



THE POLICE AND CRIME COMMISSIONER
FOR NORTH YORKSHIRE AND CHIEF
CONSTABLE OF NORTH YORKSHIRE POLICE

Origin Phase 4

Internal Audit Report: 5.15/16

REVISED FINAL

31 May 2016



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Final report issued	24 May 2016	Client sponsor	Tim Madgwick, Deputy Chief
Revised final issued	31 May 2016		Constable
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1 EXECUTIVE SUMMARY

1.1 Background

An audit of the Origin Phase 4 implementation was undertaken as part of the approved internal audit periodic plan for 2015/16.

The Origin system is the new people management system introduced at North Yorkshire Police in October 2014. One of the aims of the system is to increase the automation and reduce reliance on paper forms for the management of staff leave and increase the efficiency of resource management. Phase 4 of the implementation process commenced in November 2015 and includes the implementation of a self-service process for staff leave and Rest Days in Lieu. The Origin system has been in development since October 2014 with data migration and testing being carried out in parallel with the existing system.

The self-service system operates on a “line of approval” basis with three lines of approval within the system:

- No required approval line – for senior management at director level and above
- Line manager approval line – for staff and officers mostly within the Headquarters departments
- Automatic approval line – for staff and officers on a shift work pattern with minimum staffing requirements embedded within the background of the system

North Yorkshire Police as a whole consists of 3,072 employees, as at the time of the audit. The employees are split as follows: officers (1,378), support staff (1,250), special officers (203), volunteers (176) and members (65). The management of the Origin system is carried out by an Origin Administrative team with further assistance provided by the Resource Management Unit (RMU) team.

1.2 Conclusion

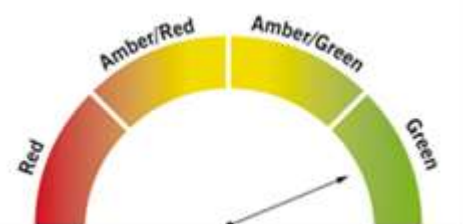
Our audit work confirmed that there are adequate controls in place around the use and functionality of the Origin self-service system at the Police and Crime Commissioner for North Yorkshire and the Chief Constable of North Yorkshire.

We identified an element of inefficiency in relation to staff and officer access to the system itself as this was restricted to networked computers and users with Citrix access, which at the time of the audit was not available across the Force.

We have noted that the Origin and HR departments were aware of this issue and the organisation recently agreed a mobile data project which will provide tablets and smartphones to all officers which will allow Origin access. The project is due for implementation in the summer of 2017.

Internal Audit Opinion:

Taking account of the issues identified, the Police and Crime Commissioner for North Yorkshire and Chief Constable of North Yorkshire can take **substantial assurance** that the controls upon which the organisation relies to manage the identified risk are suitably designed, consistently applied and operating effectively.



1.3 Key findings

The key findings from this review are as follows:

- Our review covered a review of policies and procedures around annual leave, compassionate and emergency leave and rest days in lieu as well as Origin user guides for leave applications and for supervisors. Evidence of the “Headline” bulletins was also provided detailing system implementation information and dates of drop in sessions. There was additional evidence from E-learning provided to support the move to the self-service system. This has allowed the new self-service process to be embedded throughout the Force by providing procedural guidelines as well as face to face training for staff to be able to utilise the new system.
- Testing was carried out on a sample of annual leave requests for the 2015/16 year. The testing confirmed that the controls were in place within the Origin system to ensure that the correct authorisation process were followed. The Origin system is linked to the Force’s duty roster system which allows for minimum staffing levels to be set in line with national requirements. This allowed for an automatic control on the leave authorisation to ensure that minimum staffing levels are not breached.
- Testing was carried out on a sample of compassionate and emergency leave with 10 cases from each reviewed. We were able to confirm that all the requests had been approved by the relevant line manager and were in accordance with the Force’s compassionate and emergency leave procedures.
- We were able to confirm that the approval controls are operating as intended for RDIL. In addition, we reviewed the controls in place for the management of RDIL and the processes in place to prevent an excessive build-up of RDIL throughout the Force. We confirmed that regular reporting on the level of RDIL was carried out through the Origin system with excessive balance, considered over 10 days, raised with the relevant employee’s line manager.
- Discussion with the HR and Origin Administrative teams indicated that there have been no paper forms used since the Origin system had been live. Discussions indicated that where this is attempted staff are informed that this is no longer a valid process and pointed in the direction of the self-service system and the E-learning model.
- We confirmed that there are controls in place within the Origin system to prevent bottlenecks in approval where prescribed line managers are not available. We confirmed that there is an automatic escalation process following two days of inactivity on a particular leave application.
- The Origin system was originally in place for development and testing in October 2014 and ran alongside the North Yorkshire Police paper form leave procedure while data was migrated and the system tested with a view for the system being fully live and operational for November 2015. As such testing on the accuracy of the data migrated, originally in October 2014, could not be carried out due to the nature of annual leave where entitlements are effectively reset at the start of a new annual leave period.

1.3 Additional information to support our conclusion

We have not included any management actions, as a result of the audit.

2 DETAILED FINDINGS

Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may, with a high degree of certainty, lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

This report has been prepared by exception. Therefore, we have included in this section, only those risks of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
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Risk: The Origin system is not used correctly for the booking of leave.

We have not raised any management actions as part of this review.

APPENDIX A: SCOPE

Scope of the review

To evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. The scope was planned to provide assurance on the controls and mitigations in place relating to the following risks:

Objective of the risk under review	Risks relevant to the scope of the review	Risk source
The Police and Crime Commissioner for North Yorkshire and Chief Constable of North Yorkshire Police have appropriate processes in place to ensure leave (annual leave, compassionate leave, emergency leave and Rest Days In Lieu) is recorded accurately, promptly and in accordance with agreed policies and procedures.	The Origin system is not used correctly for the booking of leave.	Internal Audit

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

This review has considered the Origin – Self Service Leave and whether the system and procedures in relation to these three areas had been embedded across the organisation. This included:

- Whether the system had been used correctly,
- Had been updated in a timely manner, and
- Whether leave had been booked in line with relevant policies.

This involved selecting a sample of leave across the four areas and reviewing the booking process from start to completion.

We also sought to identify whether any annual leave, compassionate leave, emergency leave and Rest Days In Lieu had been recorded and booked outside the Origin system since its launch.

Limitations to the scope of the audit assignment:

- All testing has been completed on a sample basis from transactions in the current financial year and therefore we cannot confirm that all transactions are legitimate or valid or that policies and procedures have been complied with in all instances.
- The review has only considered the applications of policies in relation to annual leave, compassionate leave, emergency leave and Rest Days In Lieu booked through the Origin system; we have not considered any of these prior to the system launch.
- We have not commented on the organisation's annual leave, compassionate leave, emergency leave or Rest Days In Lieu policies; we have only commented on whether these have been correctly applied.

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- Our review has not considered other elements of the Origin Phase 4 implementation nor commented on the overall project management and delivery.
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

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APPENDIX B: FURTHER INFORMATION

Persons interviewed during the audit:

- Leanne Consett, HR Professional Support Manager
- Becky Newby, Senior IT Trainer
- Sue Hodgson, Resource Management Officer
- Antony Byrne, Duties Manager

Documentation reviewed during the audit:

- Annual Leave Policy and Procedure
- Origin Quick Guides (for both leave applicants and Supervisors)
- Compassionate Leave Procedures
- Emergency Leave Procedures

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FOR FURTHER INFORMATION CONTACT

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