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# Audit Improvement Plan Activities



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

## Audit Improvement Plan Activities

### KEY FOR RECOMMENDATION PRIORITY

<b>Priority 1</b>	- Findings that are fundamental to the integrity of the Service’s business processes and require the immediate attention of management.
<b>Priority 2</b>	- Important findings that need to be resolved by management.
<b>Priority 3</b>	- Findings that require attention.

### Planned and Reactive Fleet Maintenance – ACO – Director of Service Support

Main Finding	Priority	Management Response	Implementation Plan	Management Update	Progress
It was noted that some training courses are overdue, as highlighted in the ‘F&E Staff Training (Aug 2024)’ document. These courses relate to routine refresher training and specific technical updates. While training is generally up to date, the overdue training indicates that there is room for improvement in tracking and ensuring that all staff complete their mandatory or refresher courses on time. A more proactive system is needed to highlight overdue training and send reminders to relevant staff members to complete courses.	2	Fleet Workshop staff complete all statutory learning via the DWFRS Grow / Learning Hub portal which is recorded within Gartan Expert as competencies. All technical training including refresher training which is not a condition of trade competence is managed by the Fleet Maintenance Manager and is currently monitored using a local excel spreadsheet. The Fleet Maintenance Manager is tasked to investigate whether an alternative training software solution can be	<b>Recommendation/Corrective Action:</b> A formal system should be introduced within the fleet management software (or HR platform) to track training completion and automatically highlight overdue courses. Regular reminders should be sent to staff and their supervisors to ensure timely completion of mandatory training.  <b>Responsibility:</b> Head of Assets  <b>Target Date:</b> 30 September 2025	Tracking of training completion is being incorporated into the training/competency module of the new Transend Fleet Management System. This new system is now in Service, with the Fleet team receiving training before the go live date of 17th September with the training records being incorporated by 31st of October.	On Track

		adopted to both monitor and push training needs messages/reminders, we will aim to have this in place by September.			
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**Corporate Performance Management – Assistant Chief Officer - Director of Service Support**

Main Finding	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>The Service has a well-structured performance framework grounded in the 12 KLOEs, which aligned to CSP priorities, and undergoes annual review; however, the audit noted some areas that could strengthen KPI reliability and strategic oversight. Specifically:</p> <ul style="list-style-type: none"> <li>Where KPIs are considered to lack clear definitions and targets it can lead to interpretive variance, for example, where 1-to-1s completion rates have ranged from 16% to 95% across departments, meaning total percentages can be misleading.</li> <li>Some non-targeted KPIs are reported to monitor current performance against previous quarters and years; however, there is not a clear rationale documented to support the non-targeted approach.</li> </ul>	3	<p>The Service will develop a document, as part of the annual strategic planning process, which confirms the rationale for non-targeted KPI's, which are used as a monitoring tool and do not require a targeted approach. This document will also include clear definitions and targets for departmental KPI's to align with the overall Service requirements.</p>	<p><b>Recommendation/Corrective Action:</b></p> <p>A. Ensure that department KPI's are reflective of the corporate KPI definitions, scope and measurement criteria to ensure consistency across services with built in reviews in the corporate calendar.</p> <p>B. Review the non-targeted KPIs and record documented rationale where the KPI is used as a monitoring tool, rather than a target to improve auditability and transparency.</p> <p><b>Responsibility:</b> Area Manager Service Improvement</p> <p><b>Target Date:</b> October 2025</p>	<p>This work is underway and is on target for completion in Q2.</p>	<p>On Track</p>

Main Finding	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>The review noted that format consistency was strong, with all reports incorporating standardised elements, such as appendices detailing the 13 KLOEs, sub-diagnostic questions, and qualitative commentary for each. However, report length and complexity were significant. Each quarterly report contains detailed narrative paragraphs under each sub-question, highlighting the baseline assessments, which result in documents that are comprehensive but can be often overwhelming.</p> <p>Although no control failure was identified and the Service uses these reports successfully to provide scrutiny over performance every quarter, the volume, density, and uniformity of reporting could risk impairing scrutiny, especially at strategic levels. This may delay the identification of risks or reduce the ability of Members to interrogate performance effectively.</p> <p>The Service Improvement Team is already working on strengthening the reports with a dashboard approach, which is positive, however this should be formalised.</p>	3	<p>The Service will continue with the approach undertaken over the past two quarters of exception-based reporting and add a contents page with a RAG summary.</p>	<p><b>Recommendation/Corrective Action:</b></p> <p>A. Continue with the exception-based performance reporting format to streamline information presented to governance committees.</p> <ul style="list-style-type: none"> <li>i. Focus detailed reporting only on KLOEs or KPIs rated amber or red (i.e., underperforming or at risk).</li> <li>ii. Provide a concise summary of green/on-track items, aggregated unless specific scrutiny is required.</li> </ul> <p>Add to reports a:</p> <ul style="list-style-type: none"> <li>iii. high-level visual summary page, with RAG dials or performance bulletins, to aid rapid understanding.</li> <li>iv. Include hyperlinks or appendices for drill-down access to full data, where necessary.</li> <li>v. Pilot site suggestion: Service Delivery Team – due to its coverage of all priorities.</li> </ul> <p>B. The annual review of reporting should specifically</p>	<p>This work is underway and being developed in co-ordination with the Data team</p>	On Track

			<p>consider within the procedure tailored reporting by audience:</p> <ul style="list-style-type: none"><li>i. For Strategic Leadership Team and managers: include detailed diagnostics, root cause analysis, and operational actions.</li></ul> <p><b>Responsibility:</b> Area Manager Service Improvement</p> <p><b>Target Date:</b> October 2025</p>		
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## ICT Asset Management – Deputy ACO - Corporate Support and Clerk to the FRA

Main Finding	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>The DWFRS Asset Management Policy Statement states, “Has effective information and communication technology which enables the efficient delivery of its services”.</p> <p>We confirmed that there are multiple policies that provide guidance on ICT asset management, however there is not an overarching asset management policy that is specific around who is responsible for updating asset information and reporting asset information to the ICT team throughout the assets lifecycle, including procurement and disposal.</p> <p>There is currently a risk around inaccurate asset data of non-ICT assets, as there is ineffective communication of asset data from the Operational Communications team, specifically we concluded that there is a lack of confidence in the accuracy of Operational Communications assets information in the ICT inventory. This is due to informal and irregular communication between teams and a lack of SLA regarding the reporting of asset information to the ICT team.</p> <p>The lack of policy around roles and responsibilities for the full asset lifecycle increases the lack of ICT team oversight of correct asset data.</p> <p>This results in:</p> <ul style="list-style-type: none"> <li>• The information available to the Fire Service being inaccurate and ineffective.</li> </ul>	2	<p>ICT Hardware Asset Management policy review is underway to collate multiple points of information into one, aligned to data asset management. This will provide clarity on process and responsibilities for recording and managing ICT hardware assets in house across ICT and Operational Communications, with SLAs agreed across departments to assure compliance.</p>	<p><b>Recommendation/Corrective Action:</b></p> <ul style="list-style-type: none"> <li>• Collate all ICT Asset Management Policy information into one policy.</li> <li>• Include in the policy information around roles and responsibilities for all assets, including those not owned by the ICT team. This would increase confidence in the accuracy of non-ICT asset information.</li> </ul> <p><b>Responsibility:</b> Head of ICT</p> <p><b>Target Date:</b> 30 September 2025</p>	<p>New policies and procedures system is being implemented. These changes will be applied once the system is available. New processes for ServiceDesk plus are also being implemented which will inform the policy.</p>	On Track

<ul style="list-style-type: none"> <li>• A risk of inappropriate data being migrated to the new Manage Engine system.</li> </ul>					
Main Finding	Priority	Management Response	Implementation Plan	Management Update	Progress
<p>The DWFRS Asset Management Policy Statement states, “Has effective information and communication technology which enables the efficient delivery of its services”.</p> <p>There are multiple findings that affect the confidence of the accuracy of the information in the ICT Inventory; we found issues around policies as mentioned above and we noted that the asset management system is manual via free text entry and therefore there is a risk of human error whenever there is an addition or change to asset information.</p> <p>We also confirmed that there is similar asset information across multiple sources and systems including Notes, Operational Communications internal spreadsheets and Operational Communications managed systems. This results in decreased efficiency of service as multiple sources of information are required to be updated if there is a change to an asset.</p>	2	<p>Work is already underway to implement Manage Engine Asset Management processes. This involves moving process off NOTES systems, and collation of a single source of the truth regarding ICT assets. This information will need to be accessible by all and meet several departmental requirements in relation to understanding what they own, procure, align and prioritise business continuity with. Data cleansing will occur as part of this work to assure a good standard of information within the new system and can continually be maintained in business as usual.</p>	<p><b>Recommendation/Corrective Action:</b></p> <ul style="list-style-type: none"> <li>• Collate all Asset information into one system, this is the plan with Manage Engine.</li> <li>• Remove all redundant sources of information where applicable.</li> <li>• Perform a data sanitisation exercise for all asset information before migration to the Manage Engine Asset Management System.</li> </ul> <p><b>Responsibility:</b> Head of ICT</p> <p><b>Target Date:</b> 30 November 2025</p>	<p>This work is underway with additional modules being added to ServiceDesk Plus (Manage Engine).</p>	On Track