

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

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 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
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.	High	Environmental Impact Project Coordinator	Head of Physical Assets	31/03/2014 Extended to 30/09/2014 Extended to April 2015	
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
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 Extended to Q2 – to be picked up in August	01/03/2015
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	Area Manager Service	31/03/2014 (on-going)	01/03/2015

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		Prevention	Delivery Prevention		
Action plan 1		Data Quality 2012/2013			
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>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<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	Head of Knowledge Management	Director of Professional Services	01/08/2014 Extended to October 2014 Extended to April 2015 *Extended to May 2015	

*Data Quality will be the responsibility of the Knowledge Management Team. Due to the Professional Services Re-Structure which will be complete by May 2015, this action has been extended.

Action plan 1

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

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.

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 & subsistence claims.

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.

We also tested 32 individual travel & subsistence claims to confirm that the details for the mileage claimed enable an accurate P11D to be completed and submitted.

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.

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.

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.

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.

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FDS staff may be on the rota, but can be unavailable (e.g. due to training or meeting). Travel claims include business 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 Physical Assets	Head of Physical Assets	Provided vehicles will be introduced between 2014 and 2017	01/03/2015
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	12/03/2015
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	Medium	Director of Professional	Director of Professional	31/08/2014	12/03/2015

without authorisation. We will therefore put in place a 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	01/03/2015
Action plan 3 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	<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>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<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 Physical Assets	Director of Professional Services	Provided vehicles will be introduced between 2014 and 2017	01/03/2015

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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	<p>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 highlight their own benefits.</p> <p>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.</p>				
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 Extended to January 2015 *Extended to September 2016	
Undertake further baseline benefits measurement (FRS).	Medium	Fire Control Options PM	Area Manager Response Support	01/08/2014 Extended to January 2015 *Extended to September 2016	
Establish performance monitoring and reporting.	Medium	Fire Control Options PM	Area Manager Response	01/10/2014 Extended to January 2015	January 2015

			Support			
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	January 2015
*A review of the partnership and a review of the baseline benefits measurement will be completed 6 months after all Fire and Rescue Services are live on the new system, this is currently anticipated to be March 2016.						
Action plan 2 Financial Challenge 2013/14						
Objectives	Adequate controls exist over the identification, implementation and monitoring of projects to ensure that savings remain on course.					
Observations	From interviews held with staff that have had an input into the Financial Challenge process we have noted that there may be a possible duplication of effort. In particular we noted similarities between the work being undertaken by the performance review and the project management teams. As it stands at present the process of identification, review and monitoring of schemes does not appear to be very clear, with more than one area undertaking similar functions in isolation without any alignment with other parts of the organisation. There is a risk, where similar functions are being undertaken, that there is a cross over causing a duplication of time					

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	and effort if the parameters of roles and responsibilities are not clearly documented.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Duplication of effort between the six teams that will make up Knowledge Management (KM) was a driver for the KM Project. The processes and systems within KM will be aligned to the service planning cycle and the governance requirements of SSB. The new role of Head of Knowledge Management started in August 2014 and is identifying, together with KM management team, any immediate actions that can be progressed to support alignment.	High	Head of Knowledge Management	Director of Professional Services	October 2014 Extended to April 2015	13 February 2015
The initial plan for reorganising the sections with KM needs to be aligned with the Professional Services Redesign project. Initial plan to be presented in Feb 2015. Formal implementation of new KM structure will follow. Date as yet not confirmed.	High	Head of Knowledge Management	Director of Professional Services	February 2015	13 February 2015
Action plan 3					
Financial Challenge 2013/14					
Objectives	Adequate controls exist over the identification, implementation and monitoring of projects to ensure that savings remain on course.				
Observations	a) Savings targets have been allocated against each of the Financial Challenge projects. From investigation we found that there is little or no evidence to support how these financial targets have been set. Project owners stated that they had costed savings targets themselves without any direct support from the finance team. b) Where projects have primarily resulted in budget reductions we attempted to review the transaction trail to identify whether the year end figures were accurate, however this was not always possible as cost coding and reporting				

mechanisms currently do not allow for this to be easily reviewed.					
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
b) It should be noted that the overall Financial Challenge saving target set was achieved. The way that the financial reporting is made is to count the savings only when the full year position is reached, which is prudent from a financial planning point of view. This can result in a lag factor in reporting. It can be resolved by maintaining the 'original' level and profile of the savings target on a prudent basis. The PMO will be required to report accurately and timely what is being or expected to be achieved alongside that.	High	Head of Finance	Director of Professional Services	October 2014	November 2014
Action plan 4 Financial Challenge 2013/14					
Objectives	Any changes to programme streams are agreed and overall savings re-calculated to ensure that savings remain on course.				
Observations	<p>During the review, the financial update document (dated August 2013) was used to identify what projects had been set up, who the senior responsible officer (SRO) was and financial progress to date. It became apparent that this key document, presented at the Safer Stronger Board on a bi-monthly basis did not contain accurate data. In particular three of the SRO's named were not current and forecast and actual data was not clearly reported for each of the years 2011 – 2013.</p> <p>The financial update information currently does not provide sufficient detail of what is happening against each of the projects during the course of the year. An example was identified (from discussion with the SRO) whereby the forecast would not be achieved in the year reported but this had not been relayed for inclusion on the latest summary.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The inaccuracy of the SRO names has been amended. Financial updates will be reviewed and presented to the	High	Financial Services	Director of Professional	October 2014	November 2014

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Board as detailed in the action above.			Manager	Services		
Action plan 5		Financial Challenge 2013/14				
Objectives	Lessons learnt from the financial challenge programme have been identified and built into future planning to identify and implement future reductions.					
Observations	At the 5 August 2013 Safer Stronger Board meeting the Project Management Office Manager requested that a lessons learnt register be introduced on the intranet website. This should be seen as a learning opportunity for all project leads. Lessons learnt should also form an integral part of any project analysis and as such should be included as part of any future business cases. Whilst a lessons learnt shell has been provided on the intranet site, at the time of the audit (December 2013) no lessons learnt had been reported.					
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete	
It should be noted that although no lessons learnt had been posted directly from the Board, the tool is populated with many from other projects. However, our lessons learnt process is being reviewed to ensure that they are not only captured but shared and used. This will now be included in quarterly project managers meetings. Information will also be included and discussed in the proposed online forum launched within Moodle.	Medium	Programme and Project Manager	Head of Knowledge Management	October 2014 December 2014 Extended to March 2015 *Extended to July 2015	November 2014	
*Extension due to the recruitment of a member of staff within the Knowledge Management Team who will be responsible for this, expected to be complete by May 2015.						

Action plan 1		Moodle 2014-15				
Objectives	There are documented responsibilities, policies and processes in place to ensure that there is effective governance of the software.					
Observations	We looked for documented responsibilities with regard to ownership and administration of the system, user administration, content creation and content quality assurance. Although we were informed of where these responsibilities will be going forward for the system, at the time our audit testing was completed they had not been documented.					
Management actions		Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Formal Job Descriptions (sent with this document) have now been created and agreed for 2 roles that will oversee the ownership and administration of the system. The posts are currently temporarily filled and will be recruited into on a permanent basis, as part of a wider restructure of HFRS Marketing and Communications.		High	Head of Communications, Engagement and Administration	Head of Communications, Engagement and Administration	June 2015	
Action plan 2		Moodle 2014-15				
Objectives	There are documented responsibilities, policies and processes in place to ensure that there is effective governance of the software.					
Observations	We looked for policy and process documentation with regard to system administration (for example upgrade management), user administration, content creation and quality assurance of content. We were provided with process documentation for user administration but documentation for the other areas had yet to be written when the audit testing was completed. However we were verbally informed of the policy and processes which would be used for the system.					
Management actions		Priority	Responsible Officer	SMT	Target date	Date signed off as complete

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Policies and procedures will be written and embedded to ensure the system is maintained and a high level of security is retained.		High	Moodle Team member	Head of Communications, Engagement and Administration	June 2015	
Action plan 3		Moodle 2014-15				
Objectives	Access to administrate and use the software is authorised and appropriate. The software is securely configured to protect it from unauthorised access.					
Observations	There is a process to notify the Moodle Maintenance Team of leavers which need to be removed from the system. But there was no process to regularly review user access to identify any users missed by this process. The majority of users have access which would not present a risk if it was left in place so in our view it is not necessary to review all access. However, users with high privilege access such as “Site Administrators” may present a risk if they were not removed promptly.					
Management actions		Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The Moodle team are now included in the list of departments that are contacted on a routine basis to inform all moves within the Service.		High	Head of Communications, Engagement and Administration	Head of Communications, Engagement and Administration	Complete	16/03/2015
A procedure to support the above will be written and embedded to ensure a high level of security is retained.		High	Moodle Team member	Head of Communications, Engagement and Administration	June 2015	
Action plan 4		Moodle 2014-15				
Objectives	Back up, recovery and continuity processes and service level agreements are in place to ensure training courses are available to staff.					
Observations	The supplier of Moodle to HFRS is “How to Moodle”, the service level agreement with them agrees to a 100% uptime for the software. The content is stored with Amazon S3 cloud based storage and the service level agreement with them quotes a 99.9% uptime for that storage service. Without Moodle the training content created would still be available from the Amazon S3 service, and we were informed					

	<p>that this would provide continuity for the delivery of training courses if Moodle was unavailable for significant length of time. How this would be done in practice in the form of a business continuity plan for Moodle has not been determined or documented yet so it was not clear if this would work in practice when we completed the audit testing.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<p>A Business Continuity document will be created to inform the organisation of the 'back up' arrangements in place to provide accessibility of training packages, should Moodle become unexpectedly unavailable to users.</p> <p>A tiered approach to ensure accessibility to all training content and the VLE is in place and will be detailed in the Continuity Plan: Two VLE sites maintained with full content available Each department will own and maintain a master copy of their training packages.</p> <p>VLE provider (How To Moodle) are contractually obliged to maintain "100% Uptime"</p>	High	Head of Communications, Engagement and Administration	Head of Communications, Engagement and Administration	September 2015	
Action plan 1 Programme and Project Management 2014/15					
Objectives	Confirmation that progress has been achieved against the recommendations made within the Project Angels report.				
Observations	<p>The Project Angels report was approved by SMT in January 2014, at this meeting it was agreed that a plan would be drawn up to implement the recommendations. It was agreed that the plan should be available at the March 2014 meeting.</p> <p>We reviewed the minutes of the March 2014 meeting which noted discussions about the way forward, however there do not appear to be any specifics identified in terms of resourcing requirements or a timeline.</p> <p>One of the key elements identified by SMT was to appoint a dedicated project manager to drive the process forward. It was agreed that this should be a station manager (or equivalent) as a secondment for 12-18 months. As of December 2014 no officer had been assigned to this post. This has had a knock-on effect on the remainder of the</p>				

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	<p>recommendations.</p> <p>It is concerning to note that no further meetings were held to discuss the implementation and the progress of introducing the recommendations after the March 2014 meeting. The March 2014 minutes indicated that “interim progress should be reported to SMT six monthly aiming for delivery of improvements and realisation of initial benefits by November 2015”.</p> <p>At the close of audit we were informed that at a recent away day held to discuss the Project Management Office (PMO) it was agreed by Senior Management that an external consultant would be engaged. This appointment would be for a three month period to identify and evolve a structure for the PMO.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
A new PMO Manager has been appointed to drive the change forward. The Project Angels report will be used for reference purposes and the PMO will work closely with the newly appointed ACO of Transformation to develop the PMO along with 6 weekly review meetings with the Chief Officer, ACO and HoST member.	High	Programme and Project Manager	Head of Knowledge Management	Complete	13/03/2015
Although the development of the PMO is not seen as a project, objectives shall be created to give the PMO staff direction in which to progress. Funding has been granted until 31.03.2017 to retain the current staff members as well as introduce a new post to support the development of the department.	High	Programme and Project Manager	Head of Knowledge Management	Complete	123/03/2015
An external consultant has been identified to act as an ongoing mentor for the PMO Manager. Consideration will be given to appointing a second consultant for a 3 month contract, at a later date	Medium	Programme and Project Manager	Head of Knowledge Management	01/10/2015	
Action plan 2 Programme and Project Management 2014/15					
Objectives	Confirmation that progress has been achieved against the recommendations made within the Project Angels report.				

Observations	<p>It was agreed as part of one of the recommendations that the project “life cycle” would be re-launched with an emphasis on business cases, planning and proper resource management.</p> <p>We noted that the web page which outlines the process is not up to date so reliance cannot be placed on the validity of the data to assist with any project management support. Whilst training was introduced for staff who have an interest in project management and those identified as project managers, this has stopped due to the availability of staff to carry out the training.</p> <p>At the present time there continues to be no clear and up to date guidance to support officers assigned as Project Managers.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Initial relaunch of the current HFRS Project Management Methodology with a full review to be carried out by 1.6.15	High	Programme and Project Manager	Head of Knowledge Management	01/06/2015	
Development of an online forum for Project Managers to share learning, seek advice from peers and understand impacts between projects	High	Programme and Project Manager	Head of Knowledge Management	01/06/2015	
Review of the current webpages.	Medium	Programme and Project Manager	Head of Knowledge Management	01/06/2015	
Review and relaunch of the current Project Health Check process to ensure project continuation decisions are documented at appropriate gateways	Medium	Programme and Project Manager	Head of Knowledge Management	31/12/2015	
Review of the current project governance documentation	Medium	Programme and Project Manager	Head of Knowledge Management	31/12/2015	
Full review and relaunch of the training provision to create a suite of national accredited training courses, using a blended learning approach. A new role will be created within the PMO to deliver this as well as support actions 1.1-1.6	High	Programme and Project Manager	Head of Knowledge Management	01/04/2016	
Action plan 3 Programme and Project Management 2014/15					

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Objectives	Confirmation that progress has been achieved against the recommendations made within the Project Angels report.				
Observations	<p>The report recommended that a portfolio, delivery and support unit, incorporating the current Performance Review Team (PRT), the PMO and a team of professional project managers be introduced. The future structure of the PMO also needs to be considered alongside the Professional Services Redesign (PSR). This had not been implemented at the time of our audit, but was discussed in December 2014 as part of the Senior Management away day, when it was agreed that an external consultant would be engaged.</p> <p>At the present time the PMO is staffed by a mixture of seconded and temporary staff with only one dedicated project manager post. The work profiles of staff working within the PMO are largely administration based.</p> <p>To comply with the recommendation that the PMO requires “teeth” would require a balance to be obtained between the expectations of management and what can be achieved given the existing resource profile.</p> <p>Until the PMO has a permanent embedded structure it will be difficult to be clear on which of the recommendations can be achieved given the existing resources available.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<p>The current Project Support Officers role has been reviewed and regraded to incorporate a higher level of responsibility. These roles have been extended until 31.03.2017 and will focus on project planning and delivery</p> <p>An additional role has been approved to pick up quality assurance for projects. This post will focus on the training requirements of Project Management staff, an online forum, the current website pages and template management as well as work with the PMO Manager to develop a robust assurance framework.</p>	High	Programme and Project Manager	Head of Knowledge Management	01/05/2015	
This new structure (including the PMO Manager) will remain in place until 31.03.2017 at which point a decision will be made as to what resources will be	Medium	Programme and Project Manager	Head of Knowledge Management	31/03/2017	

required on a permanent basis. Work will be undertaken to design this model by the PMO Manager and be owned by the Head of Knowledge Management/ACO of Transformation					
Upskill the current PMO team with the necessary qualifications relating to Project Management methodologies and practices.	Medium	Programme and Project Manager	Head of Knowledge Management	31/12/2015	
Action plan 4 Programme and Project Management 2014/15					
Objectives	Confirmation that progress has been achieved against the recommendations made within the Project Angels report.				
Observations	The report recommended that project highlight reports should feed into the portfolio dashboard. At the present time there remains no central dashboard of information. Any detail is currently pulled together from a number of sources. PMO staff indicated that this is both time consuming and takes them away from the role of project management. We noted that detail published on the website regarding the HFRS portfolio is not up to date, responsible owner details are incorrect and milestone data needs amending to reflect the current project timeline.				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Review and relaunch the current Portfolio, ensuring that the latest information is always available	High	Programme and Project Manager	Head of Knowledge Management	01/05/2015	
Introduce a dashboard style highlight report fro the Safer Stronger Board, including the provision of financial information, to lessen the reporting requirements of PMs	High	Programme and Project Manager	Head of Knowledge Management	01/05/2015	
Introduce monthly 'Project Monitoring meetings' for Project Managers to report on the latest progress of their projects, against milestones and organisational objectives	High	Programme and Project Manager	Head of Knowledge Management	01/05/2015	