



Police and Crime Commissioners for Norfolk and Suffolk and Chief Constables of Norfolk and Suffolk Constabularies

Follow Up Review

2020/21

Executive Summary

INTRODUCTION

1. The follow up of internal audit recommendations undertaken by TIAA is undertaken throughout the year and reported to the Audit Committee during the year at each meeting.
2. The summary tables show the number of raised and brought forward priority 1 and priority 2 recommendations implemented since being reported to the July 2020 Audit Committee meeting and those outstanding past their implementation dates.

Figure 1 - Summary of the action taken on Recommendations made

Evaluation	P1 - Urgent Recommendations	P2 - Important Recommendations	Total	Previous Position for comparison
	Number	Number		Total
Implemented Since Last Meeting	0	7	7	7
New Recommendations Added Since Last Meeting (without revised dates)	1	10	11	3
Outstanding Past Deadline (Original or Revised)	0	0	0	20
Revised Deadline not Reached	2	39	41	24
Original Deadline Not Yet Reached	1	10	11	3

				Completed since last Audit Committee		Outstanding / Overdue		Extended Period - Still Overdue		Outstanding with Extended Period Agreed & Not Reached		Not Yet Due To Be Implemented	
				P1	P2	P1	P2	P1	P2	P1	P2	P1	P2
Audit Ref	Audit Area	Date Presented to Audit Committee	Assurance Level										
2016/17 Internal Audit Reviews													
NSC1714	Overtime, Expenses	Mar-17	Reasonable								1		
2018/19 Internal Audit Reviews													
NSC1906	Enact Replacement	Nov-18	Reasonable								1		
NSC1909	Key Financials	Mar-19	Reasonable								1		
NSC1915	Establishment	Mar-19	Reasonable								3		
NSC1917	Vetting	Nov-18	Reasonable								2		
NSC1918	Transport Services - Strategy	Jul-19	Reasonable		2								
NSC1922	Stations	Nov-18	Reasonable		1								
NSC1927	Proceeds of Crime	Jul-19	Reasonable		1								
NSC1928	Recovered Property	Jul-19	Reasonable		1								
2019/20 Internal Audit Reviews													
NSC2005	Workplace Health	Jul-19	Reasonable								2		
NSC2006	Temporary Contracts	Jul-19	Reasonable								2		
NSC2007	Estates Maintenance	Jul-19	Reasonable		1								
NSC2009	Firearms	Jul-19	Reasonable								1		

				Completed since last Audit Committee		Outstanding / Overdue		Extended Period - Still Overdue		Outstanding with Extended Period Agreed & Not Reached		Not Yet Due To Be Implemented		
				P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	
NSC2010	Stores and uniform	Oct-19	Reasonable								2			
NSC2011	Emergency Preparedness	Oct-19	Reasonable								1			
NSC2014	Policies	Mar-20	Reasonable		1									
NSC2016	Data Protection	Oct-19	Limited										1	
NSC2017	Mobile Device Management	Mar-20	Reasonable								1			
NSC2020	Risk Management	Mar-20	Reasonable										1	
NSC2023	Overtime	May-20	Reasonable										1	
NSC2024	Limited Duties	Mar-20	Limited							1	2			
NSC2025	External Training Budget	May-20	Reasonable								1		2	
NSC2027	Allowances and Expenses	May-20	Limited									1	1	
NSC2029	Dog Handling	Oct-19	Limited								3			
NSC2032	ED&I	May-20	Reasonable										4	
TOTALS				0	7	0	0	0	0	0	1	23	1	10
DMS Project and L&D Project														
NSC1804	L&D Skills	Jul-18	Limited							1	6			
NSC1707	Duty Management	Dec-16	Limited								2			
NSC1916	Duty Management	Nov-18	Limited								8			
NSC1925	Control Room - Suffolk	Jul-19	Reasonable		1									
DMS Project and L&D Project Totals				0	0	0	0	0	0	1	16	0	0	
TOTALS				0	7	0	0	0	0	2	39	1	10	

KEY FINDINGS

3. Outstanding recommendations report to Organisational Board, for officers to notify internal audit of updates.
4. It is noted that the majority of recommendations continuing to remain outstanding are largely due to resource and IT requirements to be sourced. Long standing recommendations have been retained on the report where relevant and risks are still present that require addressing.
5. There are two large projects in progress that affect recommendations in relation to L&D Skills (NSC1804) and Duty Management System (NSC1707 and NSC1916). The recommendations in relation to the three distinct areas are summarised here instead of reproducing all related recommendations:
 - 5.1 L&D Skills (NSC1804) – this issue is around the skills data held by Learning and Development, the timescales were ambitious, following which the service manager has left the Constabularies.
 - 5.2 Duty Management System (NSC1707, NSC1916) – A review of DMS exceptions / training and enhanced functionality has been completed and due to be presented to CO's for decision making. A likely six month lead time on the work is anticipated.

THE BREAKDOWN OF THE ACTIONS ON RECOMMENDATIONS KEY:

- The direction of travel for implementing recommendations is shown from right to left.
- The audit will remain on the table until all P1 and P2 recommendations relating to that audit are complete and reported as such to Audit Committee. Once an audit is reported as complete (highlighted in grey), the audit will be removed from the table.
- Outstanding with extended period agreed – outstanding past original deadline and an extension has been agreed with management.
- Outstanding and previously reported as such to Audit Committee – outstanding past agreed deadline and no extension has been agreed.
- New since the last Audit Committee meeting – deadline has recently passed and the recommendation is outstanding.
- Not yet due for implementation – the agreed implementation deadline has not been reached.

SCOPE AND LIMITATIONS OF THE REVIEW

6. The review considers the progress made in implementing the recommendations made in the previous internal audit reports and to establish the extent to which management has taken the necessary actions to address the control issues that gave rise to the internal audit recommendations. The implementation of these recommendations can only provide reasonable and not absolute assurance against misstatement or loss.
7. The responsibility for a sound system of internal controls rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses that may exist. Neither should internal audit work be relied upon to identify all circumstances of fraud or irregularity, should there be any, although the audit procedures have been designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of internal control may not be proof against collusive fraud.
8. For the purposes of this review reliance was placed on management to provide internal audit with full access to staff, accounting records and transactions and to ensure the authenticity of these documents.

RELEASE OF REPORT

9. The table below sets out the history of this report.

Date draft report issued:	N/A
Date management responses recd:	N/A

Date final report issued:

July 2020

Detailed Report

FOLLOW UP

10. Management representations were obtained on the action taken to address the recommendations. Only limited testing has been carried out to confirm these management representations.
11. The following details of recommendations are included in this report: outstanding / overdue, extension of time and closed with risk accepted.
12. The L&D and Duty Management System recommendations are not detailed below, just the overall summary of the current project status above.

Outstanding / Overdue / Deadline Extended

Audit	Recommendation	Priority	Management Comments	Responsible Officers	Due Date	Revised Due Date	Last Update	Latest Response
NSC1714 Overtime, Expenses and Additional Payments	<p>Joint expenses policies for Norfolk and Suffolk Constabularies for police officers and police staff to be developed.</p> <p>The updated expenses policies to be placed on the intranet.</p>	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.	ACO / Head of Transactional Services	30/06/17	30/09/20	11/11/19	This is being worked on by the Policy Team in HR.

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NSC1906 Enact Replacement Project	Management to ensure that a local installation of the Apex development tool is completed as soon as possible so that the relevant forms and other tools that are to replace the Enact system can be developed and implemented in a timely manner.	2	Apex has been installed onto our test database to allow development to begin. Some minor configuration is being finalised this week. Whilst this development is underway, Apex will be installed into our change controlled environment and production environment databases. This will not affect the forms development as these can be extracted from the test database and uploaded into each of the new environments without the need to recreate the whole form.	ACO / ERP Systems Team/ICT	23/11/18	31/08/20	11/11/19	Having reviewed the use of APEX within both ICT and SMEs it has been decided to upgrade eNact as the system of choice. ICT are working very closely with both the business and Encircle (eNact's supplier) to provide some immediate upgrades around forms and workflow.
NSC1909 Key Financial Controls	A flagging system be developed to identify /Iforms that are not being processed promptly by Line Managers so that these can be escalated accordingly.	2	A solution will be implemented upon "Go-Live". The nature of this will develop as the IForms project continues.	ACO / HR Service Centre Manager	30/09/19	31/08/20	11/11/19	I-Forms remains delayed, and therefore this has not been progressed any further.

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NSC1915 Establishment, Capacity, Recruitment and Retention	The setting up of IT profiles at least a week in advance of the new starter commencing employment be investigated, so that the profile can be checked to ensure that it works. IT to provide the new starter with their password on the day that they start.	2	This is an issue that the business has highlighted since the launch of the ERP solution. The ERP System Team/ICT have advised that the Sailpoint Solution, which will be implemented as part of the Desktop Modernisation Project will address this issue. An update will be provided in due course.	DCC / ERP Systems Team/ICT	30/09/19	31/07/20	11/11/19	The new identify tool is scheduled to go-live on Monday 20th July, this will enable a pre hire status on E-Business suite (part of ERP) 14 days ahead of the employees start date. This enhancement will allow changes to the provision in Uniform Stores, Equipment, OI Accounts and email address.
NSC1915 Establishment, Capacity, Recruitment and Retention	Reports of amendments to contracts length be produced monthly, to verify whether leaving / extended and permission groups checked for appropriateness to amend.	2	The provision of reports will be scoped by the Management Information Team, and if possible, will be reviewed monthly by HR Business Partners/HR Advisors.	DCC / Head of Resourcing/ Head of HR	30/06/19	30/09/20	11/11/19	These reports have been scoped, and will be distributed for as part of the month end process for July (first week of August).

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NSC1915 Establishment, Capacity, Recruitment and Retention	Approval and rationale for why officers and staff are acting up be recorded for all officers/staff.	2	The new Acting and Temporary Promotions Policy will be published in the Spring of 2019. This will standardise the process and this detail will therefore be captured. Staff are already covered within other HR policies and process.	DCC / Head of Resourcing	30/06/19	31/12/20	11/11/19	A new policy has been drafted. It is, however, likely to remain in draft for some time as it has become clear that there are a number of approaches that may need to be taken into account in the final version, and it is expected that this will take further time to work through.
NSC1917 Vetting	The vetting renewals backlog be cleared in order that renewal vetting is done in a timely manner.	2	Due to resource pressures, new force applicants and increase in the level of checks to be undertaken on each applicant, the backlog has gained pace. The team are running with one post down and no applicants applied to the first advert, this has gone out to advert again. The post will need to be resourced before this can be progressed. There are	DCC / Senior Complaints, Appeals and Policy Manager	31/12/19	31/12/20	13/11/19	Due to the COVID outbreak, there was little / no training for new staff alongside an adjustment period to allow people to work from home. New vetting forms have taken priority with contractors

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			three temporary roles that finish on 31st March 2019, however this is unlikely to be met by then. If resource issues can be resolved it would still put back implementation by at least six months after the original deadlines. Other ways to process these are being investigated. A business case around web forms has been prepared which would help the process.					reengaging and new staff being employed as lockdown eased. The mandated PNC training is due to be completed by the end of next week which will then allow progress to continue - likely completion date is December.
NSC1917 Vetting	The Vetting Policy be reviewed, approved, and communicated.	2	The existing policy has been withdrawn as non-compliant. Now working to a seven force policy in line with APP, with local guidance. Once the national guidance is produced in September 2018, the seven force approach will be agreed and local guidance produced on this basis.	DCC / Senior Complaints, Appeals and Policy Manager	31/03/19	31/07/20	13/11/19	Due to changes in staffing, demands on the Vetting Manager to support and advise new staff increased. As a result work on the N & S policy stopped. In December 2019 the Vetting Manager submitted a highlight report to Senior Officers

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								detailing matters for consideration in light of the Officer Uplift programme. This report is awaiting sanction from Chief Officers. Work is ongoing on the policy which should be completed in draft before the end of February, to the July JNCC.
NSC2005 Workplace Health	A review be undertaken on the value of procuring a wellbeing and occupational health system.	2	The options for an OH system is currently being reviewed in order to provide efficiencies in the administration and clinical processes, as well as GDPR compliance.	DCC / Head of Workplace Health, Safety and Wellbeing	31/12/19	31/07/20	13/11/19	A new Occupational Health System has a proposed go-live date of 1st of July 2020. A revised due date of the 31st July 2020 has been requested.
NSC2005 Workplace Health	Following consideration of whether to continue with a manual	2	Dependent on the outcome of the above point, this will be considered should the paper based files remain.	DCC / Head of Workplace Health,	31/12/19	31/07/20	13/11/19	A new occupational health system has been

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	system, action be taken to ensure files are GDPR compliant, including marking files subject to GDPR review.			Safety and Wellbeing				procured, this should enable manual files being discontinued. A revised due date of the 31st July 2020 has been requested for the recommendation as proposed date for the new system is the 1st July 2020.
NSC2006 Temporary Contracts	The end of contract date field be made mandatory on ERP for staff on fixed term contracts, and In addition, the ability to amend the contract length period to be restricted to authorised personnel.	2	Agreed. Access to alter ERP records will be reviewed on a regular basis to ensure that the list is fit for purpose. Changes to the ERP system will be explored, but may not be feasible due to cost implications. The Service Centre Manager will monitor the end of contract fields on ERP and ensure that end dates are included.	DCC / HR Service Centre Manager	31/08/19	30/09/20	13/11/19	A RFC has not at this stage been pursued with Cap Gemini to make changes to EBS to ensure this is mandatory. The reports will be provided to the Service Centre Manager and will therefore be much more easily able to see where

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								<p>dates are missing and ensure these are added.</p> <p>These reports have been scoped, and will be distributed for as part of the month end process for July (first week of August).</p>
NSC2006 Temporary Contracts	Reports be produced monthly for line managers to review staff on fixed term contracts, to monitor the length of the contract, potential extensions required to be approved or to terminate the contract.	2	Agreed. Reports are available and will be run and distributed on a monthly basis to HR Business Partners as they are currently involved in managing the establishment within their individual portfolios. HR Business Partners will then work with commands/departments to ensure that action is taken to resolve issues that arise from this. The report will be implemented from August 2019.	DCC / Management Information Team/HR Business Partners	31/08/19	30/09/20	13/11/19	These reports have been scoped, and will be distributed for as part of the month end process for July (first week of August).

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NSC2009 Firearms Management	It needs to be identified whether there will be a shortage of Chronicle licences and for additional licences to be purchased accordingly to ensure that all armed and Taser officers are recorded.	2	Taser only officers have been removed and are managed by the Taser SPOC. There are not enough licenses for these to be managed on chronicle.	DCC / Insp Hammerton	31/10/19	31/12/20	13/11/19	This action is being considered as part of the skills review work. Due to be reported on in December 20.
NSC2010- Stores and Uniform	Consideration be given for police officers and police staff that require uniform to have an account set up on ERP, to ensure that there is an accurate record of uniform held by each police officer and police staff member.	2	This has previously been raised at the ERP Programme Board by the Uniform Supplies Supervisor during 2018 and although supported in principle by the Board is not considered a high priority. With the added support of this audit report this will be further investigated.	DCC / Head of Transport and Uniform	31/10/19	30/09/20	13/11/19	Discussions have taken place between ICT and the Uniform Supplies Supervisor regarding the use of SailPoint as a tool to provide new starters with the system access they require from day one. This work is ongoing. During the interim uniform will

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								continue to be booked out against Uniform Supplies staff.
NSC2010- Stores and Uniform	ERP be investigated to establish if returns can be recorded and an item history report can be developed, so that an accurate record of uniform orders are available.	2	History reports that contain all uniform provided to individuals is available. However, this does not reflect uniform returned or uniform that is past anticipated its wear date. If ERP were able to provide this function it would be a welcomed facility. With the added support of this audit report this will be further investigated.	DCC / Head of Transport and Uniform	31/10/19	30/09/20	13/11/19	A database is being further developed that will allow for returns to be removed uniform records.

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NSC2011 Emergency Planning and Disaster Recovery	Review of the Suffolk CCR back-up arrangements be undertaken, to ensure that it would be suitable if the main Suffolk HQ was not available.	2	This has already been highlighted to the ACC and agreed that scoping can be done to identify and establish a new Suffolk CCR Fallback outside of the PHQ site. Some money set aside for CCR refurbishments may be used to assist in developing this and a business case is to be prepared by the end of the year to allow the Chief Constable to sign off a proposal to progress this.	DCC / CCR Problem Solving Manager	31/01/20	30/09/20	13/11/19	Work is still ongoing to address this. A business case is being prepared to address this, and this will be presented to the Chief Constables to review.
NSC2016 Data Protection Legislation – GDPR / Data Protection Act	A full review of the information assets be completed, including a purge of any assets which may be on the register but no longer in existence.	2	Recommendation agreed. A full review will be completed by 31/12/2020 and the IAR cleansed of information assets that no longer exist.	DCC / Compliance Officer (DPO)	31/12/20		07/11/19	

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NSC2017 Mobile Device Management (telematics black box)	Management to work with relevant external partners to ensure that Airmax password controls are enhanced to comply with the Forces' password policy as a minimum standard.	2	Agree with finding. The Information Security Manager has confirmed the standards required to comply with our policy. This enhanced password control has been discussed with Airmax Remote who are working with the Constabularies to ensure compliance.	Head of Transport Services and Uniform Supplies	31/03/20	30/09/20	06/01/20	Coronavirus impact and slowdown of work with external contractors means the original deadline was not achieved.
NSC2020 Risk Management Embedding / Development	Work to continue to develop the Suffolk Constabulary strategic risk register, to distinguish between future and current controls already implemented so that it is possible to establish the current risk status.	2	The Suffolk SRR is being worked on with all parties.	Head of PMO	31/12/20		30/04/20	

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NSC2023 Overtime	Monthly reports be produced for overtime hours worked, identifying individuals working excessive hours and appropriate action taken.	2	All Commanders / Heads of Departments now have access to Business intelligence information from the POCASO system via Power BI. They are able to run such reports to be able to monitor overtime working for their command. This was launched at the recent Overtime, Tasking and Finishing Group chaired by the ACC. This action is for all commanders and Head of Transactional Services to ensure that a reminder is issued at the next meeting and is considered as part of the overall welfare of staff within a Command / Department.	Head of Transactional Services	31/07/20		15/05/20	

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NSC2024 Limited Duties	The policy and processes for managing limited duties be reviewed, to ensure that officers and staff on limited duties are formally monitored and assessed, at appropriate intervals, for continuation on limited duties and whether the current role assigned is appropriate on a more permanent basis.	1	A review of Limited Duties processes will take place in the new year. In the meantime an interim process has been initiated to mitigate the risk identified, ensuring that HR Business Partners and HR Advisors have appropriate oversight of all cases, and that these are being progressed appropriately. This is being led by the Interim Senior HR Manager and should be concluded in January.	Interim Senior HR Manager and Policy, Reward and Employee Relations Manager	28/02/20	30/09/20	09/01/20	In advance of a new policy, HRBPs are working more actively with commands to ensure consistency of approach. New policy which incorporates honorariums is being developed, but is part of a wider piece of work about reward.

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NSC2024 Limited Duties	The limited duties review meetings be reviewed, to ascertain whether they should be standalone meetings, have appropriate membership for decision making, setting meeting dates, recording meetings and monitoring outcome actions. The proposed membership for the limited duties meeting is; Department Head HR Advisor Workplace Health representative	2	This will be subject to the review of Limited Duties processes will take place in the new year. In the meantime an interim process has been initiated to mitigate the risk identified, ensuring that HR Business Partners and HR Advisors have appropriate oversight of all cases, and that these are being progressed appropriately. This is being led by the Interim Senior HR Manager and should be concluded in January.	Interim Senior HR Manager and Policy, Reward and Employee Relations Manager	28/02/20	31/07/20	09/01/20	It has been agreed that Limited Duties Meetings will be re-introduced in order that there is compliance with the policy. The first of these is due to take place in July. A revised due date of the 31st July 2020 has been requested.

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NSC2024 Limited Duties	A process be agreed for communication with and recording of police staff that are on limited duties.	2	This will be subject to the review of Limited Duties processes will take place in the new year. In the meantime an interim process has been initiated to mitigate the risk identified, ensuring that HR Business Partners and HR Advisors have appropriate oversight of all cases, and that these are being progressed appropriately. This is being led by the Interim Senior HR Manager and should be concluded in January.	Interim Senior HR Manager and Policy, Reward and Employee Relations Manager	28/02/20	31/07/20	09/01/20	<p>It has been agreed that there is a need to have a formal process, and a decision has been taken that the Limited Duties Meetings will be re-introduced in order that there is compliance with the policy. The first of these is due to take place in July.</p> <p>A revised due date of the 31st July 2020 has been requested.</p>

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NSC2025 External Training Budget	Training requirements be recorded within the constabularies' workforce plans, to ensure effective succession planning and an appropriately trained workforce.	2	This work is reliant on a number of other workstreams, such as Succession Planning, E-PDR and the skills database which are ongoing and form key elements of the constabularies' People Strategy. A further update will be provided at the end of the calendar year.	Change and Development Manager – L&D(from an oversight perspective)	31/12/20		14/05/20	
NSC2025 External Training Budget	Booking of training and learning and development courses be done in advance, through learning and development to ensure appropriate procurement rules are followed. Centralisation of booking to ensure that training records are updated accordingly after the course has been completed.	2	The new process that has been established by the Change and Development Manager will lead to a significant reduction in purchase orders being raised retrospectively. This will be reviewed in September 2020, with a view to closing this recommendation.	Change and Development Manager – L&D	30/09/20		14/05/20	

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NSC2025 External Training Budget	An external training policy be developed and published on the intranet, for all to access. The policy to include a requirement for learning and development to receive formal notification of training received so that accurate training records are held on ERP.	2	An interim procedure focused upon the revised process has been drafted for publication. This will include the oversight for exceptional bids which will be undertaken by the People Board. Once the relevant consultation has been completed this will be published as a resource for line managers.	Change and Development Manager – L&D	30/06/20	31/12/20	14/05/20	Interim Policy / procedure is out for consultation by the HR Policy Team. Assumed Dec JNCC.

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NSC2027 Allowances , Expenses and Additional Payments	The Good Work Recognition Policy and framework be updated, along with devising formal guidance for agreeing monetary amounts for honorariums, acting up and bonus payments, with processes instigated to ensure workforce planning have an accurate record of what role an individual is performing and payments are in line with the policies.	1	This is under review by the Policy and Reward Team and will be agreed and published in due course.	Head of People	31/12/20		15/05/20	

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NSC2027 Allowances , Expenses and Additional Payments	A review of pool cars be undertaken, to ensure that there are optimum numbers available/used for the most efficient travel between headquarters and other journeys, compared to paying private mileage. Any changes to the way pool cars are used to be communicated to those travelling between sites and monitored for changes being instigated.	2	All travel is deemed necessary as authorised by managers, however in light of the recent Covid-19 outbreak a review of working practices will take place in both Forces, with a view to reducing travelling and utilising technology as well as increased home working. The review of pool car usage will be considered as part of this review.	ACO	31/03/21		15/05/20	

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NSC2029 Dog Handling	An annual risk assessment be undertaken to identify the optimum number of police dogs and handlers needed.	2	There is no "Dog STRA" and it is understood that none of the forces in the region have such a document. Developing an accurate STRA for N&S would currently be difficult because of the method used to capture data of activity, this is under review and an annual risk assessment will be considered once complete. An initial date of 31/03/20 is provided for review / consideration.	DCC / Insp 3051 HAMMERTON	31/03/20	31/07/20	13/11/19	A review of the Dog Unit has been undertaken and a Business Case is now with CO's for decision making.
NSC2029 Dog Handling	The annual training programme for police dog handlers be produced, incorporating all required training and made available to RMU. The RMU to book officers' duties accordingly to ensure that police dog handlers receive the required training.	2	Without dedicated training days factored in, it will be difficult to populate training on set days – RMU have begun attempting to roster training but this isn't always possible. The peer review should highlight this issue and work is being undertaken to look at a better pattern with dedicated training days. The timeline for shift review will be 31/03/20.	DCC / Insp 3051 HAMMERTON	31/03/20	31/07/20	13/11/19	A review of the Dog Unit has been undertaken and a Business Case is now with CO's for decision making.

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NSC2029 Dog Handling	A review be carried out of police dog handlers training days to ensure that actual training hours received is in agreement with training hours that have been planned for.	2	Set training days should make this easier, a pattern with a dedicated week for training will ensure handlers are getting what they require. It will also improve team cohesion, as Norfolk and Suffolk handlers will come together to train. Training should be as a team rather than 1:1 as this is good practice, the current system does not support this. A date of 31/12/19 is provided for peer review results, following which the timeline for shift review, with a view to implementation 31/03/20.	DCC / Insp 3051 Hammerton	31/03/20	31/07/20	13/11/19	A review of the Dog Unit has been undertaken and a Business Case is now with CO's for decision making.
NSC2032 ED&I	A formal means be established to obtain feedback from successful candidates to identify potential areas where the recruitment process could be improved.	2	A review of all recruitment processes is being undertaken by the Recruitment Manager upon responsibility for staff recruitment moving from HR to Resourcing. This will be picked up as part of that work.	Senior HR Manager/Re cruitment Manager	31/12/20		14/05/20	

Audit	Recommendation	Priority	Management Comments	Responsible Officers	Due Date	Revised Due Date	Last Update	Latest Response
NSC2032 ED&I	Target completion dates be assigned for each action on the ED&I action log so that progress can be monitored accordingly.	2	This work will be assigned to the DE&I Coordinator. This post is currently being recruited to (a process which has been delayed by Covid-19). It is hoped that a successful candidate will be identified by the end of the month, and therefore this action will be completed later this year.	Senior HR Manager	30/09/20		14/05/20	
NSC2032 ED&I	Include demographics, in the workforce plan, to provide a greater understanding of the demographics of the workforce.	2	The Workforce Plan is being reviewed, and this to be incorporated as part of that review.	Head of Resourcing/ HR Service Improvement Manager	30/09/20		14/05/20	
NSC2032 ED&I	Undertake detailed analysis of why individuals leave and formally present and share within the organisation.	2	A new electronic Exit Interview process has been designed. Testing had been undertaken, but work was suspended upon the outbreak of Covid-19. This will be picked up, and delivered by the early summer. Analysis will be shared, using People Board as a mechanism.	HR Service Improvement Manager	31/07/20		14/05/20	