

Action Plan : Review at April 2018

Theme: Accountability		Theme Strategic Sponsor: to be reviewed		
Ref	Action Required	Outcome	Action Owner	Complete/Future Action
A1	Clarification of responsibilities and allocation of roles. Job description / Role description review to include financial competencies.	Ensure that competencies are recorded for all relevant roles, and that these are managed as part of the PDR process.	To be reviewed	Take forward for inclusion in future programme.
A2	Scheme of Delegation to be reviewed and Budget holders/Budget Managers to receive training on their responsibilities under the scheme of delegation	Budget Holder responsibilities to be clarified under the scheme of delegation.	FCFO	Budgets devolved to Area Commanders as part of 18/19 Budget Setting. COMPLETED
A3	Conduct training needs analysis for budget holders.	Identify training gaps for budget holders, produce training plan to ensure all individuals are suitably skilled	To be reviewed	Take forward for inclusion in future programme.
A4	Marketing of risk management processes and the assurance matrix across the organisation	Embeds the document within working practice across the organisation.	Risk Manager	Risk appetite workshop 21st September 2016 facilitated by Lincolnshire County Council. Risk training undertaken by department SPOCs and project managers. Risk identification exercise on the Risk Management Board. Revised Risk Management Strategy produced. Intranet Front Page News on risk management. COMPLETED
Theme: Planning and Business Development		Theme Strategic Sponsor: Head of SDD		
Ref	Action Required	Outcome	Action Owner	Complete/Future Action
PB1	Development of benefits tracking within projects, Project	Increases the tracking of benefits from projects, so that lessons can	Head of Strategic Development	New Business Case guidance approved by Change Board – January 2018.

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	reviews to include benefits tracking and results to be reported to Change Board.	be learned and that benefits are seen through to fruition.		COMPLETED
PB2	Improvements to the business case process that ensures more input from finance at early stages.	Removes incorrect financial assumptions from project planning.	FCFO	Financial evaluation proforma including Net Present Value template now developed and in use. COMPLETED
Theme: In year management		Theme Strategic Sponsor: FCFO		
Ref	Action Required	Outcome	Action Owner	
11	Development of links between all Finance stakeholders – budget holders, management accountants, commercial partnership team, chief officer group.	Ensures advice is sought at the initial stages of planning, and the financial considerations are included in planning.	Reporting Manager	This year’s budget round was conducted collaboratively with budget holders, resulting in greater transparency and devolved budgets. COMPLETED
12	Ensure that reported expenditure and forecast expenditure is accurately reflected, challenge where underspend is known but not reflected.	Reduction in underspends, more accurate forecasting. More consistency between reported position in year and forecast outturn, allowing better use of financial information in operational decision making.	Reporting Manager	Detailed reporting for COG at operational level COMPLETED
13	Cultural work with budget managers re: underspend and forecasting and development of ‘carry forward’ policy.	Managers will not forsake VFM to spend money due to not wanting their budgets to be reduced.	DCFO	This formed part of the initial meeting/training with Budget Holders to deliver the cultural shift. Incorporated into the budget process. COMPLETED
14	Development of the Finance Intranet presence with a dedicated area for budget managers providing key resources	Easier access for budget holders to resources, greater awareness of policies and procedures, including budget manager guidance	Head of Finance	Policies & Procedures and Procure to Pay process guidance now added to the intranet. COMPLETED
15	Engage with budget holders to	Enhanced service to budget holders,	Reporting	Budget Holder dashboards currently under

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	establish training requirements and information provided.	less resource requirement to organise data resulting in more time for value adding activity. Standardised service	Manager	development within OBIEE. Completion scheduled for Summer 2018.
Theme: Year End		Theme Strategic Sponsor: Head of Finance		
Ref	Action Required	Outcome	Action Owner	
Y1	Year-end processes to be completed faster, timeline to be created and agreed prior to yearend.	Finance staff more opportunity to focus on 'in year' budget management and other value added activity	Reporting Manager / DCFO	Achieved for 2016/17 accounts. COMPLETED.
Y2	Implement post-audit final accounts review	Identify improvements for the following year.	Reporting Manager / DCFO	Review of 16/17 closedown to identify lessons learned for shorter timescale done and incorporated into 17/18 planning. COMPLETED
Y3	Better planning and accountability of year end working papers all working papers reviewed prior to audit	Creation of clear and accurate working papers to reduce audit time.	Head of Finance	Quality of working papers improved significantly during year end process for 2016/17. Further improvements noted for 17/18 to be incorporated into 17/18 closedown plan and timetable. COMPLETED
Theme: Systems		Theme Strategic Sponsor: DCFO		
Ref	Action Required	Outcome	Action Owner	
S1	Review opportunities to update to the new payroll system.	Increased automation.	Head of Finance	New payroll system went live in Nov 2017. COMPLETED
S2	Undertake review of current tPolice performance and include 'clause 10 review' results.	Establish if the perception of a lack of transformation is correct; develop an improvement plan or communications plan as required.	t-Police Project Manager	A full clause 10 review for finance has been completed and shared at the T-Police project board in July 2017. COMPLETED
S3	Development of t-Police reporting	Enhanced service to budget holders, less resource requirement to organise data resulting in more time for value adding activity.	Reporting Manager	We have structured the COA and set up cost centres to enable the RG report to be automated. COMPLETED
S4	Development of purchasing	Improved in year management	Head of	Following the implementation of the new P2P process,

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	management information, and development of savings targets		Procurement	development of purchasing management information to be addressed. Quarterly report now produced showing procurements completed and savings achieved and part of BAU. COMPLETED Work on contracts ledger now being looked at. Target date October 2018
Theme: Whole Finance Development		Theme Strategic Sponsor: CFO		
Ref	Action Required	Outcome	Action Owner	
O1	Session to discuss responsibilities and requirements between Force, G4S and OPCC finance.	Agreed responsibilities and requirements, improved satisfaction and greater clarification of aims and objectives.	Commercial Partnership Manager	Roles and responsibilities now clarified and much closer working between the finance teams has largely resolved these issues. COMPLETED
O2	Training needs analysis for finance team / CPD	Ensures all individuals are suitably qualified and identifies any gaps to be addressed.	Head of Finance / DCFO	CPD sessions conducted twice yearly, CIPFA courses are attended regularly. COMPLETED
O4	Definition of Quality Standards through review of contract. *	Agreement and clarification of outputs.	Commercial Partnership Manager / Head of Finance	Take forward for inclusion in future programme.
O5	Review performance indicators with consideration to requirements from the Force/PCC to enable performance.*	Creation of an equitable service with clearer lines of accountability.	Commercial Partnership Manager / Head of Finance	Take forward for inclusion in future programme.