



DORSET & WILTSHIRE
FIRE AND RESCUE



Item 26/34 Appendix A

Dorset & Wiltshire Fire and Rescue Service

Report of Internal Audit Activity

Plan Progress 2026/27 Quarter 2

Internal Audit ■ Risk ■ Special Investigations ■ Consultancy

Unrestricted

Internal Audit Plan Progress 2026/27 Quarter 2

Contents

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Internal Audit Plan Progress 2026/27 Quarter 2

Introduction

This report summarises the Internal Audit activity completed for Dorset & Wiltshire Fire and Rescue Service in Quarter 2 2026/27 in line with the Annual Audit Plan approved by the Finance & Audit (F&A) Committee and the Chief Fire Officer in February 2026.

The schedule provided in Appendix 1 contains a list of all Audits agreed in the Annual Audit Plan 2026/27.

We have provided a summary of activity which outlines our assurance opinion and the number and priority of any actions that we made in relation to the Audit work undertaken in Quarter 2. To assist the Committee in its monitoring and scrutiny role, a summary of each audit (objective, risk, controls tested, findings and actions) has also been provided, the content of which has been discussed and agreed with the responsible Director.

The scope for each Audit is agreed in advance with nominated managers. This process intends to focus on the key risks to which that area of the Services activity is exposed and the associated controls which we would expect to be in place to ensure that risk is managed.

The key controls have been assessed against those we would expect to find in place if best practice in relation to the effective management of risk, the delivery of good governance and the attainment of management objectives is to be achieved. Where applicable, selected and targeted testing has been used to support the findings and conclusions reached.

We have performed our work in accordance with the principles of the Institute of Internal Auditors (IIA) Global Internal Audit Standards (GIAS) and the UK Public Sector Application Note and the CIPFA Code of Practice for the Governance of Internal Audit in UK Local Government in so far as they are applicable to an assignment of this nature and you, our client.

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Audit Summary

In Quarter 2 2026/27, the following Audits were completed in accordance with the Audit Plan:

Audit Name	Healthy Organisation Theme	Linked To	Status	Opinion	No of Actions	Priority of Actions		
						1	2	3
Accounts Payable	Financial Management	Strategic Risk 0006 HMICFRS Efficiency Pillar Priority 4	Final	Reasonable	4	1	2	1
Accounts Receivable	Financial Management	Strategic Risk 0006 HMICFRS Efficiency Pillar Priority 4	Final	Reasonable	3	-	3	-

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Assurance Definitions

Each completed Audit has been awarded an “Assurance opinion” rating. This opinion takes account of whether the risks material to the achievement of the Services objectives for this area are adequately managed and controlled. The Assurance opinion ratings have been determined in accordance with the Internal Audit “Audit Framework Definitions” as detailed in the below:

Audit Assurance Definitions	
No	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.
Limited	Significant gaps, weaknesses or non-compliance identified. Improvement is required to the system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.
Reasonable	There is generally a sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
Substantial	A sound system of governance, risk management and control exist with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.

From our work we have raised actions which seek to strengthen the Services controls within each Audit area. We highlight those matters of that we believe merit acknowledgement in terms of good practice or undermine the system’s control environment, and which require attention by management. All improvement actions are allocated a priority grading and have been agreed with the management teams in the appropriate area.

Categorisation of Actions	
In addition to the corporate risk assessment, it is important that management know how important the action is to their service. Each action has been given a priority rating at service level with the following definitions:	
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	Finding that requires attention.

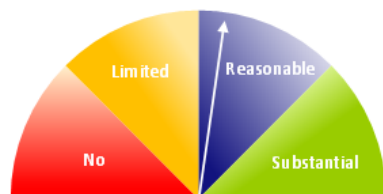
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Accounts Payable

Audit Objective

To provide assurance that accounts payable arrangements are effective, controlled, and support appropriate validation, approval, and oversight of supplier

Executive Summary



Assurance Opinion

The review highlighted a generally sound system of governance, risk management and control in place. We identified some issues, non-compliance or scope for improvement which may put at risk the achievement of objectives in the area audited.

Management Actions

Priority 1	1
Priority 2	2
Priority 3	1
Total	4

Organisational Risk Assessment

Medium

Our audit work includes areas that we consider have a medium organisational risk and potential impact.

The key audit conclusions and resulting outcomes warrant further discussion and attention at senior management level.

Key Conclusions



Population testing identified inconsistent application of the three-way matching process, with 5,505 of 14,380 paid invoices processed without an official purchase order. Detailed testing of 15 paid invoices found five were not linked to a purchase order; while three had a justified reason, two did not. Wider supplier analysis also identified five suppliers where the same goods or services were processed both with and without a purchase order with no rationale as to why POs were used inconsistently in these cases.



The Ordering and Payment procedure is not fully aligned with current practice, as it does not clearly define when orders may be processed without an official purchase order, what evidence should be retained to justify this decision, or the expected segregation of duties across requisitioning, ordering, receipting and invoice approval.

Audit Scope

We reviewed the following areas of control during this audit:

- Accounts payable policies, procedures and associated guidance is in place.
- Supplier invoices are subject to a three-way match against an authorised purchase order and corresponding goods receipt note, with appropriate

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	Testing of 10 paid invoices identified one instance where segregation of duties was not in place: A Supplies Officer raised a requisition for uniform shoes valued at £35.94, which was automatically converted to a purchase order without independent approval. This was permissible because Budget Holders can raise requisitions against their own budgets, which automatically convert to purchase orders where they are within assigned approval limits, and can also complete the goods received note. As invoice approval is only required where the invoice value varies by 2.5% or more from the purchase order, the same person can requisition, receipt and progress an order through to payment without independent review where no variance exists.	approval controls and segregation of duties in place. • Payment runs are subject to formal approval controls with appropriate segregation of duties.
	There is no formal periodic review of approval limits for approving requisitions and invoices within the finance system. Approval limits are instead maintained through ongoing user management and amended when staff movements or delegation changes are identified, such as when an employee starts, leaves, or changes role.	
	The following good practices have been identified: • The Ordering and Payments and Budget Responsibility procedure, and how-to guides for completing payment runs are centrally available to all relevant staff via the finance section within the DWFRS SharePoint. • Amendments to the Ordering and Payments and Budget Responsibility procedure are communicated to staff via the DWFRS staff intranet, Connect, including details of the procedure's consultation period. • Testing of two April and May 2026 payment runs confirmed appropriate segregation of duties, accurate ledger/cashbook recording, expected Accounts Payable bank clearance, and reconciliations with no unexplained variances.	

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Audit Findings & Management Action Plan – July 2026

Finding 1 – Three-Way Matching	Action
A review of the three-way matching process matching paid invoices to a Purchase Order (PO) and goods received note identified inconsistent application of the three-way matching process. For the period May 2025 to May 2026, full population testing found 5,563 of 14,380 paid invoices were processed without an official purchase order. To estimate the value of non-PO expenditure relating to goods and services, we excluded invoices that appeared to relate to payroll or employee-related deductions, including pensions, PAYE, National Insurance and other HMRC-related payments, as well as fuel card transactions. The analysis is subject to limitation, as it was based on the descriptions and data available and we cannot confirm that all excluded transaction types were fully identifiable. However, after these exclusions, approximately 5,505 invoices still appeared to have been processed without a PO. Detailed sample testing of 15 paid invoices tested found that five were not linked to a PO. For three of the invoices, official POs had not historically been raised due to the nature of the goods or services, which were understood to be recurring exceptions, such as telecoms, or variable-value services, such as uniform cleaning. However, for the remaining two paid invoices, there was no supporting documentation or a clear rationale for why an official PO had not been raised. These related to: • A 12-month camera rental valued at £29,128.50, excluding VAT; and • The annual Unit 4 'Agresso' finance system fee valued at £97,260.68, excluding VAT. Supplier Analysis	a) Investigate the 5,505 identified invoices processed without a PO, to determine rationale as to why these purchases were made without an official PO. b) Implement a clear process that defines when a PO should and should not be used, including the approval, rationale and evidence requirements for non-PO transactions i.e. completion of a form outlining why a PO was not suitable for this purchase. c) Once this process has been implemented, introduce oversight arrangements to monitor non-PO expenditure and identify recurring suppliers, transaction types or service areas where POs are not being used as expected. d) Training should also be provided to relevant staff on PO requirements, budget commitment controls, and evidence requirements for non-PO processing. Management Response: Agreed. a) We will review the invoices paid without a PO and determine the reasons for this. b) We will define (as far as possible) the circumstances in which invoices can be processed without a PO and document this and the reasoning for this in our procedures.

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We completed supplier-level analysis to identify whether similar goods or services were being processed both with and without a PO. This identified eight suppliers where transactions had been processed inconsistently.

- For three of these suppliers, the rationale for non-PO processing was considered reasonable, as the transactions related to reprocessing errors or agreed arrangements for ad-hoc additional orders.
- For the remaining five suppliers, a clear rationale could not be determined.

The Accounts Assistant confirmed that POs had been raised for each of the five suppliers for the same purchases in prior years. No evidence was retained to explain why there were instances where the same purchase was made without a PO.

Where the rationale for non-PO processing is not clearly documented, there is a risk that invoices may be processed outside the standard purchasing route without sufficient justification or oversight. This weakens the audit trail, reduces transparency over purchasing decisions, and means expenditure may not be captured as a formal budget commitment before goods or services are received. This may reduce the reliability of budget monitoring and decision-making and make it more difficult to demonstrate that purchases without a PO are appropriate and aligned with agreed purchasing requirements. There is also an increased risk that the organisation may pay for goods or services that were not ordered, duplicate invoices, or inflated prices, and may be more vulnerable to invoice fraud, resulting in financial loss.

- c) We will implement periodic reviews of non-PO invoices to identify and challenge non-compliance or to enable updated procedures / definitions.
- d) Training will be provided to relevant staff to reiterate the need and purpose of PO's.

Priority	1	SWAP Reference	AP #10084
Responsible Officer	Head of Finance		
Timescale	31/10/2026		

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Finding 2 – Ordering and Payment Procedure	Action		
A review of the Ordering and Payments procedures found that they do not fully reflect current working practice, and the following gaps were identified: • The procedure states that, “Once a decision is made to purchase, as part of the procurement route, an official order must be raised and authorised”. However, the procedure does not define the process when no PO is permitted and what evidence should be retained to support the decision not to use a PO. • The procedure does not define the expected segregation of duties between requisitioning, ordering, goods receipting and invoice approval, or set out when it is permissible for these duties not to be segregated. As a result, the procedures do not provide sufficient guidance to support consistent application of the purchasing process, including the use of POs, non-PO processing, and segregation of duties. Where procedural guidance does not reflect actual practice, there is a risk that staff may not have a clear or consistent understanding of the purchasing process, including when POs are required and how segregation of duties should be applied across requisitioning, ordering, goods receipting and invoice approval. This may result in inconsistent application of controls, reduced transparency over purchasing decisions, and weaker assurance that purchasing activity is operating in line with delegated authority and management expectations.	a) Review and update the Ordering and Payments and procedure to include: • clear guidance on when processing orders without a PO is permitted and what evidence should be retained. • defined arrangements for the expected segregation of duties between requisitioning, approval, goods receipting and invoice approval, and set out when it is permissible for these duties not to be segregated. b) Following these updates, the updated procedures should then be communicated to relevant staff. Management Response: Agreed. a) We will review the Ordering & Payments procedure as outlined above. b) The updated procedure will be communicated to relevant staff through the relevant policies & procedures channels.		
Priority	2	SWAP Reference	AP #10251
Responsible Officer	Head of Finance		
Timescale	31/10/2026		

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Finding 3 – Segregation of Duties

Sample testing of paid invoices identified that segregation of duties is not always operating in practice within the purchasing workflow.

In one instance (of 10 tested of invoices paid in the period May 25 – May 26), a requisition raised by a Supplies Officer was automatically converted to a purchase order without approval. The purchase order related to uniform shoes valued at £35.94. While the value was low, the transaction demonstrates that the system workflow can allow the same individual to initiate and progress a purchase without independent approval at the requisition stage.

The Finance System Accountant confirmed that Budget Holders can raise requisitions against their own budgets, which will automatically convert to purchase orders where they are within assigned approval limits. The Budget Holder can also complete the goods received note. As invoice approval is only required where the invoice value varies by 2.5% or more from the purchase order value, Budget Holders can raise and receipt an order through to payment without independent review and approval where no variance exists.

This arrangement is not restricted by value or limited to stock ordering, although it is understood to be used more commonly in smaller departments, such as Stores, where Budget Managers may also be responsible for requisitioning to manage stock levels and replenishment. While only one instance was identified from the sample tested, the workflow means that, in some circumstances, transactions may progress from requisition to payment without full segregation of duties or independent oversight.

Where the purchasing workflow does not always enforce segregation of duties, there is a risk that orders may be raised, receipted and progressed to payment without independent review. This increases reliance on individual officers and may reduce assurance that purchasing activity is appropriate, authorised, and supported by effective oversight.

Action

- Review the purchasing workflow to identify where segregation of duties is not enforced in practice, including where Budget Holders can raise requisitions, approve or self-approve purchase orders, and complete goods receipting.
- Where segregation of duties cannot be achieved, permitted exceptions should be clearly defined, documented, and supported by appropriate compensating controls, such as periodic monitoring or independent review of transactions processed without separate approval.

Management Response:

Agreed.

- We will review the current segregation of duties set-up within the Finance System and re-configure the system if possible.
- Where this is not possible, we will specify the circumstances in which exceptions are permitted and implement independent monitoring on a periodic basis.

Priority	2	SWAP Reference	AP #10085
Responsible Officer	Finance System Accountant		
Timescale	31/10/2026		

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Finding 4 – Review of Approval Limits

The Finance System Accountant advised that there is no formal periodic review of financial approval limits for requisitions and invoices assigned to staff within the finance system. Approval limits are instead maintained through ongoing user management and amended when staff movements or delegation changes are identified, such as when an employee starts, leaves, or changes role.

While this provides a mechanism for updating known changes, it does not provide periodic assurance that all approval limits remain current, appropriate, and aligned to officers' delegated authority, budget responsibilities and current roles.

Without a formal periodic review, there is a risk that outdated or inappropriate approval limits remain active in the finance system. This may result in staff retaining approval levels that no longer reflect their role or delegated authority, increasing the risk of unauthorised or inappropriate purchasing approvals and reducing assurance over the effectiveness of financial approval controls.

Action

Introduce a formal periodic review of financial approval limits within the finance system. The review should confirm that each user's approval limit remains appropriate, current, and aligned to their role, delegated authority and budget responsibilities, with any changes documented and actioned promptly.

Management Response:

Agreed.

We will implement a periodic review of financial approval limits, in addition to the existing methods used.

Priority	3	SWAP Reference	AP #10252
Responsible Officer	Finance System Accountant		
Timescale	30/09/2026		

Internal Audit Plan Progress 2026/27 Quarter 2

Accounts Receivable

Audit Objective

To provide assurance that accounts receivable arrangements are effective, controlled, and support appropriate billing, recording, collection, and oversight of income.

Executive Summary



Assurance Opinion

The review highlighted a generally sound system of governance, risk management and control in place. We identified some issues, non-compliance or scope for improvement which may put at risk the achievement of objectives in the area audited.

Management Actions

Priority 1	0
Priority 2	3
Priority 3	0
Total	3

Organisational Risk Assessment

Medium

Our audit work includes areas that we consider have a medium organisational risk and potential impact.

The key audit conclusions and resulting outcomes warrant further discussion and attention at senior management level.

Key Conclusions



The Income Debt Recovery Procedure and related sales invoicing guidance are not fully aligned with current practice. For example, they do not clearly define staff responsibilities, invoice-raising routes, approval requirements, evidence retention expectations, or the recovery timescales configured within Agresso.



Testing of 10 sales invoices found that, while invoices were generally supported, raised in the correct period, recorded on the invoice register and correctly coded, approval to raise the invoice was not consistently documented or retained. Seven invoices were supported by Request to Raise a Sales Invoice forms (FM009), two by Special Service Indemnity Forms and one by a billing schedule, but none retained clear evidence of approval.

Audit Scope

We reviewed the following areas of control during this audit:

- Accounts receivable policies, procedures and associated guidance are in place.
- Billing and invoice generation processes are subject to defined controls, including appropriate triggers for raising invoices and

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	The Agresso reminder letter process and aged debt reporting content are not aligned with the Income Debt Recovery Procedure. As a result, recovery letters are not always issued in the prescribed sequence, and this limits evidence that debt recovery action is effective and that there is sufficient reporting for effective decision-making.	required approvals prior to issue, and processes to ensure income is accurately recorded upon receipt. Debt management processes are established, including monitoring and follow-up of aged receivables.
	The following areas of good practice were identified: - The Income Debt Recovery procedure, and how-to guides for invoice processing and debt recovery are centrally available to all relevant staff via the finance section within the DWFRS SharePoint. - Amendments to the Income Debt Recovery Procedure are communicated to staff via the DWFRS staff intranet, Connect, including details of the procedure's consultation period. - There is weekly debt recovery activity completed by the Accounts Technician and the monthly aged debt reporting and review arrangements by Head of Finance. - For the two balances written off during the period reviewed, we confirmed that appropriate authorisation had been obtained and that the write-offs were processed in line with expected procedure. As at May 2026, the aged overdue debt (beyond the original 30-day payment term) was £1741.20.	

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Audit Findings & Management Action Plan – July 2026

Finding 1 – Procedures	Action			
A review of the Income Debt Recovery Procedure and related team-level sales invoicing guidance notes found that they do not fully reflect current working practice, and the following gaps were identified: • The Income Debt Recovery procedure sets out broad responsibilities, referring to all staff involved in chargeable services. However, it does not specify which staff members are required to; raise and approve sales invoices, complete weekly debt recovery activity, produce monthly aged debt reports, or review and challenge the aged receivable reports. • In addition, the procedure provides guidance that departments should complete an ‘FM009 Request to Raise a Sales Form’ when requesting an invoice. However, in practice, we found that invoices are raised through multiple routes, including FM009 forms, Special Service Indemnity Forms and billing schedules. However, these invoice raising routes, and the associated approval requirements for each route, are not documented or consistently defined within the current procedure. • The sales invoicing guidance states that sales orders should be directed to the Senior Accounts Technician or Finance System Accountant for approval. However, the guidance does not specify how approval should be recorded and retained. Sample testing identified that approval for 10 invoices tested was inconsistent with the guidance as no evidence of approval had been retained.	a) Review and update the Income Debt Recovery Procedure to include the weekly debt recovery arrangements completed by the Accounts Technician; and the monthly aged debt reporting and review arrangements by Head of Finance. b) Review and update the sales invoicing guidance to include the types of evidence that may be used to support invoices being raised; and the approval requirements for raising invoices prior to issuing an invoice. c) Updates to the Income Debt Recovery procedure and guidance should be reviewed and approved in accordance with the relevant governance arrangements. Management Response: Agreed. a) The Income & Debt Recovery Procedure will be reviewed and updated to include the weekly debt recovery arrangements and monthly aged debt reporting and review. b) The sales invoicing guidance will be updated to include the evidence require to support invoices being raised and the approval requirements for raising invoices. c) Updates to the procedure will be carried out in accordance with the relevant governance arrangements.			
Where documented procedures do not reflect current operational practice, there is a risk that debt recovery and sales invoicing activities are applied	Priority	2	SWAP Reference	AP #10253

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inconsistently, with responsibilities, approval requirements and supporting evidence not clearly defined. This weakens accountability and limits the Service's ability to demonstrate that invoices and recovery actions are appropriately authorised, reviewed and controlled.

Responsible Officer

Head of Finance

Timescale

31/10/2026

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Finding 2 – Raising and Approving Invoices

The sales invoicing guidance outlines that all sales invoices are to be approved by the Senior Accounts Technician or Finance System Accountant before they can be issued. From a review of the process for raising and approving sales invoices, we confirmed that the invoice was supported by evidence, raised in the correct period, included on the invoice register, and correctly coded to the relevant cost centre and account code.

However, for a sample of 10 invoices tested, we found that approval to issue the invoice was not consistently documented. For example:

- Seven were supported by an FM009 Request to Raise a Sales Invoice form. This is completed by the sales-raising department and sent to the Accounts Team with the information needed to raise the invoice in the finance system. The form includes sections to record who raised and approved the invoice for issue, with invoices typically raised by the Accounts Technician and approved by the Senior Accounts Technician. However, the Accounts Technician advised that approval is usually obtained verbally, by email or via Teams, but this is not recorded on the FM009 form or retained within the sales file.
- A further two invoices were supported by Special Service Indemnity Forms, which are completed for chargeable incidents by the officer attending the scene and provide the information needed for Accounts to raise the invoice. However, unlike the FM009 form, they do not include a section to record approval. The Accounts Technician advised that similar to the FM009 form, approval is usually given by the Senior Accounts Technician verbally, by email or via Teams, but this is not retained within the sales file.

Action

a) Implement a process to ensure that all invoices are subject to appropriate approval before issue, and that evidence of this approval is recorded and retained within the sales file. This should include:

- completing the approval section of the FM009 form were used
- establishing an equivalent documented approval mechanism for Special Service Indemnity Forms and billing schedules; and
- defining how approval should be evidenced where it is obtained by email or Teams.

b) Where invoices are permitted to be issued without prior approval, such as recurring or routine recharges, these exceptions should be formally approved, clearly documented, and subject to periodic review to confirm they remain appropriate.

Management Response:

Agreed.

- a) We will investigate and implement a way in which all AR invoices are subject to approval before issue and that evidence of this is recorded and retained.
- b) We will document the situations in which invoices are permitted to be issued without prior approval and implement a periodic review of this.

Priority

2

SWAP Reference

AP #10254

Responsible Officer

Head of Finance

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- One invoice was not supported by an FM009 or Special Service Indemnity Form. This related to a recurring adaptive smoke alarm recharge and was supported by a billing schedule. The Accounts Technician advised that it was raised without approval due to the recurring nature of the charge and because it was raised directly by the Senior Accounts Technician.

Where approval is not consistently evidenced or independently reviewed, invoices may be issued without a clear audit trail to confirm they were appropriate, accurate and authorised before issue. This reduces accountability and limits the Service's ability to demonstrate effective control over the invoice raising process.

Timescale

31/10/2026

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Finding 3 – Debt Management and Recovery	Action
A review of the debt management recovery process found that the following inconsistencies and control weaknesses were identified: Reminders We found that the reminder letter process in the debt management recovery system Agresso is not aligned to the debt recovery timescales in the Debt Income Recovery procedure. This procedure requires a first reminder letter to be issued once the original 30-day payment term has passed, followed by a final demand letter where payment remains outstanding 14 days after the first reminder letter. However, Agresso is configured to issue first reminder letters for debts aged 1–29 days after the payment term and final demand letters for debts aged 30+ days after the payment term (not 14 days after the initial reminder, as set out in the procedure). As a result, where debt recovery is not completed before day 30, the system automatically generates a final demand letter as the first stage of recovery, rather than issuing a first reminder letter. Sample testing of the last three months of debt recovery activity (March, April and May 2026) identified nine instances whereby the recovery letters were issued incorrectly and did not follow the sequence set out in the procedure. This occurred eight times in March (out of 10 invoices requiring chasing), and once in April (of 11 invoices that required chasing). The Head of Finance advised that debt recovery activity occurred late in March and April. Given the current Agresso system configuration, this resulted in final demand letters being issued instead of first reminders in all nine instances.	a) Review Agresso reminder letter configuration to ensure recovery letters are issued in the agreed sequence and timescales. b) The Income Debt Recovery procedure should be reissued to relevant staff to ensure they are reminded of the required debt recovery timescales. c) Aged debt reports should be updated, where possible, to include sufficient detail to confirm when reminder letters were issued, and whether final demand letters were issued 14 days after the first reminder letter where payment remained outstanding. Management Response: Agreed. a) We will review the reminder letter configuration in the Finance System. Where this is not able to be reconfigured, we will update the procedure accordingly. b) Once confirmed the Income & Debt Recovery procedure will be reissued to relevant staff. c) Aged debt reports will be updated to provide details of debt recovery actions undertaken.

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Aged Debt Report Content

In addition, a review of the aged debt reports in March, April and May 2026 found whilst they are produced by the Accounts Technician and regularly reviewed by the Head of Finance, they do not include sufficient detail to confirm whether final demand letters were issued 14 days after the initial reminder where payment remained outstanding. The reports only show broad ageing categories of 0–30, 31–60 and 60+ days, which limits the ability to evidence compliance with the required recovery timeframes set out within the Income Debt Recovery procedure.

The misalignment between the procedure, system configuration and aged debt report timeframes increases the risk that recovery activity is applied inconsistently and that management decisions are based on incomplete or unclear information. This weakens accountability over debt recovery and limits the Service's ability to demonstrate compliance with the agreed process.

Priority	2	SWAP Reference	AP #10255
Responsible Officer	Head of Finance		
Timescale	31/10/26		

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Appendix 1 – 2026/27 Audit Plan and Performance

Audit Name	Healthy Organisation Theme	Linked To	Status	Opinion	No of Actions	Actions		
						1	2	3
Malpractice Management – Complaints	Corporate Governance	Strategic Risk 598 HMICFRS People Pillar Priority 5	Final	Substantial	3	-	1	2
Business Continuity	Corporate Governance Risk Management	HMICFRS Efficiency Pillar Priority 4	Final	Substantial	2	-	1	1
Accounts Payable	Financial Management	Strategic Risk 0006 HMICFRS Efficiency Pillar Priority 4	Planning	Reasonable	4	1	2	1
Accounts Receivable	Financial Management	Strategic Risk 0006 HMICFRS Efficiency Pillar Priority 4	Planning	Reasonable	3	-	3	-
Data Recovery and Security	Information Management	Strategic Risk 301 HMICFRS Efficiency Pillar Priority 4	Planning	-	-	-	-	-
Health and Wellbeing Arrangements	People and Asset Management	Strategic Risk 598 HMICFRS People Pillar Priority 5	Planning	-	-	-	-	-
Energy Management & Environmental Considerations	People and Asset Management	HMICFRS Efficiency Pillar Priority 4	Planning	-	-	-	-	-
Skills Management and Competency Recording	People and Asset Management	HMICFRS People Pillar Priority 5	Planning	-	-	-	-	-
Follow Ups	All	All	-					

Internal Audit Plan Progress 2026/27 Quarter 2

The performance results for progress against the internal audit plan for Quarter 2 of the 2026/27 Internal Audit Plan are as follows:

Performance Target	Average Performance	
	% of the Annual Plan	Number of Assignments
<u>Audit Plan – Percentage Progress</u>		
Final, Draft, Discussion, Removed	50%	4
In progress, Ongoing	0%	0
Not yet started	50%	4
	100%	8

The completion of the plan is on target.