
Audit Improvement Plan Activities

Dorset & Wiltshire Fire and Rescue Service



DORSET & WILTSHIRE
FIRE AND RESCUE

Audit Improvement Plan Activities

KEY FOR RECOMMENDATION PRIORITY

- Priority 1** - Findings that are fundamental to the integrity of the Service's business processes and require the immediate attention of management.
- Priority 2** - Important findings that need to be resolved by Management.
- Priority 3** - Findings that require attention.

On-call Systems

Director of Service Support

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Project Completion Schedule</p> <p>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>	3	<p>A schedule already exists within Cycle as part of the project plan.</p>	<p>Recommendation/Corrective Action: Introduce a schedule to confirm that all fire stations have been moved to the new scheme.</p> <p>Responsibility: Area Manager - Response Support & Development</p> <p>Target Date: 31 March 2020</p> <p>Revised Date: 30 June 2020</p>	<p>The collective agreement for a new on-call pay model has been signed by both the Fire and Rescue Services Association and Fire Brigades Union. Engagement visits to all on-call teams have been completed with the focus moving to local cover reviews to maximise availability. In order to facilitate the new on-call pay model, revised technical specifications for the electronic availability system were submitted to the system provider. However, time is required to enable adequate testing before a full roll-out across the Service. This will create a short delay. Officers are maintaining weekly contact to ensure no further slippage occurs.</p>	<p>Delayed</p>

Leadership and Development

Director of People Services

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Workbook The development of the Workbook should be encouraged as a mechanism for recording and review of progression and achievement by employees in support of Personal Review meetings and applications for promotion.</p>	3	Workbooks are being rolled out to relevant staff. The promotion process is being revised with a view to rolling out the new process in 2020. At this time, links can be made between the promotion process and the Workbooks.	<p>Recommendation/Corrective Action: The Workbook should be used as a mechanism for recording and reviewing of employees in support of Personal Review meetings and applications for promotion.</p> <p>Responsibility: Area Manager, Learning and Organisational Development</p> <p>Target Date: 31 March 2020</p>	<p>There is a People Improvement Plan for development pathways that has clear dates for improvements and achievements. The plan is currently on target.</p> <p>Workbooks are being linked to the new 1:1 and promotion processes for crew and watch managers. The new Middle Manager Workbook for station managers in development has been started with a group of station managers in development.</p>	On Track

Payroll

Director of People Services

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
1. There has been no recent payroll reconciliation to HR records held in HRMIS (Management Information System) or the Gartan system.	2	Data reconciliation checks were undertaken as part of the data migration in September 2018 and some anomalies were identified and resolved. A complete cross reference data reconciliation exercise will be carried out in quarter 3 2019-2020 (November 2019).	Recommendation/Corrective Action: Ensure a reconciliation is carried out between the payroll system and MIS systems. Responsibility: Head of HR Target Date: 31 December 2019	A reconciliation was completed in November 2019. The next reconciliation is scheduled for November 2020.	Complete

ICT Roadmap 2019-24 Completion

Director of Service Support

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Completion of Roadmap 2019-24</p> <p>We recommend that the Head of ICT ensures the Roadmap for 2019-24 is completed to ensure that current priorities are reflected accurately. This should include consultation with service user groups and capture the following:</p> <ul style="list-style-type: none"> - Resources and financial profiling - Commitments, dependencies, timescales - Impacts to business as usual - Alignment with underlying service planning. 	2	<p>A review of the ICT strategy will take place to ensure it meets the wider business needs of the organisation and Service Plan.</p> <p>The recommendations made will be incorporated into the review before full sign off.</p>	<p>Recommendation/Corrective Action: Completion of Roadmap 2019-24 to ensure that current priorities are reflected accurately.</p> <p>Responsibility: Head of ICT</p> <p>Target Date: 31 December 2019</p>	<p>Following consultation, the review of the ICT Roadmap has been completed. The revised ICT strategy reflects the predicted business needs and organisational risks.</p> <p>The strategy is aligned to the Strategic Assessment of Risk, the Service Delivery Plan, the Medium-Term Finance Plan and business continuity plans.</p> <p>A supporting delivery plan has been created which identifies the required financial and human resources delivery timeframes for activities; and enables improved monitoring and assurance.</p>	Complete

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>2. Consultation and approval of Roadmap</p> <p>We recommend that the Head of ICT ensures a draft version of the Roadmap is taken to Strategic Leadership Team for consultation and subsequent approval should be ratified by the Service, then added to the staff intranet and well signposted in corporate communications.</p>	2	<p>Following completion of the review, the Strategic Leadership Team will be consulted on any significant changes in the ICT strategy direction, or finances. This will in turn be communicated to all staff through already created corporate methods for sharing information.</p>	<p>Recommendation/Corrective Action: Ensure a draft version of the Roadmap is taken to the Strategic Leadership Team for consultation; and that subsequent approval is ratified by the Service.</p> <p>Responsibility: Head of ICT</p> <p>Target Date: 31 December 2019</p>	<p>The revised ICT strategy has been ratified, communicated and published on the staff intranet.</p>	Complete

Recruitment and Workforce Planning

Director of People Services

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>1. Recruitment Procedure Updates</p> <p>DWFRS has a recruitment procedure, which is the key piece of guidance for management conducting this process. This procedure is, however, currently in draft, with a schedule of reviews due to be conducted before it is finalised in December 2019.</p> <p>We have recommended some additions to the current version of the recruitment procedure during this review period. There is an opportunity to improve the effectiveness of the recruitment procedure</p> <ul style="list-style-type: none"> • Include definitions of the three types of staff (corporate, wholetime and on-call) and define any aspects of the Recruitment procedure that would be particular to each • The specific documentation required to be reviewed throughout the recruitment process for each type of staff should be detailed • Link this procedure to the Community Safety Plan and Service Delivery Plan. 	3	<p>We accept the recommendation and the Recruitment procedure will be updated to reflect the recommendations.</p>	<p>Recommendation/Corrective Action:</p> <p>Include definitions of the three types of staff (corporate, wholetime and on-call) and define any aspects of the recruitment procedure that would be particular to each.</p> <p>The specific documentation required to be reviewed throughout the recruitment process for each type of staff should be detailed.</p> <p>Link this procedure to the Community Safety Plan and Service Delivery Plan.</p> <p>Responsibility: Head of HR</p> <p>Target Date: 31 March 2020</p>	<p>The Recruitment and Selection procedure is in draft with final amendments; including incorporating the audit recommendations being made.</p>	<p>On Track</p>

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>2. Strategic Workforce Plan</p> <p>A Strategic Workforce Plan exists and is followed.</p> <p>Whilst it is an active document, it is still thought of to be a work in progress. It currently does not reference the Community Safety Plan and Service Delivery Plan. There is an opportunity to improve the effectiveness of the Strategic Workforce Plan.</p> <p>We recommend the HR Delivery Manager revise the Strategic Workforce Plan to reference the Community Safety Plan and Service Delivery Plan.</p>	3	<p>Work is already underway to ensure that the Strategic Workforce Plan aligns to our corporate planning framework. A revised Strategic Workforce Plan will be completed by April 2020 and will be linked to our Strategic Assessment of Risk document. The Strategic Workforce Plan will then be reviewed every two years to align and make clearer reference to the Strategic Assessment of Risk, the Community Safety Plan and Service Delivery Plan.</p>	<p>Recommendation/Corrective Action: We recommend the HR Delivery Manager revise the Strategic Workforce Plan to reference the Community Safety Plan and Service Delivery Plan.</p> <p>Responsibility: Head of HR</p> <p>Target Date: 31 March 2020</p>	<p>The draft Strategic Workforce Plan has been updated and suggested amendments have been reviewed by the Director of People Services.</p>	<p>On Track</p>

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>3. Re-Organisation, Re-Deployment and Redundancy Procedure</p> <p>DWFRS maintains a re-organisation, re-deployment and redundancy procedure, which explains these processes. We established that the Chief Fire Officer, Payroll and Workforce Planning and Postings Group play significant roles in this process, which are not explained under the responsibilities section of this procedure. There is an opportunity to improve the re-organisation, re-deployment and redundancy procedure.</p> <p>We recommend the HR Delivery Manager amends the re-organisation, re-deployment and redundancy procedure's 'responsibilities' section to detail the roles played in the process by i) The Chief Fire Officer ii) Payroll iii) The Workforce Planning and Postings Group</p>	3	<p>The re-organisation, re-deployment and redundancy procedure will be updated to reflect the recommendations.</p>	<p>Recommendation/Corrective Action: We recommend the HR Delivery Manager amends the re-organisation, re-deployment and redundancy procedure's 'responsibilities' section to detail the roles played in the process by</p> <ul style="list-style-type: none"> i) The Chief Fire Officer ii) Payroll iii) The Workforce Planning and Postings Group. <p>Responsibility: Head of HR</p> <p>Target Date: 31 March 2020</p>	<p>The procedure will be updated according to the audit recommendations by 31 March 2020.</p>	<p>On Track</p>