

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

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Report of	CHIEF CONSTABLE
Subject	REVIEW OF CHANGE PROGRAMME
Date	TUESDAY 3 DECEMBER 2013 – 1.00 P.M.
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Purpose of Report

1. This report provides the Panel with an update on the recent internal audit carried out by Baker Tilley in relation to the Change Programme, and sets out emerging findings and the implications of those findings.

Recommendation

2. The Panel are recommended to note the contents of this report.

Summary

3. An audit of the Change Programme was undertaken in September 2013 by Baker Tilley, as part of the internal audit periodic plan.
4. The purpose of this audit was to review and provide assurance on the processes adopted by Leicestershire Police within our Change Programme.
5. A draft report has now been received by the Force. In brief, the draft report finds that;
 - Staff are committed to achieving the Change Plan and are aware of the importance of doing so.
 - The plan and accompanying appendices are considered to be a comprehensive document, but it is appreciated that there will be continuous updates as new projects are identified and progressed.
 - Ideas for cost savings and change had been sought from all levels of the organisation.
 - Processing change projects is only one part of the Change Programme and that other aspects include a cultural change programme and an active

continuous improvement team.

- In order to ensure that the work in the Change Team is effective and expanded into the future, resource capability and capacity needs to be reviewed.
- 6. The draft report finds that while the processes in place at this current time are sufficiently robust to help achieve the OPCC and Force strategic objectives and achieve the required savings, it is important that that the Change Programme be subject to constant review and update. 7 recommendations for action are included (6 categorised as low and 1 as medium).
- 7. The draft Conclusion of the auditors is that taking account of the issues identified, the OPCC and the Office of the Chief Constable can take reasonable assurance that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective. However, some issues were identified which if not addressed increase the likelihood of risk materialising in this area. The auditors also concluded that it is important to ensure that the Change Programme is kept under constant scrutiny as whilst monitoring of projects for 2014/15 are reasonably clear and results tangible, the reductions required for 2016/17 and beyond rely upon processes that are yet to be put in place and in some cases are reliant upon aspects beyond the immediate control of the organisation.
- 8. The Force has noted the findings of the draft report and is actioning the draft recommendations. In relation to the only medium category recommendation around resourcing for the team, an Outline Business Case for the provision of additional capability and capacity within the change team is being progressed. This includes soft-market testing with potential private sector suppliers of expertise.
- 9. The Change Programme will continue to be governed through the Change Board (chaired by the Force's DCC) and monitored via regular reporting to the Strategic Assurance Board (Chaired by the PCC).

Implications

Financial :	The Change Programme is an integral element of the Force's planning to meet the requirement of ongoing budget reductions as a result of the Comprehensive Spending Review.
Legal :	None.
Equality Impact Assessment :	An Equality Impact Assessment already forms part of the Change Programme methodology and supporting framework.
Risks and Impact :	The Change Programme has a risk register, linked to the Force risk register Orchid and the Force risk management strategy.
Link to Police and Crime Plan:	One of the key elements of the Change Programme is the ability of the Force following changes, to meet the Police and Crime Plan.

List of Appendices

None

Background Papers

Baker Tilley Internal Audit Report (7.13/14) CHANGE PROGRAMME (Revised Draft
6 November 2013)

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