

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP18/7

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
23 FEBRUARY 2018**

SUBJECT: UPDATE ON SUFFOLK INTERNAL AUDIT

SUMMARY:

1. On 8 December 2017 the Audit Committee received a follow up report from the Internal Auditors, TIAA, on internal audit recommendations undertaken throughout the year.
2. The Police and Crime Commissioner requested a report on implementing the recommendations, and this paper provides an update on the internal audit recommendations undertaken by TIAA.

RECOMMENDATION:

1. The Accountability and Performance Panel is asked to note the content of this report

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

- 1.1 This report sets out to cover the completed actions with full updates for the Audit Committee report which was dated 8th December 2017 and in turn completes action 3.16 from the Audit Committee Meeting.

3.16	Chief Constable to meet with the Internal Auditors and CFO to resolve the outstanding audit recommendations.	Chief Constable, CFO, Internal Auditors
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2. AUDIT COMMITTEE ACTIONS AND UPDATES

- 2.1 The actions directly taken from the Audit Committee report, and the updates from the Constabulary Departmental Heads are detailed below.

Audit Title	Recommendation	Priority	Management Response	Responsible Officer	Due Date	Revised Due Date	Latest Response
NSP1626 Information Technology Infrastructure Library (ITIL) framework Gap Analysis	IT Management to review the four Service Desk best practice areas not verified/not currently being implemented and to implement those areas considered to be appropriate for the organisation. The self-assessment questionnaires to be used to guide this process.	2	ICT Service Desk Manager alongside the Policy and Process Manager to review and consider for implementation the 4 remaining best practices currently not implemented.	ICT Service Desk Manager	31/10/2016	30/09/2017	A decision is to be made on the risk of not implementing this recommendation by management.

Update NSP1626

- 2.2 Following the review of the four outstanding processes it should be recognised that the ITIL framework is an information library designed on industry best practice for the for the effective delivery of ICT functions across the organisation. However, it should be noted that organisations can cherry pick and scale elements of the guidance to enhance their ICT delivery in a best practice setting.
- 2.3 Adoption of the full ITIL framework would require additional resources within ICT to develop, manage and monitor the processes and procedures that would enable full adoption. Therefore balancing the organisational needs against the resources/budget with ICT the Senior Management Team have put in place the following in response to the audit:-
- In terms of Incident Control, the Service Desk Manager is tasked to perform daily inbound call analysis, weekly & monthly “hotspot” identification and that Remote Support identify if the Problem Process needs to be followed and own accordingly;
 - Following a major Incident, the ICT Senior Management Team member performing the role of Incident Manager will own Communication with the Impacted Business Areas, with support from Service Desk (Who have the knowledge about locations and system usage).
- 2.4 The Change Manager will own the Problem Management Process (already documented and approved). The Norfolk and Suffolk Incident Summary document that was trialled previously for the “closedown” of a major Incident was agreed by the

Head of IT Operations as being a suitable template for both Incident and Problem summaries.

2.5 Working to IT Infrastructure and the Service Desk Institute (ITIL and SDI) Guidelines, these elements would support:

- Delivering great customer service;
- Reducing repeat calls (Waste);
- Eliminating duplication;
- Driving service improvements.

Audit Title	Recommendation	Priority	Management Response	Responsible Officer	Due Date	Revised Due Date	Latest Response
NSC1712 ICT – Disaster Recovery	Documents making up the IT Disaster Recovery response all require review to ensure that they are all signed and that review dates match where required. Review also required to take account of a recent major restructure within the IT department and include 3rd party vendor contact details and key SLA requirements for each. The framework of documents also overlap in terms of content. Hence the review should also attempt to rationalise the number of documents. Once the review is completed, ensure that all offline copies are updated. For example, copies issued to senior managers and the hard copies contained within the red folders at both ends of the IT department.	2	Documentation to be reviewed, rationalised and re worked to address the recommendations.	Process and Policy Manager	30/11/2016	31/03/2017	The current documentation has been revised and is out for review. This incorporates the changes due to Tranche 13 and the restructure of ICT, as well as personal / vehicle details. Awaiting further update from management.

Update NSC1712

2.6 Following a Business Case Plan (BCP) Desktop Exercise in July 2017, the ICT Business Continuity Plan was updated October 2017 and distributed appropriately. The recent update reflects changes to the Constabulary's sites that are covered under ICT callout and service priority - as well as the list of Mission and Business Critical Services. The BCP has been registered with the Constabulary central Business Continuity Disaster Recovery Manager, who acknowledged that the document has been successfully updated.

NSC1706 2015/2016 HR - Recruitment	Re-vetting of employed staff be undertaken at the required timescales.	2	Chief Officer Teams in both Forces are aware of the current vetting backlog (this includes the issue of re-vetting). The OBB process includes a proposal for an increase in staff within the Vetting Unit for a limited period to address the backlog issue. Currently, the Vetting Unit are focusing re-vetting on high risk roles.	T/Detective Inspector Professional Standards Department	Chief	30/09/2017	Further update being discussed with PSD.
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Update NSC1706

2.7 Vetting requirements for Norfolk and Suffolk Constabularies have changed considerably over the last 3 years. This is due to a number of reasons:

- The increase in co-located and joint working resulting in more vetting of partner agency workers;
- The realisation prior to the Athena go-live that some officers and staff had not had their vetting renewed within sufficient regularity resulting in a backlog of officers and staff requiring renewal vetting.
- The introduction of the Vetting Code and Authorised Professional Practice which sets out minimum requirements for vetting resulting in increased work including:
 - Open Source checks. These can be lengthy and complex but are often highly effective in minimising the risk to the organisation;
 - The introduction of regular reviews of higher levels of vetting in addition to the renewal intervals;
 - Increased recruitment of police officers.

2.8 Increased resources have been provided to the vetting unit as part of Outcome Based Budgeting (OBB) and this has resulted in the effective management of the workload within this unit. The unit manages over 16,500 vetting records at any one time. This includes Norfolk and Suffolk Constabulary officers, staff, partners, volunteers and contractors. There are now just 674 people who do not have an up to date vetting record and these will be prioritised going forward.

2.9 Vetting applications are now usually processed within 7 – 10 days; this represents a significant improvement from the 10 week turnaround that existed at some points during 2017. This has been achieved through the recruitment and training of additional staff and the robust management of the system.

2.10 As a result of the work that has been done over the last six months, the unit is now in a position to effectively project its workload and the resource required to keep vetting applications processed in a timely fashion and vetting renewals and reviews addressed within the time limits set out by the Vetting Code and Authorised Professional Practice. The future resource requirements will be managed through the OBB process.

NSC1710 Estates - Facilities (Catering Suffolk only)	Individual departments be assigned with responsibility for placing of all catering/hospitality request, through the intranet, including the relevant budget code as a mandatory field, and the Facilities Assistant to be copied in when placing catering requests so that they are aware of what orders have been placed and can sample check for appropriateness.	2	Recommendation to be adopted to coincide with Forcewide improvements.	to be Facilities Manager	31/12/2016	31/10/2017	The corporate intranet will be used for this. This is linked to the transfer of bookings to Interserve, with a revised target date in line with the intranet.
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Update NSC1710

2.11 The transfer of meeting room bookings and associated catering support requests are planned to transfer over to PFI provider 'Interserve'.

2.12 The design of the intranet page link, which will form part of the Estates Department intranet page, is currently being designed.

NSP1603 Police Stations (Suffolk only)	A standard protocol stating the required frequency for changing door codes to be agreed and complied with.	2	The locks on these premises are of the 'digital mechanical' variety. Suffolk does have relatively few of these, however Norfolk Constabulary has many. A Joint document is to be drafted that will detail the management of this form of lock, the frequency of the changes of the combination, the method by which it is changed, and the notification process to advise appropriate users of the change and the new combination.	Rob Watson (Information Security Advisor) working together with the Facilities and Estates Department.	31/12/2016	30/11/2017	The Joint Facilities and Estates department has recently established an Access Card Project Board which covers all aspects of access control for our premises, including digital mechanical locks and the SALTO system, (which is now being rolled out across some premises in Norfolk). The Information Security Advisor will attend the project board and has requested a formal protocol be created regarding the frequency at which door codes are changed.
NSP1603 Police Stations (Suffolk only)	A standard protocol for changing alarm codes at stations, in particular at lowrath station, to be agreed and complied with.	2	A new policy that details the frequency of changes to alarm codes, together with the process of informing all staff that require the code can be developed to address this issue. It can be included and be a part of the policy detailed above in relation to the mechanical digital door locks.	Rob Watson (Information Security Advisor) working together with the Facilities and Estates Department.	31/12/2016	30/11/2017	The Joint Facilities and Estates department has recently established an Access Card Project Board which covers all aspects of access control for our premises, including digital mechanical locks and the SALTO system, (which is now being rolled out across some premises in Norfolk). The Information Security Advisor will attend the project board and has requested a formal protocol be created regarding the frequency at which door codes are changed.
NSP1603 Police Stations (Suffolk only)	A quarterly review of 'salto' access rights be undertaken, to establish if access rights to stations/areas are appropriate. Managers to be sent a list of all staff that have access within their area, and this to be reviewed to verify if access is appropriate, and requesting removal of all staff that don't require access.	2	The Joint Estates and Facilities department is currently reviewing the auditing of SALTO access. A temporary resource has been allocated to review and identify the levels of access that currently exist. If appropriate a process may then be introduced that will provide closer scrutiny of the SALTO system.	Rob Watson (Information Security Advisor) working together with the Facilities and Estates Department.	31/12/2016	30/11/2017	A new version of the SALTO system has now been rolled out which provides more functionality, which should now have a more thorough review of users and their access permissions. This is something that will be discussed at the project board.

Update NSP1603

- 2.13 (i)&(ii) - The Joint Force Information Security advisor has raised this matter at the 'Premises Security Working Group'.
- 2.14 The circulation of security codes and control of the access code lists has been changed to limit circulation from the Contact and Control Room and Information Security Manager.
- 2.15 The requested change to mechanical access door every month to sites cannot be undertaken. This is too costly to provide, but it is proposed that quarterly changes will be made.
- 2.16 A formal Security Policy to this has yet to be formally adopted, but this being progressed by the Information Security Manager and the Head of Estates.
- 2.17 Both Suffolk and Norfolk Constabulary's still have the ability locally to deal with emergency changes to mechanical site codes/locks.
- 2.18 There are proposals to make each police station have different mechanical door codes, rather than operate in clusters. This will also help mitigate the number of changes.

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- 2.19 The proposals not only impact on Suffolk sites, but also Norfolk sites under collaborated services.
- 2.20 (iii) The Suffolk SALTO 'software' has been upgraded in late 2017 and this work is COMPLETE.
- 2.21 The Norfolk physical roll out of SALTO to police stations and other operational sites had commenced in 2017, and is rolling out on a district by district basis. Sites in the North Norfolk District are COMPLETE, whilst sites in West Norfolk are part complete and works are ongoing.
- 2.22 The remaining sites are planned to be complete as follows. The timescales match in with other major works planned at some sites and the phasing of available Estates funds to undertake the work.

SALTO installations - Norfolk
 2018 – Great Yarmouth Borough.
 2018 – South Norfolk District.
 2018 – Breckland District.
 2019 – Norwich City.
 2019 – Broadland District.

NSP1605 Estates Management - Maintenance and Repair	Procedure notes be devised in relation to carrying out operational aspects of Estates management, including; maintenance of the Estates spreadsheet records, management of payments to contractors, and the decision making process / flowchart where work is issued externally to contractors, as opposed to premises operatives.	2	Following Tranche 13 of the business support review, a number of standard operation procedures are proposed to be implemented for the new Estates helpdesk/service desk, including dealing with Estates defects and Estates ordering and invoices. These will be completed following implementation of a new database (3) in October 2016.	Sara Senior Officer	Stafford Facilities	25/02/2017	31/12/2017	Standing operating procedures have been prepared for the main tasks of the Estates service centre. The full implementation will be updated and guided by the introduction of the new corporate internet, as this will provide the link and forms for proposed self-service elements. For example requesting a new car park permit, reporting reactive repairs, accommodation change and furniture.
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Update NPS1605

- 2.23 Standard Operating Procedures are COMPLETE. The new Estates Intranet page will have links for services to be requested on template forms or Nintex forms as required. This is proposed to be live from the end of January 2018.

NSC1718 HR - Strategy	A standard form to be created for requesting new and/or amendments to posts for the OPCCs. The form to record the required post name, record against which cost centre the job is to be coded to and be approved by an appropriate authorising officer, certifying that there is sufficient funds available to fund the post.	2	Governance arrangements are in place for the creation, deletion or amendment of any posts within the Constabulary structures. This involves completion of a form with rationale and approval through HR Business Partners, Finance Business Partners, Corporate Development and Change and the Workforce Planning Group. These arrangements will be implemented for the OPCC as well.	Head of Resourcing		30/04/2017		The new process has been discussed within the Workforce Planning Group and a proposed new approach has been established. Dialogue with the OPCC has been delayed, owing to the wish to ensure that the Constabulary workforce planning processes are fully established.
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Update NSC1718

- 2.24 This action is complete, all vacancies originating from the OPCC are now on the new forms as used by the Constabulary.

NSC1706 2015/2016 HR - Recruitment	A recruitment framework to be developed across the Constabularies.	2	There are well established recruitment processes in place and for police officers this follows national guidance. However a code of practice is required to set out clearly the practice and decision making process to be followed across a variety of recruitment situations and the standards required across all roles involved with recruitment. Code of practice and accompanying selection and training, including assessor training to be developed and implemented.	Head of HR - Head of Learning and Development	01/04/2017	31/03/2018	There is still a need for a code of practice across all areas of recruitment. This work has been delayed by the absence of a Senior Recruitment and Workforce Planning Manager and Recruitment Manager who would lead on this work. Recruitment processes for the senior post have been completed, and therefore will be a priority for them upon their start date which has yet to be confirmed.
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Update NSC1706

- 2.25 2015/2016 HR Recruitment – It is still expected that this work will be completed by the end of March 2018. This piece of work has been placed on the HR Workplan, and allocated to a member of the HR Management Team to complete. Progress against the HR Workplan will be monitored on a monthly basis by the HR Leadership Team and reported to the Deputy Chief Constables.

NSC1707 Duty Management System	A full audit trail for all aspects of DMS to be made functional.	2	It has been raised with Crown the requirement to have an audit on the notes section on DMS, as have other Police Forces. This is with their Research and Development team to be looked at in the relation to future releases.	Head Resourcing	of	30/06/2017	31/03/2018	Completion is subject to third party actions through Crown Constabulary, seeking an update from Crown on whether this will be possible and if so in what timeframe.
NSC1707 Duty Management System	The exception rules inbuilt within DMS to be investigated to see if these are correct.	2	The RMU are currently working on exceptions and discussing with Crown the feasibility of changing the exception rules.	Head Resourcing	of	31/03/2017	31/03/2018	Completion is subject to third party actions through Crown Constabulary, seeking an update from Crown on whether this will be possible and if so in what timeframe.
NSC1707 Duty Management System	Monthly reconciliations to be undertaken between DMS and payroll to establish if the value of overtime on DMS agrees with the value of overtime paid by payroll.	2	Not all areas of the business provide information of Overtime to the RMU, and therefore this is challenging to deliver. This would be a Finance task.	Head Transactional Services	of	30/06/2017	31/03/2018	The DMS system requires exceptions to be cleared prior to progress on reconciliation being made, actions are being taken by the ERP Project Group, led by the CFO for Norfolk.

Update NSC1707

- 2.26 Duty Management System – Actions in relation to the development of the DMS System are being taken forward by a working group which reports into the ERP Project Group chaired by the Chief Finance Officer for Norfolk.

NSC1721 Collaborations	Financial and non-financial critical success factors are to be identified and agreed for all projects prior to them commencing. The critical success factors to be used as a means for assessing and measuring the projects' success.	2	The recent introduction of ORB into the Force has encouraged the PMO to review both the process of change and the templates used to ensure that non-financial CSF's are picked up. A recent review of CD&C has also encouraged closer working with JPAD, thus ensuring the impact of change through performance and analysis are also considered in order to maintain efficient and effective services.	Programme Manager		30/09/2017		Further updates being sought from management.
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NSC1721 Collaborations	A target completion date to be assigned for any outstanding actions upon completion of projects, so that assigned officers can be held accountable for delivering outstanding actions. A follow-up process should be adopted to monitor outstanding actions with a quarterly update provided to the Organisational Board.	2	A target completion date will be added to the existing End of Project Report template and will be monitored by PMO. Any exceptions flagged as appropriate to the Programme Manager.	Governance Officer (PMO)	31/05/2017	A target completion date will be added to the existing End of Project Report template and will be monitored by PMO. Any exceptions flagged as appropriate to the Programme Manager.
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Update NSC1721

- 2.27 Financial and non-financial Critical Success Factors: All templates relating to change including the template for business cases, scoping documents, highlight reports, new work requests are being reviewed and considered as part of the ongoing review of Corporate Development and Change and the Joint Performance and Development Department (JPAD).
- 2.28 A proposed process for change and overarching governance structure has been presented to Chief Officers (Dec 17) and agreed. Amongst other things, this sets out the need to ensure all projects identify from the outset the expected benefits and outcomes (cashable and non-cashable) and the plans for monitoring, tracking and evaluation. The team are also trying to ensure that any new templates are mindful of the wider national and regional agenda and the prioritisation that comes with these projects. As is stands we ensure that any business cases signed off in the interim include a terms of reference, key objectives and the rationale for change.
- 2.29 Target completion date on End of Project Reports - This has action has been completed and was signed off in November/December Fiona Dodimead, the Director of Audit.

NSC1703 Transport Services	The Joint Transport Policy be subject to document control and approval process and current operating procedures should be updated and maintained.	2	Joint Transport Policy Force Policy Officer, Corporate Development and Change to be consulted regarding document control and approval process. It should be noted this is a Transport Services only Policy as it was determined the Policy was more aligned to a standard operating procedure. The standard operating procedures are in the process of being updated to reflect T13 restructure and process changes.	Head of Transport	31/10/2016	31/12/2017	The Joint Transport Policy is under a full review to reflect the new SOPs and the requirement for these to be integrated into the policy. The existing Transport Policy could become an overarching SOP, dependent upon policy advice and the consultation process. Revised implementation date to include taking through to final approved version. Awaiting further update from the Head of Transport.
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NSC1703 Transport Services	The system for recording and monitoring the completion of the weekly vehicle checks be standardised and a system for central oversight of the results of the checks be implemented.	2	There is scope for the central reporting hub to be Transport services. This will be progressed through the Transport Strategic Group.	Head of Transport	31/12/2016	31/12/2017	<p>Work has taken place to both rationalise and agree a single level of equipment and reporting form for both Norfolk and Suffolk. Additional equipment has been procured for Suffolk NRT/Response vehicles i.e. telescopic brooms and shovels. Sequential blue flashing blue lights for use at road incidents have been procured for both Norfolk and Suffolk NRT/Response vehicles.</p> <p>All Police equipment will be provided from Transport Services Stores, Wymondham to ensure consistency. Suffolk CPC budgets will be transferred to Transport Services. As agreed by Suffolk CPC Commander. Transport services already provide police equipment for Norfolk vehicles.</p> <p>There are still some equipment differences across both counties, such as throwing lines, plastic body sheets and buoyancy aids that need to be addressed.</p>
NSC1703 Transport Services	The weekly vehicle check form be standardised across both counties.	2	Within Norfolk weekly check sheets fall under the remit of the Driver of Police Vehicles Force Policy Document, with the Policy owner being Specialist Operations. Within Suffolk the remit is with the County Policing Command. Norfolk and Suffolk Constabularies are aligning their equipment levels and types. This will then allow the use of one form across both Counties. This is already in progress and will be managed through the Transport Strategic Group.	Head of Transport	31/12/2016	31/12/2017	Progress is being made to implement the recommendation, with a revised deadline of 31st December 2017.

Update NSC1703

- 2.30 Transport Policy/Standing Operating Procedures (SOP's) - Standing Operating Procedures have all been updated. The Transport Policy is being revised with a revised implementation date of 31 March 2018 for completion of the first draft.
- 2.31 Weekly vehicle check forms – The new revised Driver of Police vehicles Force Policy Document ended the initial consultation period on 5 January 2018. As previously advised, some work has taken place to standardise equipment across both forces. However, the Health and Safety Committee has created a Vehicle Equipment Inventory Review Group, chaired by the forces Health and Safety Manager, to further align equipment across both forces and as recognised within each force. The revised implementation date 31 March 2018.
- 2.32 The system for recording and monitoring the completion of the weekly check forms is dependant on the completion of 2.31 above.

NSC1806 Transport Services – Use of Vehicles	The Suffolk pool car booking system be investigated to prevent users from being able to block book pool cars for more than one week.	2	A new joint pool car booking system is scheduled for development November 2017. This is part of the joint intranet project. Additional functionality such as the inability to block book vehicles will be built into the system. ICT will not make changes to the current booking system due to the pending new one. Spot checks will be carried out prior to the new system becoming available, by 01/09/17.	Head of Transport	01/09/2017	31/12/2017	There has been a delay in implementation of the recommendation, as the new pool car booking system is yet to be implemented.
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Update NSC1806

2.33 Pool car booking system – this sits within the new Intranet Project, and ICT has written a programme and this is currently going being tested by Transport Services and stakeholders. A Go-live date is determined by the success of the Intranet project timelines.

NSC1704 Corporate Communications	Written protocols be prepared to cover the roles within the Corporate Communications teams, with appropriate references to College of Policing guidance, media law and best practice.	2	A series of communications protocols are being developed covering the core areas of the department's activities.	Head of Corporate Communications, Communications Managers	31/03/2017	31/03/2018	Due to the removal of a Head of Corporate Communications and Business Changes, new protocols will need to be written, once the new communications manager is in post in Suffolk. An agreement between both managers in Norfolk and Suffolk and digital will be devised.
NSC1704 Corporate Communications	A corporate communications strategy be developed and embedded, aligned with the visions of the Norfolk and Suffolk Constabularies.	2	A communications strategy will emerge over the next six months. Revised Police and Crime Plans for both forces are awaited, these will form a central element of an effective strategy.	Head of Corporate Communications	31/03/2017	31/03/2018	A social media policy is now published. The communications strategy is awaiting the new communications manager in Suffolk. An overarching communication will then be developed between Norfolk and Suffolk, taking into consideration joint and not joint areas and how each force will now deliver. This will be delivered in Spring 2018.
NSC1704 Corporate Communications	Corporate communications policies be developed and embedded. Appropriate review periods be set for each policy.	2	Formal policies on specific areas (for example Social Media) are being developed on an ad hoc basis. This will be ongoing, with a date of 31/03/17 set for review.	Head of Corporate Communications	31/03/2017	31/03/2018	A social media policy is now published. The media liaison policy is being reviewed again in light of new processes and will be delivered in winter 2017.

Early Update NSC1704 (Action not due until 31 March 2018)

2.34 The draft strategies of the Media Liaison Policy, a Protocol document have been completed. The policy is ready for consultation with other managers and is very high level. The protocols need further review as they are more directive and more tactical but are nearly complete. The Communications Strategy is completed, but does still needs some further work and more around a vision for the department within it. This is on track to be delivered by the end of Spring 2018.

NSC1714 Overtime, Expenses and Additional Payments	Joint expenses policies for Norfolk and Suffolk Constabularies for police officers and police staff to be developed. The updated expenses policies to be placed on the intranet.	2	New Conditions of Service for Police Staff are to be introduced from April 2017 (this was expected to be implemented in October 2016 but was delayed nationally). As a result we will take this opportunity to revise once the new Conditions have been agreed and implemented.	Head Transactional Services	of	30/06/2017	31/12/2017	The recommendation was initially assigned to the Director of HR, it has since been discussed through a meeting with HR and finance that it would be more appropriate for the recommendation to be assigned to finance.
NSC1716 Pensions Administration	The payroll system to be investigated to establish if a report can be run to calculate pensionable pay for staff.	2	The pension contributions are set at system level and the appropriate contribution is deducted from the employee in accordance with their pensionable pay each month. I accept that we cannot check this at a global level, however I am confident that the deductions made are correct at an employee level and the necessity for a pensionable pay figure is not considered as a significant issue. However when reporting for ERP is reviewed then this will be considered as part of the requirements.	N/A		01/03/2017	31/03/2018	No further update, awaiting update of ERP.

NSC1714 and NSC1716

- 2.35 Joint Expenses Policies – Draft policies are due for completion by the end of March 2018, followed by internal consultation.
- 2.36 Pension Pay for Staff - Checks, balances and reconciliations that are completed in respect of pensionable pay, including some very challenging returns to Local Government Pension Scheme and Police Officer pension administrators at year end. The Audit Committee accepted these mitigations. In addition, the Constabulary is pursuing a new reporting tool that will address the issues but this will not be implemented until 2018/19.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in respect of this update paper.

4. OTHER IMPLICATIONS AND RISKS:

- 4.1 There are no other implications or risks in respect of this update paper.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	NO
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Have human resource implications been considered?	NO
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	NO
Have all relevant ethical factors been taken into consideration in developing this submission?	N/A