

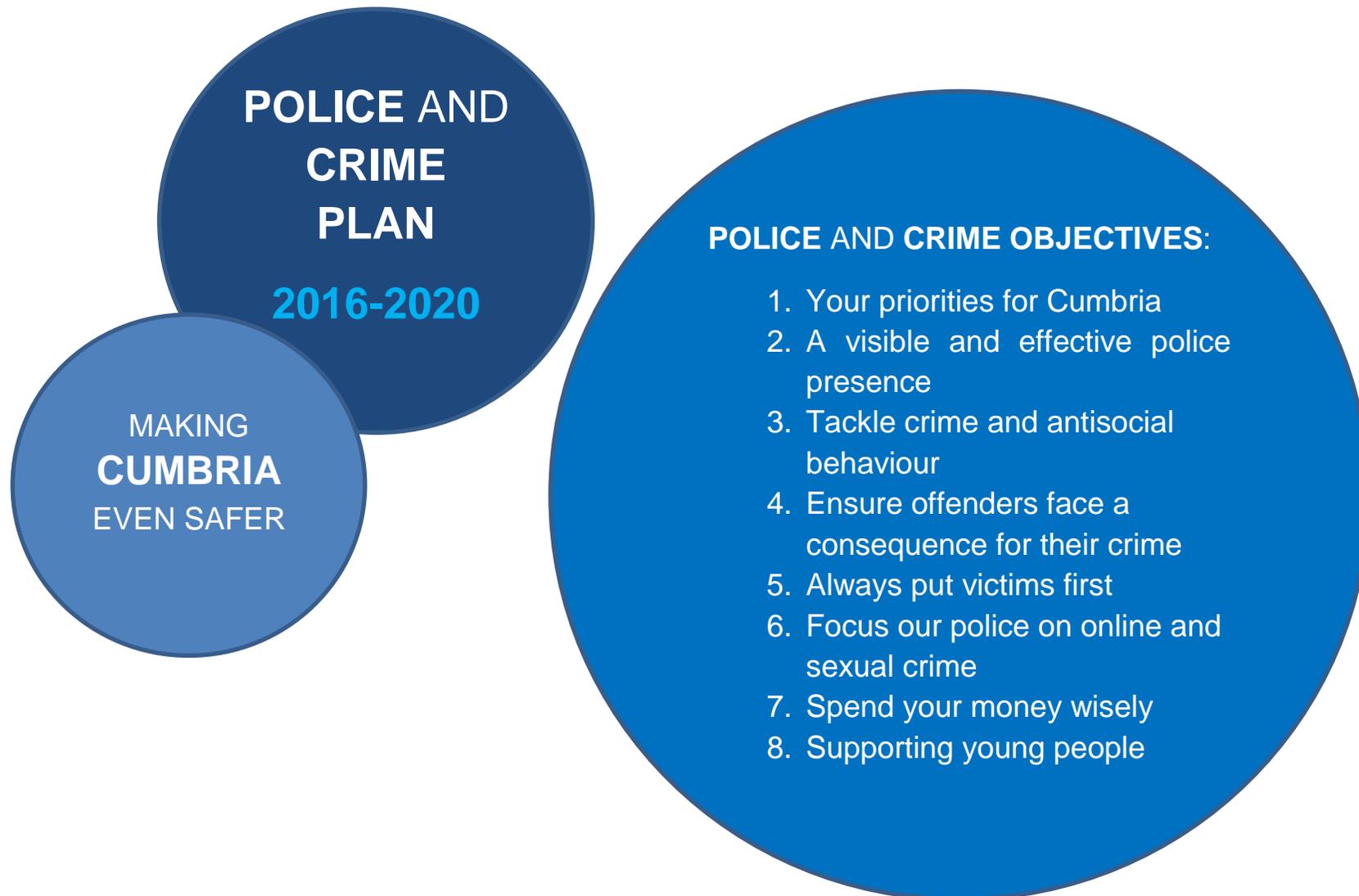


**Cumbria Office of the Police and Crime Commissioner**  
**and**  
**Cumbria Constabulary**

**INTERNAL AUDIT PLAN 2020/21**

## 1. Introduction

1.1 The Internal Audit Plan for 2020/21 has been prepared based on analysis of the strategic risk registers, Police and Crime Plan 2016-2020 and other factors affecting the OPCC and Constabulary in the year ahead.



## 2. Developing the Internal Audit Plan

2.1 The OPCC and Constabulary's strategic risk registers have been used as the starting point for the development of the audit plan (see Appendix 1a for the full plan). The documented risks were used as a basis for audit planning discussions with members of the Leadership Team to identify the areas where independent assurance from Internal Audit was most appropriately focused in order to deliver the mandatory annual Internal Audit opinions.

2.2 We also supplemented these planning discussions with other sources of information to inform the audit plan as shown in the diagram below:



2.3 Following on from the approach for the production of the 2019/20 plan, we have sought to align the audit plan with risks documented within the strategic risk registers. On a quarterly basis the Joint Audit Committee sees the strategic risk registers which document the key risks facing both organisations and controls and other assurances in place to mitigate these risks. Risks have also been identified thorough professional networks, review of other OPCC and Constabulary audit plans and attendance at training and development events. These have been considered within our risk assessment process and included within the plan as appropriate.

### **3. The Internal Audit Service**

#### **3.1 Mission**

3.1.1 The mission of internal audit is defined within the PSIAS as:

*To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.*

3.1.2 The plan has been prepared in line with the mission to ensure there is adequate audit coverage to deliver the mandatory annual assurance opinions as well as to fulfil the requirement to provide advice and insight to the organisation.

#### **3.2 Resourcing**

3.2.1 The internal audit plan will be delivered by the in-house team of internal audit staff. Internal Audit is a shared service between the County Council and the Office of the Police & Crime Commissioner / Cumbria Constabulary. The number of audit days to be delivered for the OPCC and Constabulary is 281, as agreed in the Shared Service agreement. This year we have 10 days contingency which will be allocated during the year following further discussions with management. The current level of resource is appropriate to deliver the planned number of audit days.

3.2.2 We have continued to include time within the plan for advisory / consultancy style work as part of our development of the internal audit service aimed at providing wider support to the Constabulary and OPCC which was an area highlighted as part of the EQA. In this year's plan we have taken into consideration the lessons learned from undertaking advisory / consultancy work in 2019/20 and

included one larger review of 'Front Office Counters'. Overall 25 days of the plan has been allocated to advisory / consultancy work which equates to 9% of overall resources in the plan, a reduction from 16% in the 2019/20 plan.

### **3.3 Conformance with the PSIAS**

- 3.3.1 Under the PSIAS, internal audit is required to have an external quality assessment (EQA) every five years. The first assessment had to be completed by 31 March 2018. The EQA of the Shared Internal Audit Service was undertaken in October 2017. The review concluded that the service 'generally conforms' with the standards (the highest assessment available) and the 'audit methodology contains all the required elements of the standards'.
- 3.3.2 Arrangements are in place to address the recommendations arising from the assessment, and where appropriate, recommendations have been addressed in the preparation of this audit plan, e.g. closer linkages with risk registers.
- 3.3.3 We have a rigorous Quality Assurance and Improvement Programme to ensure a high quality of service is maintained.

## Appendix 1a – Draft Internal Audit plan 2020/21

Audit Review	Description	Days
Financial sustainability (Constabulary / OPCC)	Financial pressures remain as risks on both the OPCC and Constabulary strategic risk registers. The audit would provide updated assurance over the ongoing arrangements for financial sustainability during this time of continued financial uncertainty for the Constabulary.	15
Benefits delivery process (Constabulary / OPCC)	<p>There has been significant investment in projects to drive efficiencies within the Constabulary. Governance processes around delivering the benefits from investment in projects have been revised.</p> <p>The audit review would provide assurance that the newly developed processes have the correct level of internal control to identify and report the delivered benefits. The audit will consider the arrangements the Constabulary has in place to manage unanticipated benefits as well as how any negative impacts or non-delivery issues are identified promptly and reported.</p>	20
Risk management and governance (Constabulary / OPCC)	Work to support the annual opinions.	10
Contract management (Constabulary / OPCC)	In the audit environment commissioning, procuring and contract management are seen as high risk areas. A lot of work has been done by the Commercial Solutions department to improve commissioning and procurement activity. However, there is a need to ensure that appropriate contract management arrangements are in place so that the benefits of contracts are fully realised.	25
Sickness management (Constabulary)	The review will provide assurance over the arrangements for managing sickness and will focus on compliance with policies and procedures.	20

Audit Review	Description	Days
Collision Reduction Officers (CROs) (Constabulary)	Identified as a priority by management. The review would provide independent assurance that CROs are providing value for money by delivering the requirements of the original business case.	20
Professional Standards – Practice requires improvement (Constabulary)	Identified as a priority by management. The review will provide independent assurance that the Constabulary’s processes are compliant with the new regulations.	20
Property Stores (Constabulary)	Identified as a priority by management. The review will provide assurance that the management of property (evidential and lost and found) complies with the policy.	20
New Business Transformation Project (BTP) Establishment processes (Constabulary)	<p>Identified as a priority by management. The review will provide independent assurance that the newly developed processes have the correct level of internal controls and that data is timely and accurate.</p> <p>We will undertake the work in two phases:</p> <ol style="list-style-type: none"> <li>1. Early discussions over whether controls being built in to the system are appropriate and;</li> <li>2. Review once the system is in place.</li> </ol>	20
New Business Transformation Project (BTP) finance (Constabulary)	<p>Identified as a priority by management. The review will provide independent assurance that the newly developed processes have the correct level of internal controls.</p> <p>We will undertake the work in two phases:</p> <ol style="list-style-type: none"> <li>1. Early discussions over whether controls being built in to the system are appropriate and;</li> <li>2. Review once the system is in place.</li> </ol>	20

Audit Review	Description	Days
Financial systems – Main Accounting System	The introduction of the new main accounting system in October 2020 means the new system will be introduced part way through the 2020/21 financial year. This review would provide assurance that data has been correctly transferred into the new system and that the new system operates as expected.	15
Financial systems - Pensions	Cyclical financial system audit which will focus on compliance with key controls.	10
Advisory / Consultancy work Front Office Counters	An independent assessment of current demand by volume and type at each of the stations that have a front counter. This piece of advisory work will provide a factual summary and commentary on demand. Management will be able to use our work as part of their consideration of future options for the service.	25
TRIM (Trauma Risk Incident Management) Follow up (Constabulary)	The TRIM audit received 'Partial' assurance in 2019/20 and therefore a follow up audit is undertaken the next year.	5
Contingency	Audit time to be allocated during the year following further discussions with management.	10
Attendance at Police Audit Training & Development event	This is an important part of the development of the internal audit service to the OPCC / Constabulary and provides insights into current issues, risks and audit matters relevant to our police audit work.	2

Audit Review	Description	Days
Internal audit management	<p>Time is built into the plan for the management of the shared service in relation to work undertaken for the constabulary and the Commissioner's Office, to include:</p> <p>Attendance at Joint Audit Committee (5 meetings in year)</p> <p>Preparation of progress reports, annual reports and opinions</p> <p>Audit planning</p> <p>Management liaison</p> <p>Effectiveness of internal audit – Compliance with PSIAS</p>	<p>4</p> <p>6</p> <p>9</p> <p>4</p> <p>1</p>
<b>Total</b>		<b>281</b>