

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Action plan 2		Revenue Contracts 2011/12			
Objectives	The organisation has a clear procurement strategy and contracts are let in accordance with procedures and legislation.				
Observations	Testing found instances of the long term use of specific suppliers where there is insufficient information to support whether their on-going use is adequately considered. Testing also identified a long standing relationship where the contract was let using the single tender option however insufficient evidence was available to demonstrate that established Service Orders were followed. Without regular market testing, HFRA may not be obtaining value for money with their long standing arrangements. Unless documented tender processes are followed, there is a risk that HFRA are letting contracts which are inconsistent with established procurement practice.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Contract Standing Orders will be amended and re circulated to all managers and this amendment will expand on the current process to document single tender requests.	Medium	Procurement and Contracts Manager	Head of Facilities	01/03/2012 extended to 30/04/2013, extended to 01/04/2014	
Performance Review Team note: due to the work being progressed for joint working, it has been agreed that there will be an aim to align Standing Orders for the three organisations. For this reason, the target date for the amendment of Standing Orders has been extended. However, as an interim measure the current Contract Standing Orders have been revised and will be submitted to the Authority for approval via the next meeting of the Standards and Governance Committee					

Action plan 6		Taxation – benefits in kind 2011/12			
Objectives	Processes and procedures are in place to ensure that all benefits in kind are identified, collated and the correct annual returns made on time to HMRC for all relevant HFRS employees.				
Observations	<p>The Service Order SO/10/2 – HM Revenue and Customs (HMRC) tax rules in relation to Benefits in Kind (BIK) for the private use of ‘company’ cars and vans – included reference to personal/private use of company vehicles which could be approved and signed off by individual managers.</p> <p>This is contrary to HMRC rules unless the individuals involved are taxed for the benefit in kind. It was established that even though individuals would be charged a casual mileage rate this did not negate the annual tax liability but would merely reduce it by the amount paid.</p> <p>There is a risk that if personal/private use is allowable, the correct taxable benefits may not be picked up and declared for individuals who use the vehicles privately and the relevant Class 1 NIC not paid.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Further work is needed generally to clarify policies and ensure compliance with the (complex) rules around travel payments (including Flexible Duty system arrangements and the interpretation of emergency vehicles). This will also link to work in relation to provided cars being undertaken by the Head of Facilities.	Medium	Fleet Manager and Director of Corporate Services	Director of Corporate Services	31/12/2012 Extended to 30/06/2013 Extended to 31/12/2013	23/10/2013
<p>Performance Review team note: the rules have now been clarified and the draft policies are being validated using a specialist tax advisor. A further internal audit is being undertaken. The policies will be sent to HoST* and Directors for approval.</p> <p>* HoST = Heads of Service Team</p>					

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Action plan 7		Taxation – benefits in kind 2011/12			
Objectives	Processes and procedures are in place to ensure that all benefits in kind are identified, collated and the correct annual returns made on time to HMRC for all relevant HFRS employees.				
Observations	<p>To be able to satisfy HMRC that all reasonable steps have been taken to ‘prohibit private use of a vehicle’ and ensure that either ‘no private mileage is undertaken’ or where it is undertaken, that it is correctly declared, each HFRS vehicle has a log book in which each journey is recorded with a description and the number of miles covered. These log books are required to be checked and authorised by a line manager on a regular basis to ensure that the journeys are appropriate, and the vehicles are not used by staff for personal use.</p> <p>During testing we found that only three of the 20 log books reviewed during the audit had been checked and approved on a regular basis, with a further two having been reviewed once between April and August 2011.</p> <p>To provide further evidence to HMRC that allocated vans are not used privately by staff, HFRS have a staff agreement form in place to be completed and signed by individuals who are allocated company vans. This is a declaration which states that they do not use the vehicle for personal use. We found that only 10 of the 41 vehicles recorded as vans and allocated to individuals had a declaration held by HCC.</p> <p>There is a risk that, if it can not be evidenced that all reasonable steps have been taken by HFRS to ensure that private mileage is not undertaken in HFRS vehicles, HMRC may question the accuracy of returns being made.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<p>We will seek to introduce arrangements and checking procedures which ensure:</p> <p>Systematic and regular review of log books to ensure compliance with the private mileage requirements.</p> <p>Agreements (declarations) completed for all vehicles recorded as vans and allocated to individuals.</p>	Medium	Fleet Manager	Head of Facilities	30/11/ 2012 extended to 30/06/2013 extended to 03/06/2014	

Performance Review Team note: A revised scheme is being implemented to replace log books with electronic vehicle tracking which will accurately and efficiently record a split between private and business mileage. This will be introduced as the provided car scheme is rolled out. However, this work is unlikely to be fully completed by the date shown (31/03/2014) and revised Regulations will be prepared for HFRS only by 31/06/2014.

Action plan 2		Budgetary Control 2012/13			
Objectives	Management and operational responsibilities are clearly defined and communicated.				
Observations	The current Scheme of Delegation has not been reviewed and formally signed off by the HFRA since February 2008. In addition the 2008 review was only in respect of the Authority's Estate and was not an overall review. The scheme of delegation is a high level document but does not detail the powers of the Service's Directors and senior managers. There is substantial guidance available to staff via, for example, service orders. Whilst this gives good guidance to staff for procedural requirements on individual issues, there is no summary of the delegated powers by role which cuts across all activities. There is a risk that inappropriate action may be taken or guidance is not followed if the available information is not user-friendly and relies on the user knowing which of a large number of documents they need to refer to. Due to the level of current and likely future organisational change, there is an opportunity to review the scheme and associated documentation for currency and ease of use. The available documentation could be enhanced by publishing local schemes of delegation (for example by Directorate or by management tier).				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The scheme of delegation would benefit from revision whilst keeping it in line with Financial Regulations and contract standing orders. This is not a small task to complete.	Medium	Director of Corporate Services / Treasurer	Director of Corporate Services	30/05/2013 extended to 30/06/2014	
Arrangements for delegation to officers from the Chief Officer will be clarified in line with the above action so that managers are clear about their financial / procurement delegations.	Medium	Director of Corporate Services	Director of Corporate Services	31/03/2014	
Performance Review team note: the date for these actions have been extended due to the work required and the opportunity to explore developing a common set of schemes with our joint working partners at Hampshire County Council and Hampshire Constabulary.					

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Action plan 2		Programme and Project management (PPM) 2012/13				
Objectives	Programmes and projects are appropriately authorised and assessed prior to committing resources.					
Observations	We could not see any reference to the resource cost of carrying out a project in any of the project documentation viewed. Whilst some projects are expected to be carried out on top of normal day jobs there are still opportunity costs, where staff could be working on other tasks. Therefore projects are being mandated or signed off without a formal review of the cost against benefits of carrying them out. Nor is there any review of how much resource a completed project has taken.					
Management actions		Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The proposed tool will be assessed to see if it delivers this functionality.		Low	Programme Management Office Manager	Director of Human Resources	01/12/2013 extended to 30/06/2014	
Performance Review team note: assessments of whether a tool is an effective solution is being undertaken.						
Action plan 7		Programme and Project management (PPM) 2012/13				
Objectives	Programmes and projects are subject to sufficient risk management processes.					
Observations	<p>Whilst there is a risk register template available on the Programme and Project Management intranet site we found that some projects used their own format and with some the actual scoring mechanism differs. As high risks are reported up to Service Management Team this variation in scoring may affect what is brought to their attention.</p> <p>We also found that some risks were not adequately defined, for example saying "uniform issues" rather than what the actual risk was. Whilst this may make sense to the Project Manager it may be misleading to other people and may not enable suitable challenge. One project did not have any risks on its risk register, which sounds unlikely to be a true picture of related risk in this area.</p>					

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
In the long term the Project Management Office (PMO) Manager is working with the Performance Review Manager to consider the introduction of Project Risk Management workshops (which will be owned and delivered by the PMO).	Medium	Programme Management Office Manager / Performance Review Manager	Director of Human Resources and Director of Corporate Services	01/11/2013	23/10/2013
Action plan 9 Programme and Project management (PPM) 2012/13					
Objectives	Regular monitoring and reporting on programmes and projects occurs to ensure the effective delivery of change and to also provide mechanisms for senior management to carry-out their governance function.				
Observations	<p>The PMO Manager does not currently have access to all the project documentation held by each programme or project. Documents such as risk registers may be held on departmental drives to which the PMO Manager does not have access. The PMO Manager is therefore reliant on the Project Manager sending through updated documentation.</p> <p>We also found that the main portfolio of programmes and projects held on the intranet site was not up to date and did not include all the relevant information. In part this was due to the PMO Manager not having access to the information.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<p>Further consideration will be given to discuss with current project managers to transfer files to a central location.</p> <p>Our future project management tool will be where project documentation will be held (or linked to I Drive or Hantsfile) but we will consider if an interim move makes sense.</p>	Low	PMO Manager	Director of Human Resources	01/11/2013 Extended 30/06/2014	
Performance Review team note: A project management tool is being considered within the Knowledge Management project.					

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Action plan 3		Sustainability 2012/13			
Objective	The concept of sustainability and CO ₂ reduction is embedded across the service				
Observations	<p>A group of volunteer environmental champions has recently been formed to share and communicate ideas and best practice.</p> <p>As well as the larger projects identified as part of the maintenance programmes and the efficiency projects a number of small initiatives have been identified as 'quick wins'. These have largely come from suggestions from the environmental champions on fire stations. It is not intended or often possible to measure the impact of these individual initiatives in reducing the Service's carbon footprint.</p> <p>At this stage a mechanism to share and communicate ideas and good practice, is to be developed.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The mechanism for sharing and communication of ideas and good practice is expected to be through planned development of the Moodle platform (the Service's Virtual Learning Environment - VLE). In the interim more traditional forms of communication will be used in addition to a Yammer group for Environmental Champions which has been set up to allow sharing and communication – Yammer is an internal social network tool being trialled by the Service.	Medium	Environmental Impact Project Coordinator	Head of Facilities	Yammer group is already set up. Target date for Moodle - 31/03/2014 - depending upon VLE development timescales.	

Action plan 4		Sustainability 2012/13			
Objective	The concept of sustainability and CO ₂ reduction is embedded across the service				
Observations	<p>Smart meters have been rolled out across the service during the last 12 months. They allow for the identification of trends and high usage areas. The data can be used to identify anomalies and help to define future best practice and improve working practices to ensure energy usage is effective and efficient.</p> <p>A training programme on the interpretation of SMART meter data and how to apply it to improve efficiencies is still to be rolled out across the estate.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The roll out of training for use of SMART meter data will be conducted in phases. Training in SMART meter systems will be provided on the completion of the delivery of energy efficiency works on each station.	Low	Environmental Impact Project Coordinator	Head of Facilities	31/03/2014	
A complete review and revision of our energy management approach will take place in 2013.	Low	Environmental Impact Project Coordinator	Head of Facilities	31/03/2014	
Action plan 5		Sustainability 2012/13			
Objective	There are policies and procedures in place for the prevention of pollution and effective waste management with clear lines of responsibility.				
Observations	<p>ISO 14001 The Service is committed to providing an environmental management system (EMS) and achieving the ISO 14001 standard although no date has been set to achieve this. There are currently no policies and procedures in place for an environmental management system, although work is in progress to produce them.</p> <p>Waste Management Examples of waste generated by the Service requiring disposal include electrical appliances, IT equipment, building materials, fire fighting foam and de-polluted cars. Items which are owned by HFRS are defined as non domestic waste whilst items owned by individuals are defined as domestic waste.</p> <p>If they are deemed to be non domestic waste they must be disposed of by appropriate registered companies with</p>				

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

	<p>appropriate licences.</p> <p>Determining ownership and status of some items in use at fire stations is difficult as many of these items have been donated by staff and many are not recorded on an asset register.</p> <p>There are no policies, formal procedures, or guidance in place with regard to the definition, identification, storage, and disposal of non-domestic and domestic waste. Additionally there are implications regarding the insurance and liabilities of personal items whilst stored and in use on HFRS premises and additional costs to the Service if domestic items are disposed of as non domestic waste.</p> <p>It was established at the close of audit meeting that responsibility for ensuring that the storage and disposal of waste products used by the Service meets legal and statutory requirements has been allocated to the Environmental Impact Project Coordinator.</p> <p>The roles and responsibilities of this role and those of all staff within the Service with regards to waste management have not currently been clearly defined and communicated. This may result in legal and statutory requirements not being met, environmental damage and in severe cases, prosecutions, and reputational damage to HFRS.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Clarify the scope of the responsibility recently allocated to the Environmental Impact Project Coordinator for ensuring that the storage and disposal of waste products used by the Service meets legal and statutory requirements; and the responsibilities of all other staff. Communicate the information to all staff.	High	Head of Facilities	Head of Facilities	13/11/2013	28/11/2013
Increase the resource allocated to the implementation of the Environmental Management System (EMS) to ensure full implementation; including the setting of an audit plan for the system. The Service approved a proposal for an 11 month secondment of a temporary Crew Manager (who started in April 2013) to support the	High	Environmental Impact Project Coordinator	Head of Facilities	31/03/2014	

work on the implementation of the Service Environmental Management System.					
Prioritise a review of all waste management to allow the development of operational controls for waste management within the EMS. A review of the waste carriers' licences and transfer/consignment notes of all companies used to collect waste from the Service has begun to ensure legal compliance with Duty of Care. We will provide guidance to staff about the obligations of the disposal of items not owned by the Service.	High	Environment al Impact Project Coordinator	Head of Facilities	31/01/2014	
An investigation into the feasibility of incorporating some waste management activities into the Term Maintenance Contracts has begun. This information will be used with the review of waste management to prepare a specification for a single waste management contract for all remaining waste streams.	Medium	Environment al Impact Project Coordinator	Head of Facilities	31/03/2014	

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Action plan 1		Training Centre 2012/13			
Objective	Training needs of the organisation and individuals are understood.				
Observations	<p>The Maintenance of Competencies (MOC) scheme works on a two year rolling calendar. Our audit testing identified that this is a comprehensive scheme which is clear and understood at the stations visited. We discussed the practicalities of delivering the MOC with two Watch Managers and note that staff are working to a very tight timescale with little room for flexibility and slippage. At present, if staff miss a training session, the Watch Manager makes an assessment on an individual firefighter's competency, taking into account actual attendance at incidents. The MOC tracker may therefore show a 100% competency however this may be based on only 85% of performance criteria achieved.</p> <p>At present, comprehensive, management information isn't readily available centrally to identify areas which may require management attention or additional support.</p> <p>We note that the Service intends to ensure that staff are 100% competent and this is based upon 100% formative or summative assessments. It is intended that FireWatch will provide the information to help facilitate this. We are aware that there are plans to develop a self-serve area of Firewatch which will include individual training plans and provide on-line materials for self-study prior to course attendance.</p> <p>To help flexibility with the MOC scheme delivery, it could be considered whether some training is suitable for on-line/self-study, or if this method could be used by staff to help underpin their existing skills.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
We will launch of the next version of Moodle, with functional enhancements, as our operating platform for on-line training, refreshers, knowledge checks and general training development information. We will transfer existing materials and all staff will have trackable individual training access.	Low	Learning, Inclusion and Development Manager	Head of Human Resources and Training	31/10/2013	23/10/2013

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Action plan 3		Training Centre 2012/13			
Objective	Course planning and delivery meets the needs of the organisation.				
Observations	The introduction of Firewatch has enabled training and development staff to review course attendance details more easily and to highlight those staff who are persistently not attending safety critical training. Previously, the records of individual staff competencies has been spread over a number of local and centrally maintained systems therefore it has been difficult to centrally identify where there are gaps in training competencies. Training staff are aware of the risks of non-attendance for safety critical training and the need to ensure these staff are not attending duties until their skills base is at the required level. Operationally the accountability for individual skills lies with the Watch/Station Manager and it is their responsibility to ensure that the staff attending incidents are competent to undertake their duties. Training has limited recourse over Watch/Station Managers who have not ensured that their staff have attended all required training. The Firewatch system, if populated correctly, will make it easier to identify instances of non-attendance, skills gaps and the expiry of time based competencies. Routine reporting of training requirements to ensure staff are fully competent is considered essential.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The rota management team will report to the watch/station manager at the start of each rota, to ensure Firewatch training records are compliant with 'availability', until the two modules are robust and connected.	High	Firewatch Programme Manager	Area Manager Business Fire Safety	Twice a day, started May 2013	May 2013.
Watch/station managers are responsible for recording and updating staff training records. The Training Support team will sample training centre events to monitor prompt and accurate station recording.	High	Firewatch Programme Manager	Area Manager Business Fire Safety	Roll out started 2012 -2014/15	On-going
The Firewatch team will run training record reports on a regular basis in line with the organisational RAG matrix data.	High	Firewatch Programme Manager	Area Manager Business Fire Safety	Roll out started 2012 -2014/15	On-going

Action plan 4		Training Centre 2012/13			
Objective	Course planning and delivery meets the needs of the organisation.				
Observations	<p>From station visits and review of procedures within the Training Department we can confirm that training provision meets the needs of the organisation in terms of safety critical and other training provided on station.</p> <p>However, concerns were raised over how staff are recording information into FireWatch. With regard to recording training delivered/received we noted that at both stations visited it was clear that recording errors were being made within Firewatch. Through discussion with Watch Managers, it was identified they considered that the initial Firewatch administration training (provided by the Firewatch implementation team) was poor with the wrong level/type of staff attending. The Watch Managers highlighted common recording errors and a theme was identified with regard to problems being experienced where there were “drop down” options which were unable to be easily changed if selected incorrectly. As staff become more experienced with Firewatch, errors should reduce. Additional support is now available through the Fire Headquarters Firewatch team which should ease the transition to the system at the beginning of April 2013. Management should consider whether it is appropriate to maintain a “lessons learnt” directory to enable users to identify any common issues and solutions.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
A Firewatch project team has been created to review training records, offer enhancements to the system to benefit the end users and input into refresher training to end users.	High	Firewatch Programme Manager	Area Manager Business Fire Safety	01/12/2013	June 2013.
Action plan 5		Training Centre 2012/13			
Objective	Course delivery meets the requirements of service users.				
Observations	<p>The success of the centrally provided courses is measured with evaluation forms.</p> <p>At present these evaluation forms are frequently used to comment on the location and refreshments and are not phrased in such a way as to obtain an opinion on whether the course and its content has met the requirement of the service user. Evaluation forms therefore require alignment with the type and content of courses provided in order to obtain a true and fair opinion as to whether it has meet the requirements of the participant. They should also be cascaded to the managers to identify if they consider that training needs and outcomes have been met. This form should also cover whether information received prior to the start of the course, at the time of the joining instructions, is sufficient.</p>				

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
We will review and define what the service need is for validation and evaluation and benchmark what exists to identify areas of best practice and risk.	Low	Station Manager Research and Development	Head of Human Resources and Training	31/03/2014, extended to quarter 2 2014/15.	
When we have identified the need, we will produce a suite of validation and evaluation tools, with agreed standardisation of content and use.	Low	Station Manager Research and Development	Head of Human Resources and Training	30/09/2014, extended to quarter 2 2014/15.	
To move this forward, the Firewatch development phase will be a key element. All validation and evaluation will become reportable elements for management information, continuous improvement, and success stories to promote Training & Development, through Firewatch development of training centre management tool.	Low	Firewatch Implementation team/ Firewatch Programme Manager/ Programme and Resource Manager/ Station Manager Research and Development	Head of Human Resources and Training	30/09/2015, extended to quarter 2 2015/16.	

Action plan 1		Fleet management Information System 2012/13			
Objective	The system meets business requirements in terms of availability and resilience.				
Observations	There are a number of issues which need to be addressed before the partnership with Royal Berkshire begins. These include management information, access to the system by Royal Berkshire staff, and support arrangements.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<p>For several months HFRS Fleet Management have been in discussions with the software supplier. These discussions have, amongst other things, centred around possibilities for an alternative hosting solution for the system away from HCC. At present it looks as though moving the hosting to the software supplier will not bring any significant financial savings but it will offer many other benefits, including:</p> <p>Reduced reporting chain with regard to raising, and ultimately rectifying, issues that require intervention by system experts.</p> <p>Quicker resolution of such issues as mentioned above.</p> <p>Easier and more flexible access for partner organisations.</p> <p>Access to a full suite of reports along with a facility for users to create further reports on an ad-hoc basis. This will be via Crystal report writer which was offered when the system was originally purchased but use of it was declined by HFRS IT Services in favour of their own report writing facility.</p>	High	Fleet Manager/Fleet Project manager	Facilities Manager	01/02/2014	

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Hampshire Safeguarding Children Board (HSCB): Outcome of audit of HFRS arrangements to safeguard and protect the welfare of children (Section 11) Integrated working practices (CAF processes)				
Management actions	Responsible Officer	SMT	Target date	Date signed off as complete
Continue to invest in the common assessment framework (CAF) process	Area Manager Service Delivery Prevention	Area Manager Service Delivery Prevention	Ongoing	
Staff responsibilities and competencies				
<p>Inclusion of responsibilities relating to early help (CAF process) within job descriptions for those staff working with children and families.</p> <p>The panel recognised where Hampshire is at with the CAF process. It was considered that the inclusion of responsibilities relating to early help should be included in job descriptions for those relevant staff, once the early help process has been agreed in Hampshire. The panel recognised that the review of, and any changes to, job descriptions need to be compatible with agency's HR processes. Support from the HSCB may be required to assist agencies in articulating responsibilities and roles.</p> <p>Within this process Firesetter Intervention Manager job specification to be made more specific regarding responsibilities to conduct a CAF assessment to identify child and family strengths; and ability to act as Lead Professional.</p>	Service Delivery Prevention team will review the job description and provide a copy to the Human Resources Department	Area Manager Service Delivery Prevention	30/09/2013 Ext to Q1 2014-15	

**Hampshire Safeguarding Children Board (HSCB):
Outcome of audit of HFRS arrangements to safeguard and protect the welfare of children (Section 11)
Staff Recruitment and Selection**

Management actions	Responsible Officer	SMT	Target date	Date signed off as complete
Completion of basic criminal record checks for all operational staff and new entrants.	Human Resources Department	Head of Human Resources	30/09/2013	23/10/2013
Strengthen safer recruitment training. The panel considered that, as a minimum requirement, the chair of a recruitment panel should have completed safer recruitment training. Free e-learning on safer recruitment is offered by the Department for Education on their website: Online training - Safer Recruitment	Service Delivery – Prevention team will liaise with support teams to find the best solution.	Area Manager Service Delivery Prevention	31/12/2013 Ext to Q1 2014-15	

**Hampshire Safeguarding Children Board (HSCB):
Outcome of audit of HFRS arrangements to safeguard and protect the welfare of children (Section 11)
Staff Induction, Training and Appraisal**

Management actions	Responsible Officer	SMT	Target date	Date signed off as complete
Complete review of training for staff involved in Young Firefighters Associations and implement any improvements.	Area Manager Service Delivery Prevention	Area Manager Service Delivery Prevention	31/12/2013 Ext to Q2 2014-15	
Line manager of Schools education team to ensure that skills, competencies, and knowledge around child protection issues and processes are included in next year's personal development reviews (PDR).	Area Manager Service Delivery Prevention	Area Manager Service Delivery Prevention	30/09/2013 Ext to Q1 2014-15	

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED SINCE SEPTEMBER 2013, COMPLETED SINCE SEPTEMBER 2013, AND THOSE IN PROGRESS

Hampshire Safeguarding Children Board (HSCB): Outcome of audit of HFRS arrangements to safeguard and protect the welfare of children (Section 11)				
Staff Recruitment and Selection				
Management actions	Responsible Officer	SMT	Target date	Date signed off as complete
Line manager of Firesetters intervention team to ensure that primary line managers of Firesetter intervention staff include skills, competencies, and knowledge around child protection issues and processes in next year's PDRs.	Area Manager Service Delivery Prevention	Area Manager Service Delivery Prevention	30/09/2013 Ext to Q1 2014-15	
Hampshire Safeguarding Children Board (HSCB): Outcome of audit of HFRS arrangements to safeguard and protect the welfare of children (Section 11)				
Staff Supervision and Accountability				
Management actions	Responsible Officer	SMT	Target date	Date signed off as complete
Introduction of work impact assessment process.	Service Delivery – Prevention team will liaise with Occupational Health team	Area Manager Service Delivery Prevention	30/09/2013 Ext to Q2 2014-15	

**Hampshire Safeguarding Children Board (HSCB):
Outcome of audit of HFRS arrangements to safeguard and protect the welfare of children (Section 11)**

Safe Working Practices

Management actions	Responsible Officer	SMT	Target date	Date signed off as complete
Our overall information management project will examine Service Orders and Policies to ensure that staff are aware of those key to their role.	Responsibility currently being defined		31/03/2014 (on-going)	

**Hampshire Safeguarding Children Board (HSCB):
Outcome of audit of HFRS arrangements to safeguard and protect the welfare of children (Section 11)**

Client Confidentiality and Information Sharing

Management actions	Responsible Officer	SMT	Target date	Date signed off as complete
Improve alignment of work across teams to make our approach consistent and make use of key tools such as Safetynet.	Area Manager Service Delivery Prevention	Area Manager Service Delivery Prevention	31/03/2014 (on-going)	

Performance Review Team note: There is currently a considerable amount of work being undertaken by the HFRS Safeguarding Team and the Hampshire Safeguarding Children's Board to ensure that the actions within this audit are met. Currently a review of processes is underway and this will be monitored by the Performance Review team.