APPENDIX 1

Action Plan : Updated July 2017

Theme: Accountability		Theme Strategic Sponsor: ACO Resources		
Ref	**Action Required**	**Outcome**	**Action Owner**	**Progress**
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.	Head of HR	New PDR process under development based upon national guidance from the College of Policing Staff budgets currently being devolved. A Competency based framework to be developed once completed – target date June 2018
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	Review of Scheme of delegation – target date October 2017
A3	Conduct training needs analysis for budget holders.	Identify training gaps for budget holders, produce training plan to ensure all individuals are suitably skilled	Head of HR	Budget holder guidance/training part of the process review – new target date following devolving of budgets and review of Scheme of delegation - December 2017
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 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 Strategic Development**		
Ref	**Action Required**	**Outcome**	**Action Owner**	
PB1	Development of benefits tracking within projects, Project	Increases the tracking of benefits from projects, so that lessons can	Head of Strategic Development	Draft benefits strategy in production to be reviewed by Change Board - September 2017

	reviews to include benefits tracking and results to be reported to Change Board.	be learned and that benefits are seen through to fruition.		
PB2	Improvements to the business case process that ensures more input from finance at early stages.	Removes incorrect financial assumptions from project planning.	Head of Strategic Development	Project Managers have met with finance to discuss earlier input from finance. Business Case process is being reviewed, with a handbook in production. A revised Financial Assessment Proforma has been drafted for inclusion in the Business Case template – target date September 2017.
Theme: In year management		**Theme Strategic Sponsor: FCFO**		
Ref	**Action Required**	**Outcome**	**Action Owner**	
I1	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 to be conducted collaboratively with budget holders. Following a budget workshop in June 2017, a new budget setting process is in development. Implementation – September 2017.
I2	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	Development of detailed reporting for COG at operational level - target date October 2017
I3	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 forms part of the initial meeting/training with Budget Holders to emphasise that underspends are as bad as overspends. This is a bug cultural change and will need to be handled in the right way.
I4	Development of the Finance Intranet presence with a dedicated area for budget managers providing key	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. Budget process review currently in progress and e-learning guides being produced to post onto intranet page.

	resources			
I5	Engage with budget holders to establish training requirements and information provided.	Enhanced service to budget holders, less resource requirement to organise data resulting in more time for value adding activity. Standardised service	Reporting Manager	Initial budget kick off meeting will highlight training requirements – revised target date September 2017
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	. For 2016/17 accounts we have achieved this earlier deadline.
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 to be undertaken in Autumn 2017.
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.
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 implementation underway.
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** We are now looking at taking that to the next level down to produce variances at operational level for COG – target date October 2017

S4	Development of purchasing management information, and development of savings targets	Improved in year management	Head of Procurement	Following the implementation of the new P2P process, development of purchasing management information to be addressed. Quarterly report now produced showing procurements completed and savings achieved.
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	Workshop with team leaders held during September 2016 and senior team during October 2016. Action plan being produced. Revised target date – October 2017
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	To be conducted as part of the action plan referred to above.
O4	Definition of Quality Standards through review of contract. *	Agreement and clarification of outputs.	Commercial Partnership Manager / Head of Finance	To be conducted as part of the action plan referred to above.
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	To be conducted as part of the action plan referred to above.