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# Audit Improvement Plan Activities

Dorset & Wiltshire Fire and Rescue Service



**DORSET & WILTSHIRE**  
**FIRE AND RESCUE**

## Audit Improvement Plan Activities

### KEY FOR RECOMMENDATION PRIORITY

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

### On Call Systems

Craig Baker, Area Manager Communities & Response Support

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p><b>1. Project Completion Schedule</b> 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>	<b>MA</b>	A schedule already exists within Cycle as part of the project plan.	<p><b>Recommendation/Corrective Action:</b> Introduce a schedule to confirm that all stations have been moved to the new scheme.</p> <p><b>Responsibility:</b> Group Manager On-Call Review Area Manager – Communities &amp; Response Support</p> <p><b>Target Date:</b> 31 March 2020</p>	Good progress has been made with the On-Call project, with the engagement strategy ensuring positive engagement and collaboration with representative bodies and staff groups.	On Track

## Energy Management

Ian Thomas, Head of Assets

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p><b>1. Carbon Management Policy</b> 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 Estate 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 &amp; foam); Service wide (corporate responsibilities, cultural change).</p>	<p><b>Recommendation/Corrective Action:</b> Completion and approval of a Carbon Management Framework - Now called Environment &amp; Sustainability Framework.</p> <p><b>Responsibility:</b> Head of Assets</p> <p><b>Target Date:</b> 31 March 2019</p> <p><b>Revised Target Date:</b> 30 September 2019</p>	<p>Following agreement to expand Carbon Management to a more encompassing Environment &amp; Sustainability Framework, a short delay has been incurred to enable further consideration of the impact on Estates, Assets and Service wide.</p>	Delayed
<p><b>2. Monitoring of Energy Costs</b> 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 invoices from suppliers; anomalies are highlighted for remedial action as appropriate. This is also reviewed at Estates team meetings.</p>	<p><b>Recommendation/Corrective Action:</b> The Estates team to monitor usage trends and identify anomalies using data from supplier portals.</p> <p><b>Responsibility:</b> Head of Assets</p> <p><b>Target Date:</b> 31 March 2019</p>	<p>Utilities consumption and cost data is now available through an online portal.</p> <p>This data will be used to identify trends and anomalies and initiate corrective action.</p>	Completed

<p><b>3. Monitoring of high cost users</b> 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	<p>On receipt of invoice and consumption data from suppliers, Estates Officers will review consumption/m2 Gross Internal Area, comparing with previous patterns of consumption and benchmark against similarly occupied premises.</p>	<p><b>Recommendation/Corrective Action:</b> Estates Team to investigate cost outliers to review trend data.</p> <p><b>Responsibility:</b> Head of Assets</p> <p><b>Target Date:</b> 31 March 2019</p>	<p>Further to the commentary above, league tables have been developed utilising this data. These tables will be considered on a monthly basis and actions developed to reduce usage at outlier sites.</p>	Completed
<p><b>4. Energy Consumption</b> 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	<p>This will develop with the Environmental Sustainability Policy and implementation of actions 2 &amp; 3.</p>	<p><b>Recommendation/Corrective Action:</b> The Estates Team should reinforce and continue to develop the processes to reduce energy costs.</p> <p><b>Responsibility:</b> Head of Assets</p> <p><b>Target Date:</b> 31 March 2019</p>	<p>As highlighted above, the Service now has full visibility of its energy consumption.</p> <p>Furthermore, bench marking is being utilised to identify opportunities for improvement across the Service.</p> <p>The Service is continuing to develop its approach through a network of Green Champions, designed to work with estates to promote general good environmental housekeeping and consumption reduction.</p>	Completed

## Integrated Risk Management Plan

Craig Baker, Area Manager Communities & Response Support

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p><b>1. Use of PORIS/CFRMIS</b> The Service should investigate whether prompts can be introduced to the review process to increase efficiency in relation to the conduct of Site Specific Risk Information (SSRI's)</p>	S	The Service will consider this as part of the current review of the use of PORIS.	<p><b>Recommendation/Corrective Action:</b> Investigate if prompts can be introduced to the review processes to increase efficiency in relation to the conduct of SSRI's.</p> <p><b>Responsibility:</b> Area Manager - Communities &amp; Response Support</p> <p><b>Target Date:</b> 31 March 2019</p>	Routine prompts are now in place within the SSRI review process.	Completed

## Procurement (Value for Money)

### Procurement Manager

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p><b>1. Request for Procurement Forms</b> Forms should be completed and sent to the Procurement Team in accordance with procedures in order that professional advice can be given, and informed purchasing decisions made. Procurement should monitor and enforce compliance.</p>	S	This requirement is already explicit in current procedures, and has been reinforced in training and awareness sessions for budget managers, service delivery teams and regular updates e.g. weekly bulletin	<p><b>Recommendation/Corrective Action:</b> Forms should be completed and sent to the Procurement team who should monitor and enforce compliance.</p> <p><b>Responsibility:</b> Procurement Manager</p> <p><b>Target Date:</b> 31 July 2019</p>	<p>As from 1st April 2019, an electronic Request For Quotation (RFQ) System was implemented.</p> <p>This provides the Service with a full audit trail of the process.</p>	Completed
<p><b>2. Contracts Register</b> Following receipt of full procurement documentation, the Contracts Register should be maintained in an accurate and timely manner in order to provide for review of legislative compliance and future efficient and effective procurement.</p>	S	The Service has undertaken a significant amount of work since Combination to bring together the contracts of the two former Services and create one fully populated Contracts Register. The vast majority of contracts are now included.	<p><b>Recommendation/Corrective Action:</b> Maintain Contracts Register in an accurate and timely manner.</p> <p><b>Responsibility:</b> Procurement Manager</p> <p><b>Target Date:</b> 31 March 2020</p>	A complete Contracts Register is now in place and being maintained. It is available to view via our website.	Completed
<p><b>3. Analysis of spend</b> The procurement team should obtain, analyse and make best use of available data relating to on-going spend in order to determine where benefit can be obtained from formal tendering for common supplies and helping it to better anticipate and plan for future spending. This will help to ensure the Service delivers best</p>	S	We have recently started to make progress with using the National Fire Chief's Council (NFCC) Spend Analysis tool. This will come in line with our move to Category Management. The Spend Analysis tool, Contracts register, and Capital Plan	<p><b>Recommendation/Corrective Action:</b> Procurement team should analyse data relating to on-going spend in order to anticipate and plan for future spending.</p> <p><b>Responsibility:</b> Procurement Manager</p>	<p>A draft Spend Analysis Report has been developed based on the last three years (2015-16 – 2018-19) and NFCC Strategic Categories and Sub-Categories.</p> <p>Work is ongoing to identify areas of opportunity for improved procurement.</p>	On Track

value from its procurement activity.		will be used to inform future procurement activity.	<b>Target Date:</b> 31 December 2019		
<b>4. Forecast procurement</b> An emphasis should be placed on anticipating future spending in relation to repeat orders in order to support procurement that delivers best value	S	We have recently started to make progress with using the NFCC Spend Analysis tool. This will come in line with our move to Category Management. The Spend Analysis tool, Contracts Register and Capital Plan will be used to inform future procurement activity.	<b>Recommendation/Corrective Action:</b> Anticipate future spending in relation to repeat orders to deliver best value.  <b>Responsibility:</b> Procurement Manager  <b>Target Date:</b> 31 December 2019	A Future Procurement Plan has been developed linking capital and revenue budgets across key areas such as estates, fleet and equipment.	Completed
<b>5. Approved Suppliers list</b> The Service should consider whether an Approved Suppliers list remains relevant or whether other arrangements provide for routine use of suppliers with regard to specific categories of expenditure such as routine and emergency maintenance	S	Section 18 of Contract Standing Orders makes provision for a "List of Contractors". This section will be maintained, although we acknowledge that there are limited circumstances where it may apply. Current arrangements for routine and emergency maintenance will be reviewed.	<b>Recommendation/Corrective Action:</b> Consider whether an Approved Suppliers list remains relevant or whether other arrangements provide for routine use of suppliers.  <b>Responsibility:</b> Procurement Manager  <b>Target Date:</b> 31 July 2019	The current arrangements for routine and emergency maintenance have been reviewed and we will be developing an approved supplier list.	Completed
<b>6. Savings target and record of achievements</b> The Procurement Team should establish a mechanism for setting and monitoring procurement savings achieved through proactive action as a contribution to completing the NFCC	S	Agreed	<b>Recommendation/Corrective Action:</b> Establish a mechanism for setting and monitoring procurement savings to contribute to completing the	Following a review of the Savings Register, opportunities for improvement have been identified such as including a breakdown by category.	Completed

Efficiency Savings Register.			<p>NFCC Efficiency Savings Register.  <b>Responsibility:</b>  Procurement Manager</p> <p><b>Target Date:</b>  31 July 2019</p>	<p>This will provide alignment with the move to category management and ease information gathering for the NFCC Annual Report.</p>	
<p><b>7. Training</b>  The Service should make training for those who have responsibility for procurement mandatory, and this should be endorsed by Management</p>	S	<p>Agreed. This has been included in training and awareness sessions for budget managers, service delivery teams and regular updates e.g. weekly bulletin.</p> <p>The Procurement Team ran training sessions, supported by an external provider during November 2018, and 38 staff attended the sessions.</p>	<p><b>Recommendation/Corrective Action:</b>  Mandatory training for those who have responsibility for procurement.</p> <p><b>Responsibility:</b>  Procurement Manager</p> <p><b>Target Date:</b>  31 March 2020</p>	<p>In addition to mandatory training for budget managers across the Service, e-learning modules covering Procurement Principles, the Electronic RFQ System and Contract Management are now in place.</p> <p>A revised e-learning package is currently in development.</p>	On Track



## Leadership and Development

Jenny Long, Director People Services

Main Recommendations	Priority	Management Response	Implementation Plan	Management Update	Progress
<p><b>1. Accreditation of Leadership Programme</b></p> <p>The Service should continue to consider the mutual benefits to the organisation and employees from accreditation of the programme.</p>	MA	It is the intention to accredit the Leadership Development programmes	<p><b>Recommendation/Corrective Action:</b> Continue to consider the mutual benefits from accreditation of the programme.</p> <p><b>Responsibility:</b> Area Manager Learning &amp; Organisational Development</p> <p><b>Target Date:</b> 30 June 2019</p> <p><b>Revised Target Date:</b> 30 Sept 2019</p>	<p>The Leadership Development Programmes are currently being cross mapped to the Institute of Leadership &amp; Management (ILM) level 3 and 5 qualifications in liaison with 'Sheldrake', an identified training provider for the MOD who deliver similar programmes.</p> <p>Should this conclude as an appropriate alignment these qualifications can then be offered as future leader apprenticeships.</p> <p>The process has been delayed as a result of needing to wait for the cross-mapping exercise to be delivered by 'Sheldrake'.</p>	Delayed
<p><b>2. Key Performance Indicators (KPI's)</b></p> <p>The Service should agree measures by which progress, completion and achievement of aspects of the Leadership Development programme can be beneficially included within the Service Delivery Plan.</p>	MA	KPIs relating to the Leadership Development Programme will be set out in the Service Delivery Plan.	<p><b>Recommendation/Corrective Action:</b> Agree measures by which aspects of the Leadership Development programme can be included within the Service Delivery Plan.</p>	<p>The leadership modules are continuing to be delivered and the KPI's have been added to our performance management system.</p> <p>These KPI's will demonstrate the volume of leadership training being undertaken by the service and its ability to</p>	Complete

		<p><b>Responsibility:</b> Head of Operational Training</p> <p><b>Target Date:</b> 31 March 2019</p>	<p>provide leadership to its two broad sub-groups.</p>	
<p><b>3. Workbook</b> 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>	<p>MA</p> <p>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>	<p><b>Recommendation/Corrective Action:</b> The Workbook should be used as a mechanism for recording and review of employees in support of Personal Review meetings and applications for promotion.</p> <p><b>Responsibility:</b> Workforce Development Manager</p> <p><b>Target Date:</b> 31 March 2020</p>	<p>To support staff to progress to the next level of their career and identify learning and development that is available at each stage, the Learning and Organisational Development team are developing workbooks for firefighters in development, Supervisory Managers, Middle Managers and Strategic Managers.</p> <p>The Firefighter Development Workbook is in place and all firefighters in development are required to complete this within their first two years.</p> <p>Work to progress the supervisory manager and middle manager workbooks continues, to ensure delivery within the time frame identified.</p>	<p>On Track</p>