
Audit Improvement Plan

Dorset & Wiltshire Fire and Rescue Service



DORSET & WILTSHIRE
FIRE AND RESCUE

Audit Improvement Plan Activities

KEY FOR RECOMMENDATION PRIORITY

- Fundamental (F)** - The organisation is subject to levels of fundamental risk where immediate action should be taken to implement an agreed action plan.
- Significant (S)** - Attention to be given to resolving the position as the organisation may be subject to significant risks.
- Merits Attention (MA)** - Desirable improvements to be made to improve the control, risk management or governance framework or strengthen its effectiveness.

Key Financial Controls – Ian Cotter, Head of Financial Services

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
1. Budget Structure It is recommended that consideration be given to reviewing the budgetary control system, potentially reducing the number of budget managers, allowing formal budget discussions to be focused on key financial issues.	MA	We will review the budgetary control system with the Head of Department during the 2018-19 financial year.	Recommendation/Corrective Action: Review of budgetary control system. Responsibility: Head of Financial Services (Ian Cotter) Target Date: 31 December 2018	This has been reviewed through the 2019-20 budget setting process and a new framework will be in place for the 2019-20 financial year.	Complete

ICT Migration Single Fleet Management System – Ian Thomas, Head of Assets

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Staffing Issues We recommend that staffing issues on the project are addressed as a matter of urgency to ensure that both the North and South teams are fully on board to implement the project to established timescales</p>	MA	<p>The Fleet department have doubled the training input to user staff in order to improve their understanding and efficiency of use. Regular team meetings are held to share best practice and to understand any training gaps or suggestions to improve functionality. Project team members attending weekly to assist in the above process.</p>	<p>Recommendation/Corrective Action: Staffing issues for the project are addressed as a matter of urgency</p> <p>Responsibility: Head of Assets (Ian Thomas)</p> <p>Target Date: 31 December 2018</p>	<p>Staff training is complete and is now topped up by updates from Tranman via the Service's Fleet management. This is now business as usual.</p>	Complete
<p>2. Post Project Reviews We recommend that dates are set for post project reviews to focus all involved in getting the project and the reviews completed in a controlled way</p>	MA	<p>The Project Plan has been amended to show the post project review taking place in the second week of December 2018</p>	<p>Recommendation/Corrective Action: Dates are set for post project reviews</p> <p>Responsibility: Head of Assets (Ian Thomas)</p> <p>Target Date: 17 December 2018</p>	<p>This action is now complete.</p>	Complete

**On Call Systems – Craig Baker,
Communities & Response Support Area
Manager**

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Project Completion Schedule We recommend that a schedule to confirm that all stations have been moved permanently to the new scheme (including those currently on trial status) is introduced and is completed when the final version of the scheme is formally agreed.</p>	<p>MA</p>	<p>A schedule already exists within Sycle as part of the project plan.</p>	<p>Recommendation/Corrective Action: Introduce a schedule to confirm that all stations have been moved to the new scheme.</p> <p>Responsibility: Area Manager - Response Support & Development (Craig Baker)</p> <p>Target Date: 31 October 2018</p> <p>Initial Revised Date: 31 December 2018</p> <p>Further Revised Date: 31 March 2020</p>	<p>The station adoption schedule needs to be reappraised in light of recent representative body discussions, following an alternative suggestion from the Fire Brigade Union.</p> <p>The completion date of 31 October 2018 was amended to 31 December 2018 but has since been extended again to support further discussions with representative bodies.</p> <p>A full roll-out schedule will be developed during 2019-20 and the pay model element of the project should be agreed with representative bodies by 31 March 2020.</p>	<p>Delayed</p>

Health and Wellbeing – Vicky Read,
HR Wellbeing Manager

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Data Security All sickness absence reports/ spreadsheets containing sensitive personal data to be password protected before being emailed to other employees to help prevent unauthorised access and a potential data breach.</p>	MA	<p>The Service is making the appropriate changes to meet this recommendation. This will be implemented by end of October 2018.</p>	<p>Recommendation/Corrective Action: All sickness absence reports/ spreadsheets containing sensitive personal data to be password protected.</p> <p>Responsibility: HR Wellbeing Manager (Vicky Read)</p> <p>Target Date: 20 September 2018</p> <p>Revised Date: 31 December 2018</p>	<p>All sensitive information which is required to be shared will be done so by using Microsoft Team sites. Access to the site will be limited. This has provided a workable and secure solution.</p>	Complete
<p>2. Sickness Absence Line managers to be reminded of the requirement for them to hold trigger review meetings with their employees that have hit sickness absence trigger points and to complete the Sickness Absence Review form in HRMIS to evidence these meetings have taken place.</p> <p>Communications should be issued reminding line managers of the importance of completing sickness absence 'Return to Work' interviews and of the need to ensure Return to Work interview forms are completed in the HRMIS system as evidence that the interviews have been conducted.</p>	S	<p>Training for middle managers captures management of short term sickness, including triggers, which is being delivered in December 2018. This is in addition to E-Learning which is being delivered in October 2018 for all staff to complete. We are working with the Information Systems Manager on automated reports from HRMIS which will identify staff who hit trigger points.</p>	<p>Recommendation/Corrective Action: Line managers to be reminded of the requirement for them to hold trigger review meetings. Communications should be issued reminding line managers of the importance of completing sickness absence return to work interviews.</p> <p>Responsibility: HR Wellbeing Manager (Vicky Read)</p> <p>Target Date: 31 December 2018</p>	<p>The HR Business Partners are an active part of this process and work with managers to guide and coach them in completing the sickness absence review meetings.</p> <p>Training and awareness sessions have been well communicated Service wide.</p> <p>System developments are being implemented to further strengthen sickness management Service wide.</p>	Complete

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
		<p>The HR Wellbeing Manager meets the HR Business Partner quarterly and the monitoring of sickness triggers will be covered at the monthly meeting with the HR Advisor (Wellbeing) to ensure completion by managers. The above will also apply to Return to Work interviews. The current HRMIS development will also assist with this recommendation as we are developing the sickness trigger section.</p>			

Energy Management – Ian Thomas,
Head of Assets

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Carbon Management Policy The Integrated Property Asset Management plan (IPAMP) refers to development of a carbon management policy, whilst we recognise that responsibility for this has been allocated, its completion and approval is anticipated to be significant in terms of establishing future commitment to investment in sustainability measures and therefore inform outcomes and actions emerging from the current property survey.</p>	S	<p>The Estates Officer has been tasked with the preparation of an Environmental Sustainability Policy. This will be a three part process: Estates (the built environment); Assets (Fleet, Equipment, Supplies, Water & Foam); Service wide (corporate responsibilities, cultural change).</p>	<p>Recommendation/Corrective Action: Completion and approval of a Carbon Management Policy - now called Environmental Sustainability Policy.</p> <p>Responsibility: Head of Assets (Ian Thomas)</p> <p>Target Date: 31 March 2019</p>	<p>All sites across the Service now have Display Energy Certificates and these are approved & published on the Government website.</p> <p>The Environmental Sustainability Policy is currently being developed.</p>	On Track
<p>2. Monitoring of Energy Costs The Estates Team should develop the intended spreadsheet system using data from supplier portals to monitor usage trends and identify anomalies so that prompt action can be taken. The information provided can also then be used to support future procurement exercises.</p>	S	<p>Estates Officers monitor consumption and trends monthly following receipt of invoice from suppliers; anomalies are highlighted for remedial action as appropriate. This is also reviewed at Estates Team meetings.</p>	<p>Recommendation/Corrective Action: The Estates Team to monitor usage trends and identify anomalies using data from supplier portals.</p> <p>Responsibility: Head of Assets (Ian Thomas),</p> <p>Target Date: 31 March 2019</p>	<p>N-power (electric) have updated their web portal which allows the Service to view half-hourly consumption of all sites.</p> <p>This data will allow the Service to identify extreme usage and also supports the next steps in the IPAMP development such as identifying sites for potential solar panel fitment.</p>	On Track

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<p>3. Monitoring of high cost users The cost outliers identified in the review should be investigated by the Estates Team, who should in future review trend data to quickly identify apparent anomalies, particularly in the case of potential water leaks, in order to minimise energy and utility costs.</p>	S	On receipt of an invoice and consumption data from supplier, Estates Officers will review consumption/m2 Gross Internal Area, comparing with previous pattern of consumption and benchmark against similarly occupied premises.	<p>Recommendation/Corrective Action: Estates Team to investigate cost outliers to review trend data.</p> <p>Responsibility: Head of Assets (Ian Thomas),</p> <p>Target Date: 31 March 2019</p>	<p>N-power (electric) provides detailed data on consumption - this data is being used identify high energy users.</p> <p>Green Champions are being set up at station locations to help promote lower usage.</p>	On Track
<p>4. Energy Consumption The Estates Team should reinforce and continue to develop the processes by which the commitment to reduce energy costs across all aspects of utility and fuel consumption is embedded throughout the Service.</p>	MA	This will develop with the Environmental Sustainability Policy and implementation of actions 2 & 3.	<p>Recommendation/Corrective Action: The Estates Team should reinforce and continue to develop the processes to reduce energy costs.</p> <p>Responsibility: Head of Assets (Ian Thomas),</p> <p>Target Date: 31 March 2019</p>	With increased accessibility to consumption data the Estates team are now able to interact with stations regarding their consumption. To this end the Estates team are now establishing Green Champions at sites to promote reduced consumption.	On Track