

## INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED &amp; COMPLETED SINCE June 2014 AND THOSE IN PROGRESS

<b>Action plan 7</b>		<b>Taxation – benefits in kind 2011/12</b>			
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>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
<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	01/07/2014

<b>Action plan 2</b>		<b>Budgetary Control 2012/13</b>			
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).				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
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 Professional Services / Treasurer	Director of Professional Services	30/05/2013 extended to 30/06/2014	22/07/2014*
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 Professional Services	Director of Professional Services	31/03/2014 Extended to 30/06/2014	22/07/2014*
<p>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.</p> <p>Note: The above actions are linked as follows:</p> <p>Revision to be submitted on 19 August 14 by John Beckerleg.</p> <p>Then it goes to Directors 21<sup>st</sup> August</p> <p>SMT paper 1<sup>st</sup> September</p>					

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CMT 9 <sup>th</sup> September S7G 25 September.					
<b>Action plan 2</b>		<b>Programme and Project management (PPM) 2012/13</b>			
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.				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
The proposed tool will be assessed to see if it delivers this functionality.	Low	Programme Management Office Manager	Director of Professional Services	01/12/2013 extended to 30/06/2014	16/06/2014 (see note below)
Note: The necessity and value of acquiring a tool is being reviewed as part of the Knowledge Management project.					
<b>Action plan 9</b>		<b>Programme and Project management (PPM) 2012/13</b>			
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	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.  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.				

<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
Further consideration will be given to discuss with current project managers to transfer files to a central location. 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.	Low	Programme Management Office Manager	Director of Professional Services	01/11/2013 Extended 30/06/2014	16/06/2014 (see note below)
Note: Regarding information being stored centrally, nearly all our projects (mainly except legacy projects) have folders on the I Drive under Project and Programme management, and they are set up with sub-folders in a standardised format. This does at least help us to be able to find things more easily. Hantsfile will help even more with this.					
<b>Action plan 4</b>		<b>Sustainability 2012/13</b>			
Objective	The concept of sustainability and CO <sub>2</sub> reduction is embedded across the service				
Observations	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.  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.				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
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 Ext 30/09/2014	
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 Ext 30/09/2014	

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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><b>ISO 14001</b> 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><b>Waste Management</b> 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 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>

<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
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 work on the implementation of the Service Environmental Management System.	High	Environmental Impact Project Coordinator	Head of Facilities	31/03/2014 Ext 30/09/2014	
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	Environmental Impact Project Coordinator	Head of Facilities	31/01/2014 Ext 30/09/2014	
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	Environmental Impact Project Coordinator	Head of Facilities	31/03/2014 Ext 30/09/2014	
Performance Review Team note: Action plans 4 and 5 have been impacted by the Environmental Impact Project Co-ordinator moving to a different role. Recruitment is underway for a replacement.					

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<b>Action plan 1</b>		<b>Training Centre 2012/13</b>			
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>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
On-line training already features in appropriate training delivery packages. We await the functionality of webinars.	Low	Learning, Inclusion and Development Manager	Head of People and Leadership	28/02/2014 Extended August 2014	
This piece of work is part of a wider project, 'Moodle'. The 'Moodle' project is working to a long time line. The training delivery packages are currently being entered onto Moodle and should be complete by August.					
<b>Action plan 2</b>		<b>Training Centre 2012/13</b>			

Objective	Training needs of the organisation and individuals is understood.				
Observations	<p>At the present time a training support site is being developed on Moodle to include training material, video clips, and photos. This will support staff training and awareness.</p> <p>However a prospectus of all of the training and development facilitated courses available (even those provided through an external provider) does not exist.</p> <p>It is recognised by Training and Development staff that a course booklet needs to be updated and placed on the intranet in order to publicise all training provision. This should include course criteria and course dates for the year.</p>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
The annual course portfolio will be launched with the new version of Moodle.	Low	Training Support Supervisor	Head of People and Leadership	31/12/2013, extended to Quarter 4 2013/14. Extended August 2014	
To move this forward the solution would be for Firewatch to combine both of these aspects. Offering a “real time” self-service and organisational view of all training events, learning materials and learning opportunities. If this functionality is not readily available, we will look to resource it from another supplier – Moodle would be our first choice, as we are using the platform already.	Low	Programme and Resource Manager/ Firewatch Programme Manager	Head of People and Leadership	31/12/2014, extended to Quarter 2 2014/15.	
The current training prospectus has now been removed from the website and the new prospectus is being entered into Moodle. This will be demonstrated Training & Development working Group for approval and should be completed by August.					

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<b>Action plan 5</b>		<b>Training Centre 2012/13</b>			
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>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
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 People and Leadership	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 People and Leadership	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	Head of People and Leadership	30/09/2015, extended to quarter 2 2015/16.	

		Manager Research and Development			
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Note: The Training Centre audit was carried out a significant time ago and due to the time lapse between the carrying out of the audit and how things have progressed since, it is necessary to re-look at the whole audit and identify a way forward. This will be reported at the next Committee meeting on 11 December 2014.

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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
<p>Strengthen safer recruitment training.</p> <p>The panel considered that, as a minimum requirement, the chair of a recruitment panel should have completed safer recruitment training.</p> <p>Free e-learning on safer recruitment is offered by the Department for Education on their website:</p> <p><a href="#">Online training - Safer Recruitment</a></p>	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 Extended to Q2 – to be picked up in August	
Negotiations taking place with HR Workforce planning to see the impact and availability of staff through the move to H3.				
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	10/07/2014
The YFA is being reviewed and will likely be replaced by National Fire Service Cadets within 2014. This scheme offers a greater degree of structure and training, supplied by a national framework.				

**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	08/07/2014
On target for completion with 2014 PDR process, led by Firesetter intervention manager.				

**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	10/07/2014

On going challenges with H3 OHAW capacity. This action is planned to be finalised through the 2014 Personal Development Review process.

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<b>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</b>				
<b>Management actions</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
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)	
<p>All CS work is currently recorded on CFRMIS. All work regarding vulnerable people will be recorded on a newly launched module of CFRMIS specifically designed for these records.</p> <p>SafetyNet is not currently used; however Area Manager Prevention is in on-going discussion with HCC to consider its best utilisation in line with other partners on the Crime and Disorder Partnership. This is due for new development work and a re launch in 2014.</p>				
<p>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.</p>				

<b>Action plan 1</b>		<b>Tranman 2013/14</b>			
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.				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
<p>For several months HFRS Fleet Management have been in discussions with the software provider, who are the suppliers of the Tranman fleet management system. These discussions have, amongst other things, centred on possibilities for an alternative hosting solution for Tranman away from Hampshire County Council. At present it looks as though moving the hosting to The software provider 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>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.</p>	High	Fleet Manager  Project Manager, Fleet Management	Head of Facilities	01/02/2014 Extended 30/04/2014 (see note below) Extended 15/05/2014	01/07/2014

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<b>Action plan 4</b>		<b>Fleet Maintenance Centre 2012/13</b>			
<b>Objective</b>	Annual planning through to individual job scheduling of vehicle planning is effective and is supported by accurate, relevant, complete, and timely information.				
<b>Observations</b>	<p>Vehicle technicians/mechanics complete daily manual timesheets, which are passed to the Controllers for sanity checks and are then input to TRANMAN. The timesheets are not signed by the employee and show no evidence of the sanity checks undertaken by the Controllers.</p> <p>We examined all the timesheets for the 29 and 31 May 2013 (24 timesheets in total). All 24 contained job numbers, start/finish times, and repair codes. Only 5 out of 24 timesheets had been fully completed with all the required information.</p> <p>We understand that there is an exception report available highlighting excessive time, or individuals with excessive working hours, although it is not currently used.</p> <p>We obtained time prints for 26 jobs and traced the time back to timesheets. We found discrepancies on 5 out of 26 jobs (incorrect recording of date worked, incorrect recording of the initials of the worker (two jobs), excessive service time as repair work should have been separately coded and some additional work was undertaken and coded to the job, but should have been coded to a separate job).</p> <p>There is a risk that these errors could lead to inaccurate management information and disputes over the charging for external/partnership work.</p>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
With the move of Tranman hosting and the enhanced reporting facility that goes with it, meaningful monitoring of individual performance will be possible. This will give management greater ability to act with regard to offering further training or otherwise.	High	Fleet Manager / Project Manager, Fleet Management	Head of Facilities	01/02/2014 Extended 30/05/2014 (see note: Tranman audit) Extended 15/05/2014	01/07/2014

<b>Action plan 5</b>		<b>Fleet Maintenance Centre 2012/13</b>			
Objective	Management information relating to performance is measured and monitored for the FMC as a whole and by individuals (e.g. job, vehicle, staff member etc.).				
Observations	<p>There are currently no key performance type reports providing management with information on the FMC. The Project Manager was working on a suite of reports, however this was held up whilst the new hosting options for TRANMAN were decided.</p> <p>We understand that it has since been decided that the software provider will take over the hosting within the next three to six months and a meeting has also been arranged to discuss reporting requirements with Royal Berkshire Fire Rescue Service, so that the relevant reports can be produced (the first partnership reports will be required by April 2014).</p> <p>There is a risk that management cannot monitor the performance of the FMC against its own and the Authority's aims and objectives and the partnership with Royal Berkshire Fire Rescue Service, which may lead to disputes.</p>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
HFRS intend to change system hosting arrangements so as to allow access to improved reporting facilities.	High	Fleet Manager	Head of Facilities	01/12/2014 Extended 30/05/2014 (see note: Tranman audit) Extended 15/05/2014	0/07/2014

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<b>Action plan 1</b>		<b>Fleet, Stores and Logistics 2013/14</b>			
Objective	All stock movements are controlled and correctly recorded.				
Observations	Examination of the current stores procedure notes show them to be incomplete (e.g. no procedure notes covering stock write-offs and limits) and that they are out of date as they refer to the old stock system. Whilst this is currently not an issue as the Stores Supervisor has been in post for some time, there is a risk that should he be absent for a sustained period of time, other staff may not know the correct procedures to follow.				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
The procedure will be reviewed/rewritten/updated.	Medium	Fleet Manager	Head of Facilities	December 2014	
<b>Action plan 2</b>		<b>Fleet, Stores and Logistics 2013/14</b>			
Objective	All stock movements are controlled and correctly recorded.				
Observations	<p>We reviewed 25 stock items and checked to ensure that those items had maximum, re-order and safety levels recorded in Tranman. Testing showed that 10 out of the 25 items had maximum levels in Tranman, 9 out of the 25 items had a safety level in Tranman, and none of the items had a re-order level in Tranman.</p> <p>The stock holding level and re-ordering of stock is based on the Stores Supervisor (Workshop's) experience (and there have been no issues) but there is a risk that without this information, re-order reports may be used instead and these contain inaccurate/misleading information. HFRS need to ensure that the Tranman system is used to accommodate their business needs.</p> <p>We discussed the re-ordering of stock with the Stores Supervisor (Workshops) and the use of a stock re-ordering report. A report can be produced, although it lists each stock item at least four times and can show a different number against each line, so it is very misleading. Whilst the report would only be used as an aid by the Stores Supervisor (Workshops) after a period of leave, there is a risk that if the report was used by inexperienced staff, stock could be incorrectly ordered.</p>				

<b>Management actions</b>		<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
Reports are not used as the primary tool for checking and management of stock. Storekeeper walking racks and manual checks are the norm. However, the system supplier will be contacted to see if reports can be corrected.		Medium	Fleet Manager	Head of Facilities	July 2014 Extended to November 2014*	
<b>Action plan 3 Fleet, Stores and Logistics 2013/14</b>						
Objective	All stock movements are controlled and correctly recorded.					
Observations	We selected 25 items of stock and undertook a stocktake. Testing found 16 out of 25 items were correctly recorded on Tranman (64%). This was discussed with the Stores Supervisor (Workshops), who adjusted the stock levels in Tranman. There is a risk that at year end the final accounts will be incorrect and that stock may not be available when needed if the stock holding recorded in Tranman is incorrect.					
<b>Management actions</b>		<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
FMC and Stores procedures to be reviewed and amended so as to ensure that all parts are booked correctly.		Medium	Fleet Manager	Head of Facilities	April 2014 Extended July 2014 Extended to November 2014*	

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<b>Action plan 1</b>		<b>Data Quality 2012/2013</b>			
Objective	There are systems and processes in place for the collection, recording, analysis and reporting of data which are focussed on securing data that is accurate, valid, reliable, timely, relevant, and complete.				
Observations	<p>To help ensure accurate management information, some data checking is undertaken. For example, the CFRMIS Team and Performance Review Team investigate ‘anomalies’ and where necessary correct data issues when preparing information for publication.</p> <p>There is no formal approach between the various teams responsible for the quality and provision of information to consider where recurring issues are arising, to ensure incorrect data recorded is corrected and improvement pro-actively planned and managed. There is a risk that resources are deployed for data checking and compensating for incorrect data input rather than deployed to add value and address the issues at source.</p> <p>A more formal approach between the key parties responsible for data collection systems, such as a time limited task group, should be actively considered to summarise and provide information to management of where issues are arising across the service and enabling a planned and coordinated approach to correct and improve data collection and quality.</p>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
<p>This issue was one of the drivers for the implementation of a Knowledge Management team by bringing together a number of teams who collect, manage, analyse, and report data.</p> <p>Our approach to data collection, governance and reporting is included in a work package currently underway as part of the Knowledge Management Project.</p>	High	Knowledge Management Project Manager	Director of Professional Services	01/08/2014 *Extended to October 2014	

<b>Action plan 2</b>		<b>Data Quality 2012/2013</b>				
Objective	There are systems and processes in place for the collection, recording, analysis and reporting of data which are focussed on securing data that is accurate, valid, reliable, timely, relevant, and complete.					
Observations	<p>The CFRMIS team is aware of legacy issues and data that need to be checked and corrected. Part of the reason given for the legacy issues not being addressed was the reduced availability of staff resource due to vacancy management. Two vacancies have now been advertised. However, due to the prioritisation of the available resources this checking is still to be completed by the CFRMIS team.</p> <p>There is a risk that the quality of the data recorded in CFRMIS will undermine the reports used by managers, their trust in the information available and could result in sub-optimal decision making, including resource planning and allocation. It is noted that this is partially mitigated by the ad-hoc checking of information used in key reports/reports for publication.</p> <p>Consideration should be given to the value of correcting the data against cost incurred and the risks to resource planning.</p>					
<b>Management actions</b>		<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
The data in CFRMIS is currently being cleansed. This work has been facilitated by temporary staff engaged to undertake this task.		Low	Community Risk Intelligence Manager	Director of Professional Services	30/06/2014 *Ext March 2015 (see note below)	
<p>Note: This action relates to the rebuild of CFRMIS of which the work of the temporary staff member was a precursor. Owing to software issues his rebuild will not now be complete until March 2015.</p>						

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<b>Action plan 3</b>		<b>Data Quality 2012/2013</b>			
Objective	There are systems and processes in place for the collection, recording, analysis and reporting of data which are focussed on securing data that is accurate, valid, reliable, timely, relevant, and complete.				
Observations	<p>The Firewatch system is being rolled out on a modular basis with training and support for Service staff. The Service is aware of issues arising from the roll-out of Firewatch and extra training is being given to improve the use of the system by staff.</p> <p>The existing processes and controls in place prompt staff to input or update data accurately. However, there are no performance criteria specifying the period within which Firewatch data should be updated.</p> <p>There is a risk that staff will not update Firewatch on a timely basis impacting upon the accuracy and completeness of data extracted from Firewatch by management.</p> <p>To help ensure information is accurate, complete, timely and to enable reliance on the availability of resource information obtained from Firewatch, the development and publication of agreed performance criteria for data input to Firewatch should be implemented.</p>				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
Criteria for input into Firewatch will be set and implemented.	High	FireWatch Manager	Director of Professional Services	30/06/2014	26/06/2014
Existing policies and procedures remain the same apart from input is into FireWatch and not SAP – Documentation has been created to determine the above objectives and observations. It is then down to those departments to ensure they follow the 'HOW' provided guidance.					

Action plan 1	Taxation (Benefits in Kind – Mileage) 2013/14
Objective	<p>All Tax and National Insurance Contributions liabilities on benefits in kind are correctly identified for payment to Her Majesty's Revenue and Customs</p>
Observations	<p>Guidance is available on the HFRS intranet stating the rules for Flexible Duty System (FDS) staff and mileage claims. This states that the first and last journey on a tour of duty counts as private mileage.</p> <p>From a sample of staff listed on the February and March FDS rotas, we checked that their travel claim matched the planned rota and how the start and end of the duty period was claimed. We tested 38 lines from 12 individual travel &amp; subsistence claims.</p> <p>We found that 16 of the 38 lines did not have the Duty Note column completed as required stating the duty type. This could be identified by HMRC as a contributory item to insufficient record keeping.</p> <p>We also tested 32 individual travel &amp; subsistence claims to confirm that the details for the mileage claimed enable an accurate P11D to be completed and submitted.</p> <p>From 32 claims, 14 (43.75%) did not complete the Duty Note Column and 23 (71.9%) did not submit a claim for taxable miles, with all miles being classified as non-taxable with the main summary information referring to FDS duties as reason for travel.</p> <p>We also found that 6 claims (18.75%) were authorised by a peer rather than a supervisor or equivalent (see action 2 below) and 3 of these were not completed correctly.</p> <p>Travel claims are being submitted, and authorised, with inconsistencies and gaps by the Flexible Duty Staff. Some of the authorisers are themselves submitting incomplete claims. There is an apparent lack of understanding about how the travel claims should be completed which could result in HMRC challenging the accuracy of the annual P11D return arising from the monthly travel claims submitted.</p> <p>Additionally, there is a risk that HMRC could consider that the information held is insufficient to support the P11D information. Whilst there may be alternative sources of information to answer an HMRC request for clarification, this would have an impact on resources in collating information.</p> <p>FDS staff may be on the rota, but can be unavailable (e.g. due to training or meeting). Travel claims include business</p>

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	mileage from home to work when apparently unavailable for duty.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The lack of completion of the duty note column will be resolved by an electronic vehicle tracking system which will accurately and efficiently record a split between private and business mileage. It will also facilitate adequate data to support mileage claims.  This will be introduced as the provided car scheme is rolled out.	Medium	Head of Facilities	Head of Facilities	Provided vehicles will be introduced between 2014 and 2017	
Once travel claims are processed by the Integrated Business Centre (IBC) they will be paid automatically without authorisation. We will therefore put in place a compliance check on claims to ensure accuracy.	Medium	Director of Professional Services	Director of Professional Services	31/08/2014	
Action plan 2 Taxation (Benefits in Kind – Mileage) 2013/14					
Objective	All tax and national insurance contributions liabilities on benefits in kind are correctly identified for payment to Her Majesty's Revenue and Customs.				
Observations	To limit incorrect claims being processed, HR Workforce Support staff are vetting the travel claims, checking arithmetic and trying to ensure claims are accurate. However, our testing suggests that this process is not effective, and is not picking up apparent anomalies of business and taxable mileage claims.  FRS staff are at risk from personal liability, and HFRS is at risk of liability for incomplete claims from HMRC.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Once travel claims are processed by the Integrated Business Centre (IBC) they will be paid automatically without authorisation. We will therefore put in place a	Medium	Director of Professional	Director of Professional	31/08/2014	

compliance check on claims to ensure accuracy.			Services	Services		
HFRS policies on travel and subsidence are currently being redrafted and these will be re issued to staff to enable them to complete their claims correctly.		Medium	Director of Professional Services	Director of Professional Services	30/08/2014	
<b>Action plan 3 Taxation (Benefits in Kind – Mileage) 2013/14</b>						
Objective	All tax and national insurance contributions liabilities on benefits in kind are correctly identified for payment to Her Majesty's Revenue and Customs.					
Observations	<p>Testing of a sample of logbooks showed that no private mileage was recorded in the logbooks by vehicle users. Logbooks should be regularly checked, however, we found that 18 logbooks appeared to be authorised and checked in response to our audit. This suggests that logbooks are not being checked on a weekly basis and that awareness of staff about use of vehicles for private mileage is not being reinforced by weekly checks.</p> <p>The lack of regular checks does not comply with the stated requirements placed on pool vehicle users and may enable private mileage to go undetected.</p>					
<b>Management actions</b>		<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
<p>The lack of completion of the duty note column will be resolved by an electronic vehicle tracking system which will accurately and efficiently record a split between private and business mileage. It will also facilitate adequate data to support mileage claims.</p> <p>This will be introduced as the provided car scheme is rolled out.</p>		Medium	Head of Facilities	Director of Professional Services	Provided vehicles will be introduced between 2014 and 2017	

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<b>Action plan 1</b>		<b>Proactive fraud review 2013/14</b>				
Objective	Procurement cards are managed in accordance with Hampshire Fire and Rescue Service policy and procedures.					
Observations	<p>Cardholders are required by the User Guidelines to retain receipts and invoices with the monthly transaction log as proof of purchase. We were initially unable to obtain the supporting receipt/invoice for one purchase from the sample of 40 as the cardholder had not followed these procedures and could not locate the receipt. The narrative on the upload report stated that the supplier was Park Plaza, Westminster, the value of the purchase was £209.32 and VAT had been accounted for on the report.</p> <p>Although the cardholder subsequently supplied supporting documents, this only covered the room cost at £180, and was just the booking receipt. The cardholder advised that lunch and dinner were charged for on top of the room rate. Therefore not all expenditure charged has been supported.</p>					
<b>Management actions</b>		<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
An email will be sent to all Cardholders to remind them of the procedures to follow regarding evidence of purchases.		Medium	Financial Services Officer	Head of Finance	01/09/2014	09/06/2014
<b>Action plan 2</b>		<b>Proactive fraud review 2013/14</b>				
Objective	Procurement cards are managed in accordance with Hampshire Fire and Rescue Service policy and procedures.					
Observations	<p>Testing of the documentation relating to a sample of 40 transactions indicated that insufficient documentation was held to support the VAT claim for 15 of them, with VAT totalling £2,076.03 being reclaimed. Ten of the transactions did not have a proper invoice to support the VAT reclaimed, with either an order confirmation being held or a booking receipt. For the remaining five transactions, the actual rate of VAT being charged was not recorded on the invoice, which is an HMRC requirement for purchases over £250 in value. Should HFRS be subject to an inspection by HMRC VAT errors could result in a significant repayment being required.</p>					

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
An email will be sent to all Cardholders to remind them of the procedures to follow regarding reclaiming VAT on purchases.	Medium	Financial Services Officer	Head of Finance	01/09/2014	09/06/2014
Action plan 3 Proactive fraud review 2013/14					
Objective	Procurement cards are managed in accordance with Hampshire Fire and Rescue Service policy and procedures.				
Observations	<p>We noted that VAT had not been reclaimed on one of the 40 transactions tested, although appropriate VAT invoices were held. £199.86 VAT could have been reclaimed but was not, resulting in a financial loss for the service.</p> <p>Following on from the above testing, we extracted a sample of 15 transactions from the transaction data held where VAT had not been reclaimed but would have been charged on the items purchased. Four of these purchases were over £250 in value and therefore require proper VAT invoices. The remaining 11 were not, so VAT could have been reclaimed on the basis of an itemised till receipt. We calculated that £1,056.40 VAT could have been reclaimed on the 15 transactions if adequate receipts / invoices were held.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
An email will be sent to all Cardholders to remind them of the procedures to follow regarding reclaiming VAT on purchases.	Medium	Financial Services Officer	Head of Finance	01/09/2014	09/06/2014
Action plan 1 Networked Fire Control Project 2013/14					
Objective	Appropriate consideration has been given to how the Networked Fire Control Services Partnership and its implementation affects Hampshire Fire and Rescue Service and its employees.				
Observations	Throughout the project implementation, the expected benefits of the project have been identified centrally for the project and recorded during each stage. Whilst the project lead on the measurement of benefits across the project as a whole is the Project Manager from Devon and Somerset FRS, it is down to individual Fire and Rescue Service to				

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	highlight their own benefits.  Within HFRS we understand that the pressure of the implementation has impacted on the resources to capture, identify and measure the benefits being realised. Although this may not impact on the project itself, it may have implications when the project has been completed. If benefits are not seen to be realised there could be a reputational risk of the benefits of the project being called into doubt.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Review partnership and FRS benefits alignment.	Medium	Fire Control Options PM / DSFRS PM	Area Manager Response Support	01/08/2014	
Undertake further baseline benefits measurement (FRS).	Medium	Fire Control Options PM	Area Manager Response Support	01/08/2014	
Establish performance monitoring and reporting.	Medium	Fire Control Options PM	Area Manager Response Support	01/10/2014	
Action plan 2 Networked Fire Control Project 2013/14					
Objective	HFRS review and monitor any lessons identified to ensure that in the event of a similar occurrence the same errors will not be repeated.				
Observations	Although there is a Lessons Learned log on Sharepoint, this is currently not accessible or updated due to the migration of information to the new document management system, Office 365. The last entry on the log is February 2013, and it is not clear whether there have been no lessons learned since this date or whether they have simply not been updated. The Lessons Learned log should be available to all to assist in avoiding repeated mistakes with both this and future projects				

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Designate at a PM meeting a formal review of Lessons Learned.	Medium	Fire Control Options PM / Partnership PMs	Area Manager Response Support	01/072014 *Extended to 30/04/2015	
Establish a regular process for Lessons Learned updating on Sharepoint.	Medium	Fire Control Options PM / Partnership PMs	Area Manager Response Support	01/07/2014	14/07/2014
*This will be arranged for when the delivery phase of the project is complete which is the end of April 2015. This is because the project milestones have moved.					
Action plan 1 Commercial Activity 2013/14					
Objectives	Appropriate governance and accounting arrangements (including audit, insurance, treasury management, and procurement) are in place for the relationship between HFRA and 3S Fire Ltd.				
Observations	3S Fire Ltd have received a loan of £250,000 from HFRA which can be drawn down when necessary. This loan is public funding, and should be accurately and transparently accounted for by 3S Fire Ltd. Whilst the company does not require an audit under the Companies Act 2006 HFRA should consider what arrangements it requires to obtain assurance that the funds are being used and accounted for appropriately.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The amount of loan used and the interest charged will be reported to F&GP Committee in future on a regular basis. This was reported as part of the Final Accounts report on 4.7.14	Low	Senior Finance Advisor	Head of Finance	Immediate	04/07/2014

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<b>Action plan 2</b>		<b>Commercial Activity 2013/14</b>			
Objectives	Arrangements are in place for HFRS staff seconded to 3S Fire, including committee members, which enable the full costs to be recovered, and does not affect the efficiency or effectiveness of the HFRA.				
Observations	There is an overarching secondment agreement in place for the relationship between HFRS and 3S Fire Ltd. We were unable to evidence a current signed secondment letter/agreement for the Head of Operations (HFRS's "Area Manager – Training and Development"), although an electronic copy was made available, dated 3 July 2013. This agreement provides details of the period of secondment, type of work, hours, rates of pay, and payment of any additional time or expenses. There was not a signed copy of this letter or any subsequent letters detailing the subsequent change to working hours.				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
Although a signed copy could not be found it was in place and costs charged to 3S Fire Ltd accordingly. The secondment agreement for the Head of Operations ended on 31.3.14. Whilst we appreciate that the risk in this instance has passed in the event of any future secondments, a signed copy of the individual agreement should be retained on file	None	None	None	None	None
<b>Action plan 3</b>		<b>Commercial Activity 2013/14</b>			
Objectives	Arrangements are in place for HFRS staff seconded to 3S Fire, including committee members, which enable the full costs to be recovered, and does not affect the efficiency or effectiveness of the HFRA				
Observations	There is no mechanism in place to monitor the effects of staff secondments to 3S Fire to ensure that the efficiency and effectiveness of HFRA is not adversely affected. The secondment of regular HFRS staff to 3S Fire Ltd may result in staff shortages in HFRS, which could impact on the efficiency and effectiveness of the service.				
<b>Management actions</b>	<b>Priority</b>	<b>Responsible Officer</b>	<b>SMT</b>	<b>Target date</b>	<b>Date signed off as complete</b>
Currently there are no secondments in place and no	None	None	None	None	None

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<p>secondments are planned. The Head of Operations discusses resource requirements with the Service (Heads of Service / Establishment Management Board) as and when resources are required, and the Service decides what resources can be released. Also the Corporate Risk Register includes an entry concerning the impact of 3S Fire on the Service which is monitored regularly by SMT.</p>					
<p>Whilst we appreciate there are currently no secondments in place or planned, such review of resource will help to mitigate future risk.</p>					