reviewed a number of documents and information held on Police systems. The monthly BCU performance meeting in March 2006 was also attended to observe the practical use made of performance data.

- 1.4 The recommendations made in this report are graded in accordance with their perceived importance. The grading falls into the following categories:
- Grade 1: Major recommendation that indicates a fundamental control weakness that must be addressed.
 - Grade 2: Recommendation which should be addressed in order to establish a satisfactory level of internal control.
 - Grade 3: Minor recommendation made to improve the system under review.
- 1.5 Progress against the original recommendations is summarised in Appendix 1. Where further action is required on outstanding recommendations these are included as Appendix 2 – Summary of Recommendations & Action Plan. The original recommendation numbers have been retained.

2.0 OVERALL EVALUATION & CONCLUSION

- 2.1 The evaluation of controls is based on testing carried out at the time of the audit, usually based on sampling. Management Audit assesses the controls operating in each audited area as 'good', 'satisfactory', 'fair' or 'weak'. This assessment is based on the number and grading of recommendations made.
- 2.2 Planning, performance and risk management arrangements in North Area BCU are generally good. Most of the 13 recommendations in the previous audit report have been implemented. The outstanding points are included in Appendix 2 but these are relatively minor and do not detract from the overall assessment.
- 2.3 There was evidence of ongoing performance review during 2005/06. These included actions arising from monthly local and Constabulary performance meetings, weekly reports to the ACC and quarterly reviews of the business plan. MAU attended a monthly performance meeting which confirmed that performance (in particular, the data in the performance packs from IMU) is thoroughly reviewed. Action points are prepared and taken up at subsequent meetings.
- 2.4 The 2006/07 local plan has already been agreed and this reflects longer-term targets set by the Constabulary. Team plans are currently being drafted to support the BCU plan and data has been gathered in 2005/06 to enable targets to be incorporated into team plans and individual PDR's.
- 2.5 A timetable for performance review in 2006/07 is in place and this includes provision for quarterly reviews of all LPT's and area support departments. This is a development of the current system.
- 2.6 Risks to achieving plans have been identified, together with actions to mitigate these. There was a recognised need to demonstrate a formal link to the Operations Board's risks, to ensure that these are adequately reflected in BCU plans. Additional training on business risk identification and management for managers below Area Commander level may be beneficial in developing this area.
- 2.7 Financial management was assessed as good at the previous audit and the only area revisited was to check progress on drafting a written scheme of financial delegation. This is required to demonstrate clear accountability for expenditure authorised on behalf of the Area Commander who is the sole budget holder.
- 2.8 Briefly documenting the performance management arrangements locally and how these fit into the corporate system would clarify processes and expectations, and may also better enable any review of these. A simple flowchart with key reports, responsible managers & dates would suffice.
- 2.9 One further factor that will enhance quality assurance (and hopefully improve performance and lessen risk) is the introduction of the Audit Manual for Standard Area Command Systems.

3.0 FOLLOW UP TO PREVIOUS AUDIT RECOMMENDATIONS

- 3.1 Details of progress against agreed actions are set out in Appendix 1.

PROGRESS AGAINST ACTION PLAN
(AT MARCH 2006)

REPORT REFERENCE	GRADE	RECOMMENDATION	PERSON RESPONSIBLE (to be completed by client)	AGREED / INTENDED ACTION (to be completed by client)	IMPLEMENTATION DATE (to be completed by client)
R1	2	Consideration should be given to the production of a formal written scheme of financial delegation, detailing officers responsible for the approval of invoices and orders.	DOF, Area Commander, Finance Manager	With centralisation of finance functions this objective needs to be progressed through close liaison with DOF to ensure corporacy across the force	31 st March 2005
		A written scheme of financial delegation detailing officers responsible for the approval of invoices and orders in North Area has not yet been drafted. This matter was considered by the Finance Management Group on 9 March 2006. It is proposed that this will form part of the annual budget acceptance process (where the Budget Holder acknowledges responsibility for their budget). The purpose of the audit recommendation was to make clear who has delegated authority from the Budget Holder to commit and approve expenditure, as the Budget Holder does not personally carry out these tasks. Further action required.			
R2	2	Performance measures included in the BCU plan should mirror those included in the Constabulary Policing Plan.	Insp Rutherford/ Insp Pannone	Measures to be incorporated into standard Policing Plan format circulated by HQ.	31 st March 2005
		The performance measures in the draft BCU plan for 2006/07 do reflect provisional measures in the draft Constabulary Policing Plan and in particular the target-setting document issued by Strategic Development Department. This reflects adjustments required to targets for 2006/07 as a result of actual performance in 2005/06, which are needed to ensure that 3 year targets (ending in 2007/08) are met. Targets will be revised once full-year data is available for 2005/06. Action complete.			

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R3	2	Local BCU targets for key performance measures should be included in the BCU plan.	Insp Rutherford/ Insp Pannone/Mark Clement	Measures to be incorporated into standard Policing Plan format circulated by HQ.	31 st March 2005
		There were some areas in the 2005/06 North Cumbria Plan where no targets were set. For 2006/07, the North Cumbria Plan has targets stated for all performance measures. The measures where there were no targets in 2005/06 have been removed from the 2006/07 plan. Action complete.			
R4	2	Planned efficiency gains should be included in the BCU plan.	Area Commander	Efficiencies to be a standing item on the quarterly Management Team agenda then fed into updated Efficiency Plan/Force Efficiency Plan.	30 th June 2005
		Both 2005/06 and 2006/07 plans have section sections on efficiency and progress against these is reported on a quarterly basis to the Efficiency manager within the Strategic Development Department. Action complete.			
R5	3	Consideration should be given to producing customised local information on Policing priorities and initiatives in the BCU area.	Insp Rutherford	Area Commanders précis or forward was a standard item in the 2003/2004 plan and was produced in leaflet form. This will be reintroduced in 2005/2006	31 st March 2005
		A leaflet reviewing North Cumbria performance in 2005 has been produced and is available to the public. The focus is on review rather than setting out objectives and targets for the future, but the document is in a user-friendly and attractive format. Action – Consider including forward plans/initiatives in the local document.			

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R6	2	The BCU should consider documenting its performance management framework.	Area Commander	The introduction of BCU Performance Managers is being debated at Force level currently. Not known at this stage if the bid for Performance Managers will be approved. This recommendation would be a key aspect of the new role. No additional work can be taken in this area until this decision is made.	31 st March 2005
		<p>There is a more structured approach to performance management than at the time of the last review and this has been driven by corporate requirements for the Constabulary as a whole. Monthly performance review meetings are held locally in advance (usually) of the monthly Force PDC's. These are inclusive and involve the extended management team. A timetable is in place for 2006/07 and this includes a significant development - the introduction of quarterly reviews for each LPT and support department in the area. Quarterly updates on performance against other areas in the local policing plan are submitted by action managers to the Performance Inspector, who collates and circulates an updated plan.</p> <p>With the development of the corporate Performance Dashboard, a lot of detailed information is available on a daily basis and managers are expected to review this and take into account when planning and allocating resources.</p> <p>Action – It would be useful to briefly document the performance management framework that is in place with timescales and responsible managers. The efficiency of the system should be periodically reviewed.</p>			
R7	3	Weekly Operations Reports should include targets for all areas in the BCU Control strategy (if these are the identified priority areas).	CI (ops)	Area Intelligence Unit to arrange.	31 st March 2005
		<p>The latest Weekly Operations Report was obtained and compared to the priorities in the current Area control strategy. 4 of the 6 priorities had targets on the weekly report. Criminal Damage statistics (divided between criminal damage & criminal damage to a vehicle) were shown but without targets. The Support Inspector confirmed that these were to be added for 2006/07. The final priority, (KSI) was not shown on the weekly report.</p> <p>Action – Consider including KSI target on weekly report as this is a key priority.</p>			
R8	2	The BCU should maintain an up-to-date record of all performance indicators in an updated copy of the approved plan so that this is available on a quarterly basis.	Insp Rutherford/IMU	Insp Rutherford will liaise with Information Management Unit to arrange.	30 th June 2005
		<p>This recommendation has been addressed but it has been agreed that there is no need to update the plan with PI data as most of this is included in the monthly performance packs, which are reviewed in detail locally and then at Force level (via full or interim Performance Development Conferences). The approved plan is updated quarterly for areas not included in the performance pack and this is emailed to managers and is also available on the intranet.</p> <p>Action complete.</p>			

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R9	2	The BCU should maintain an up-to-date record of progress on key steps in an updated copy of the delivery plan so that this is available on a quarterly basis.	Insp Rutherford	Delivery Plan is updated quarterly	30 th June 2005
		There is no longer a delivery plan but as stated above, there is now monthly reporting and review of performance data supplemented by quarterly updates to the local policing plan. In addition, quarterly reviews of LPT's and area support departments are scheduled for 2006/07. This will give the opportunity to review performance in more detail and to confirm actions being taken to address local variations in performance. Action complete.			
R10	3	The BCU should consider including best practice performance data in its plan, drawn from the BCU family grouping in the <i>iquanta</i> database, to set local targets in context.	Performance Manager/IMU	To be considered as part of 2005/06 planning process.	31 st March 2005
		Comparative data from other similar BCU's in the <i>iquanta</i> database is not specifically included in the BCU plan but performance against similar BCU's is reported and reviewed in the monthly performance packs. This was certainly considered at the performance meeting that MAU attended. The targets in the local BCU plan are extrapolated from the Constabulary's Policing Plan which has 3 year targets, linked to CDRP targets. Action complete.			
R11	2	The BCU should determine how performance management will be maintained and developed following loss of dedicated Support Inspector role.	Area Commander	Response as recommendation 6	31 st March 2005
		The Support Inspector role has been replaced by a dedicated Performance Inspector. The Performance Inspector is line-managed from the Strategic Development Department rather than the BCU, which helps in implementing corporate initiatives at area level and that emerging best practice is shared. The Performance Inspector is a key member of the BCU management team and is a valuable resource in Action complete.			

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R12	2	A BCU level risk assessment should be produced to include relevant corporate risks and specific local issues. An Action Plan should then be completed to clearly show what mitigating action is being taken to minimise the impact/likelihood of the risk materialising – to include a nominated risk manager and date for action	Area Commander	Business continuity plans are in the process of being developed.	1 st May 2005
		<p>A section on risks to achieving plans has been included in both 2005/06 and 2006/07 plans. These include actions to mitigate the risks identified. Progress on the actions has been included in updates to the local plan in Sept and Dec 2005. The extent to which identified risks were linked to those held on the Operations Board risk register was discussed and it is intended that more formal consideration of these is made, to ensure that relevant aspects are picked up in BCU plans. However, it was noted that risks related to custody (which are in the Operations Board's risk register) were reflected in the local plan.</p> <p>Action complete.</p>			
R13	2	Relevant BCU staff should be identified for training in risk management to enable BCU risk assessment and action plan to be completed.	Area Commander/ Insp Hall	Arrangements will be made for relevant BCU staff to attend risk management training	1 st May 2005
		<p>The Area Commander has received training on risk management. Other managers have had some relevant training (eg health & safety and risk assessment in the context of managing people), but have not had specific training on identifying and managing business risk.</p> <p>Action – Other managers should have training in identifying and managing business risk.</p>			

SUMMARY OF OUTSTANDING RECOMMENDATIONS & ACTION PLAN
(TO BE COMPLETED BY POLICE NORTH AREA HQ)

	GRADE	RECOMMENDATION	PERSON RESPONSIBLE (to be completed by client)	AGREED / INTENDED ACTION (to be completed by client)	IMPLEMENTATION DATE (to be completed by client)
R1	2	A formal written scheme of financial delegation, detailing officers responsible for the approval of invoices and orders needs to be agreed.	Anne Rogers	Production of document which clearly sets out delegated authority to commit and approve expenditure	30 April 06
R5	3	Consideration should be given to producing customised local information on future Policing priorities and initiatives in the BCU area. This could be included in the 2006 review document.	Insp Denwood	Liaison with Strategic Development to ensure that BCU element of Force Annual report includes key points from 2006/07 Policing Plan and priorities. Circulation date of document June 06.	30 June 06
R6	2	The BCU should document its performance management framework and keep this under review.	Insp Denwood	Production by 1 April 06 of Performance Management Framework that will be subject to ongoing reviews.	1 April 06
R7	3	Weekly Operations Reports should include targets for all areas in the BCU Control strategy (if these are the identified priority areas). Consider including target for KSI in 2006/07.	Insp Denwood	In conjunction with Strategic Development consideration been given to producing KSI data on a weekly basis via Performance Dashboard.	30 April 06
R13	2	Relevant BCU staff should be identified for training in risk management.	Supt Rush	Analyse Operations Board Risk Register for issues that directly affect BCUs and then include these issues in our policing plan. Enquire with Head of Legal Services regarding any training that can be provided by Force Insurers.	30 April 06

ACTION PLAN AGREED BY: Superintendent Rush

DATE: 27.3.06

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