

Risk, Audit & Fraud Services

Efficiency Review 2010

Consultation Pack

May 2010

Dear colleague,

As you know, a number of services within the Risk, Audit and Fraud Division are currently undergoing service efficiency reviews.

This is part of a series of reviews across the Council that are taking place now, or are planned to take place in the future as part of the transformation programme.

The purpose of all the reviews is to identify service efficiencies and improvements.

This pack describes the proposed changes to the structure and delivery of the following services:

Business Risk Management Service
Occupational Health, Safety and Risk Service (also subject to separate ongoing efficiency review)
Corporate Anti-Fraud Service
Internal Audit Service

Price Waterhouse Coopers (PWC) carried out this review, the project sponsor was Myfanwy Barrett and I was the project lead officer.

The following pages and appendices describe the findings of the review and the proposed changes.

Feedback has already been received from the Service Managers in CAFT and Internal Audit and their responses are attached for your information.

This consultation document is for permanent and temporary staff in the Corporate Anti-Fraud, Internal Audit and Occupational Safety, Health and Risk teams, UNISON and GMB Trade Unions.

This is the formal consultation stage of the review and if you have any comments it is important that you take the time to put these forward. All comments should be made either directly to me or via your Trade Union and if you would like to discuss the proposals on a one-to-one basis then please let me know.

Advice and support is available through your Trade Union, the Occupational Health service and the Council's Employee Assistance Programme.

Yours sincerely,

David Ward
Divisional Director – Risk, Audit & Fraud

Timetable for Consultation

17th May – Consultation starts

17th – 27th May - Individual or team meetings to be arranged if requested

28st May – Consultation closes

Timescale for CSB Approval

24th – 28th May – CSB report to be prepared incorporating consultation comments

1st June – CSB Meeting

Timescale for Implementation if Approved by CSB

2nd June – 30th June – Partnership working arrangements and personnel finalised

1st July - trial period start date

1st July 2010 – 31st March 2011 - Trial period

Early 2011 - Procurement exercise to determine long term co-sourced provider

February & March 2011 – Review of trial, negotiation of required adjustments if long term arrangements to be entered into.

1 April 2011 – New long-term arrangements commence (contract duration to be determined)

Existing Structure

See appendix

Proposed Structure

See appendix

Key Changes

The full report from PWC detailing the review scope, approach, observations and findings is included in this pack.

The key changes that are proposed are as follows:

- The work of the currently vacant posts in the Internal Audit Team to be delivered on a partnership basis by PWC specialist audit resources. The number of support days is to be agreed and will be flexible.
- These co-sourced resources will be delivered along side, and on behalf of, the Internal Audit Service.
- The co-sourced resource will report directly to the Service Manager - Internal Audit.
- The Risk Management Officer function will also be delivered by a PWC resource, and this reporting line will move from the current Occupational Health and Safety Service Manager to the Service Manager, Internal Audit. The co-sourced risk management support days is to be agreed and will be flexible.
- The following vacant posts will be frozen in Internal Audit:
 - 1 X Auditor
 - 1 X Assistant Auditor
 - 1 X Senior Professional – Internal Audit
 - 1 X Assistant IT Auditor
- The following vacant post will be deleted in Internal Audit: Administrative Assistant. This post has already been identified as not being required.
- The co-sourced internal audit support days is to be agreed and will be flexible.
- The following vacant post will be deleted from the Occupational Health, Safety and Risk service:
 - Risk Management Officer
- The role of Service Manager - Occupational Health, Safety and Risk will be renamed Service Manager - Occupational Health and Safety and the revised draft role profile will be agreed by way of a separate consultation process. (This post is subject to further changes following the conclusion of the current Health and Safety service efficiency review)
- The role of Service Manager - Internal Audit will be renamed Service Manager – Internal Audit and Risk. This will be agreed by way of a separate consultation process.
- The CAFT structure is unchanged but PWC support may be deployed to support the transition to the recommendations contained in the report, this is mostly around the efficiency of the fraud case management process and improving performance indicators.

- The budget implications of the proposal equates to a target overall expenditure reduction of £30k. This will inevitably entail less resources will be available to deliver the workload.
- Both the co-sourcing performance and the internal structure / reporting arrangements will be reviewed in light of a 9 month trial period experience commencing in July 2010 and ending on 31st March 2011.