

IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS
Agreed actions awaiting implementation

Audit Ref No	Recommendation	Priority	Post responsible	Service Management Team	Response	Action Date	Follow up Date	Date Closed
WORKSHOPS 2007/08 – now called Fleet Maintenance Centre (FMC)								
3.33	We recommend that the Fleet Management system should be substituted for a more robust and suitable system at the earliest opportunity.	High	Fleet Maintenance Centre Manager – there is now a Fleet Management IT system Project Team responsible for this action	Assistant Chief Officer Community Safety/FMC IT System Project Team	New Fleet Management system currently being sourced.	September 2008 extended to 01/04/2009 extended to quarter 3 2009/10 further extended to Q4 2010/11	12/08/2008 09/02/2008 27/09/2009 ongoing	
<p>Performance Review Team comment: The requirement for a new Fleet Management system was included in a recent external review of the Fleet Maintenance Centre. A report on the outcomes of this review, including its conclusions in respect to the proposed IT system was made to the Performance Review and Scrutiny Committee on 14th September 2009. The consultants who undertook the external review have been engaged to help with the procurement and implementation of the new system. The current estimation of date of implementation is Q4 2010/11.</p> <p>Further updates will be provided to this Committee to ensure that Members are kept informed of progress.</p>								

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COMMUNITY FIRE RISK MANAGEMENT INFORMATION SYSTEM (CFRMIS) 2007/08								
3.2	A decision should be made as to how important logging of accessing individual records is to the Service. If the controls are complied with then only authorised users and IT staff should have access to the data. These should only be people with a business requirement to see the data.	Medium	CFRMIS Development Officer	Assistant Chief Officer – Service Delivery (Community Safety)	The software supplier is currently developing an auditable security system which will enable more effective control and monitoring of authorised/unauthorised access.	April 2009 Extended to April 2010 Extended to 31/03/2011	20/02/2009 28/10/2009 28/07/2010 01/02/2011	
<p>Performance Review Team comment: In the interim period, until an update to the system is available from the supplier, confirmation has been received that there is a robust procedure in place for the control of access to the system. Internal Audit undertook a follow up of this review in December 2008 and found that controls were working.</p> <p>The Service has lobbied for this improvement from the supplier of the system, which is used by a large number of Fire and Rescue Services. It should be noted that logging is expected to be provided in the next release of the software, Although we have tried to get an earlier date for this improvement, the need has been balanced with other priorities for the system. The current expected release date is October 2010, with full implementation and testing complete by the end of quarter four of the current year. Further updates will be provided nearer to that date.</p>								

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PARTNERSHIPS 2008/09								
3.7	Once the system for managing partnerships has been fully developed, an annual review of all partnerships should be established. This will assist in assessing the performance of partnerships, raise issues not discussed during the year and agree an action plan to further develop partnership working.	Medium	Director of Corporate Services	Director of Corporate Services	Agreed	Quarter 4 2010/11		
3.8	A risk log should be maintained for partnerships to include information on the nature of risks, consequences if the risk materialises, risk impact and probability grading, control measures in place to mitigate risks and an action plan for any gaps in control.	Medium	Director of Corporate Services	Director of Corporate Services	Agreed	Quarter 4 2010/11		

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3.9	Appropriate skills, experience and training should be formalised for management and partnership practitioners at Headquarters and in departments. Skills and training could include relationships, coalition, consensus building, communication, delegating, negotiating, managing conflict, problem solving, setting and monitoring performance measures and managing meetings.	Medium	Director of Corporate Services	Director of Corporate Services	Agreed	Quarter 4 2010/11		
3.10	The following should be included on the partnerships database:- a) health and safety issues; b) exit strategy/notice periods; grants available/ contributions by partners; c) how it will achieve the Authority's partnership objectives.	Medium	Director of Corporate Services	Director of Corporate Services	Agreed	Quarter 4 2010/11		

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Audit Ref No	Recommendation	Priority	Post responsible	Service Management Team	Response	Action Date	Follow up Date	Date Closed
3.11	We recommend that all partnerships should be reported to the Fire Authority to complete the management information trail.	Medium	Director of Corporate Services	Director of Corporate Services	Agreed	Quarter 4 2010/11		

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DATA QUALITY 2008/09								
3.12	The Data Quality statement should be made available to all staff once approved and should be reviewed on an annual basis to ensure that it remains up to date and includes reference to national standards.	High	Community Risk Intelligence	Area Manager Service Delivery	The Data Quality Strategy, once approved, will be made available to staff, and reviewed on an annually basis.	31/12/2009 extended to 30/09/2010 extended to 31/12/2010	28/07/2010	
DATA QUALITY (follow up) 2009/10								
3.3	We recommend that the Data Management Strategy 2010 should be finalised and issued to all staff and reviewed annually as intended to ensure it remains up to date and includes current national standards.	Medium	Community Risk Intelligence	Area Manager Service Delivery	Agreed	31/05/2010 extended to 30/09/2010 extended to 31/12/2010	28/07/2010	
Performance Review Team Note: The Data Quality Strategy has been sent out for internal consultation so that it can become a Service Order.								

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TRAINING CENTRE 2009/10								
3.8	The Training Needs Assessment should be updated to be sufficiently comprehensive, and reviewed annually to ensure it remains an effective planning tool.	Medium	Programming and Resources Manager	Area Manager Training and Development	Agreed: At present this information is held in SAP, currently we are considering reviewing the annual Training Needs Analysis process with a 3 or 6 monthly refresh during the year, this would mean that as a Department we have a greater response to the business needs.	December 2010		
3.10	Consideration should be given to planning and allocating resources as a whole rather than splitting effort across the training functions. A review should be undertaken to assess whether joining the functions would achieve efficiency savings by eliminating duplicated effort and surplus resources.	Medium	Programming and Resources Manager	Area Manager Training and Development	Agreed: a team re-structure is underway and an interim solution of allocating a Programming and Resource manager role has already started which has led towards an integrated programme. As this is still in its infancy, fine tuning and review of the role, process will be carried out.	December 2011		

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3.11	Consideration should be given to bringing both the planning and delivery cycle forward to reduce the potential delay between the identification of need and specific course provision. Alternatively increased dynamism with planning, scheduling and delivery of courses could help the training function be more responsive to needs.	Medium	Programming and Resources Manager	Area Manager Training and Development	Agreed: This has now been superseded by the move of the grey book leave year, so the Training Needs Analysis (TNA) will be affected and planning brought further forward, as mentioned in the response to 3.8 above, we are considering the benefits of carrying out reviews and refresh during the annual Training Needs Analysis.	December 2010		
3.12	Consideration should be given to using a simplified model for forward planning with the detailed model retained for individual course planning incorporating all elements and costs for each of the specific courses.	Medium	Programming and Resources Manager	Area Manager Training and Development	Agreed: This has now been completed, but will be reviewed to ensure that it is fit for purpose.	December 2010		

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3.13	Options should be investigated into developing or obtaining an integrated planning tool. This could range from developing a simple in-house spreadsheet solution to the procurement of a specialist computer package.	Medium	Programming and Resources Manager	Area Manager Training and Development	Agreed	December 2010		
3.14	The course planning process should be reviewed, approved and formalised to ensure that sufficient feedback is obtained from the appropriate management level.	Low	Programming and Resources Manager	Area Manager Training and Development	Agreed	December 2010		
3.16	Steps should be taken to improve management information on the reasons for cancellations and non-attendance with the potential causes investigated in order to reduce the number of cancellations and non-	Medium	Quality Review Manager	Area Manager Training and Development	Agreed: A three monthly report is completed by the Quality Review Manager, however the extraction, recording and analysis need more refinements to capture more meaningful data and this is very much work in progress.	December 2010		

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	attendances. We acknowledge and support that this is already underway.							
3.17	Consideration should be given to replacing the annually published course brochure with a web based version on the intranet so that potential delegates are more aware of the current course offerings and availability. Publication of last minute availability on the intranet and reference to a reserve list of potential delegates from the training database may also help to fill vacancies due to cancellations etc.	Medium	Quality Review Manager	Area Manager Training and Development	<p>Agreed in part: Most courses already have a reserve list and we endeavour to backfill any cancellations from this list as soon as they are aware of spare places.</p> <p>We are improving analysis of course data which will mean that we can identify and improve the allocation of students to courses. The course programme will be made available for training and development opportunities to be visible so that individuals can seek to access opportunities pro-actively.</p>	December 2011		

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3.19	All training should be arranged via the Training Department to help ensure quality standards are maintained. All training costs should be via the Training Department to ensure all relevant expenditure is identified. A single central system should be used to support the selection of external providers, ensure the training database remains up to date and learning outcomes are monitored.	Medium	Training Manager	Area Manager Training and Development	Agreed: This work will require significant understanding of the training needs and current delivery across Service Departments. Clear communications to the service will be required at senior level to understand the training needs and how that can be captured and managed through one department.	December 2011		
3.22	All arrangements regarding the offering out and purchase of courses and facilities with external partners should be formally recorded in an appropriate Service Level Agreement or equivalent. (SLA)	Low	Programming and Resources Manager	Area Manager Training and Development	Agreed in part: This is not realistic for all, some are a simple customer / provider issue and as long as legitimate invoices are raised this is not an issue. SLA's are required for long term partnership arrangements such as	December 2010		

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					purchase and joint use of new firehouse, examples such as these will be confirmed or established.			
3.26	Given the current economic climate we recommend that consideration should be given to extending benchmarking by comparing the cost of individual courses, and the training function as a whole, to other regional and 'family group' authorities as appropriate in order to identify inefficiencies and potential cost savings. Budgets should be re-assessed accordingly once complete.	Medium	Programming and Resources Manager	Area Manager Training and Development	Agreed: This is currently work in progress and the Training & Development Manager is working at regional level. However the first steps will be to agree the Regional course costing model which has been shared with the region	December 2010		

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3.28	A more structured assessment for all training staff should be initiated, such as direct observation of the quality of courses delivered, in order that training quality standards are maintained or enhanced, as appropriate. Personal Development Review targets should be developed related to the quality of training delivered by trainers to facilitate performance monitoring.	Medium	Quality Review Manager	Area Manager Training and Development	Agreed: An overarching assessment policy is in the process of being completed and will form part of the quality review process.	December 2010		
3.29	A clear policy on the monitoring of courses, quality and outcomes should be devised including the follow-up by managers of agreed actions. The use of electronic questionnaires could be considered in order to streamline the	Medium	Quality Review Manager	Area Manager Training and Development	Agreed: This forms part of the quality review process and is work in progress. The use of local performance indicators (LPI) will strengthen the process.	April 2011		

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	evaluation of courses with follow-up questionnaires issued to assess outcomes.							
3.30	We support the use of Local Performance Indicators (LPI's) for performance monitoring and recommend consideration should be given to producing LPIs reflecting the quality of courses provided.	Medium	Quality Review Manager	Area Manager Training and Development	Agreed: This forms part of the quality review process and is work in progress. The use of local performance indicators (LPI) will strengthen the process and will be fed into the corporate performance management system.	April 2011		

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RED BOOK COMPLIANCE – Fraud and Corruption 2010/11								
Q1/50	The Anti Theft, Fraud and Corruption Policy and associated policies e.g. Reporting Concerns at Work, should be reviewed and updated where necessary and presented to the Governance Committee for their information and approval. The Authority should also develop a clear policy on the recovery of losses to ensure a consistent approach is followed on seeking financial recovery.	Medium	Human Resources Business Manager Performance Review Manager / Equality & Diversity Manager	Director of Human Resources	Agreed	March 2011		
Q22	In order to further enhance a real anti-fraud and corruption culture within the Authority, consideration should be given to raising its profile by for example, incorporating this area into the corporate induction	Low	Human Resources Business Manager	Director of Human Resources	Agreed	April 2011		

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	process, producing an annual staff survey, posters and running fraud awareness workshops.							
ASSET MANAGEMENT & INVENTORIES 2009/10								
3.14	Annual checks should be evidenced, and the person creating the inventory should not be the person checking the inventory. The check of the inventory should be carried out by an independent person.	Medium	Fleet Maintenance Centre Manager	Assistant Chief Officer Community Safety	Agreed.	31/03/2011		
DATABASES 2009/10								
3.2	The larger and strategic databases, such as CFRMIS, should be monitored for availability and response and reviewed by the application owners and Information Services.	Low	ICT manager	Director of Corporate Services	Agreed. This will be raised with application owners.	31/12/2010		

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3.6	We recommend the procedures for adding, deleting and amending users for access to Information systems and management are documented.	Low	IT Service Desk Manager	Director of Corporate Services	Agreed	31/12/2010		
3.7	The HFRS Information Services Help Desk should notify the CFRMIS Database Administrator when requests for the deletion of users are sent to the Hampshire County Council IT Security Team to enable any access to CFRMIS to be removed.	Low	IT Service Desk Manager	Director of Corporate Services	Agreed	31/12/2010		
BASINGSTOKE FIRE STATION 2010/11								
3.29	To provide segregation of duties, annual checks of the inventory should be signed off by an independent person.	Low	Station Administrator	Area Manager Community Safety	Agreed	April 2011 for next check		

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ANIMAL RESCUE 2010/11								
3.5	All job descriptions and role profiles of Animal Rescue personnel should be reviewed and formalised, to ensure staff are aware of all areas of responsibility.	Medium	Group Manager, Command Strategy and Specialist Response.	Area Manager Response Support	Job descriptions will be formalised, approved by line manager and forwarded to HR for retention.	30/11/2010		
3.6	Summary office processes and procedures should be formalised at the earliest opportunity in conjunction with Service Delivery management, ensuring they are consistent with procedures.	Medium	Animal Rescue Specialist	Area Manager Response Support	Key business processes will be mapped and documented, and compiled into a process map. Links will be made to key organisational policies and procedures.	30/11/2010		

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Audit Ref No	Recommendation	Priority	Post responsible	Service Management Team	Response	Action Date	Follow up Date	Date Closed
3.13	A summary of all sponsorship deals with Animal Rescue should be developed and held on the file containing supporting documentation for all sponsors, in order to clarify financial and operational details of the deals and also to provide an adequate audit information trail. In addition, all sponsorship deals should be independently authorised in order to protect the role of the Service and the Animal Rescue Specialist.	Medium	Marketing and Communications Department	Head of Marketing and Communications	A robust sponsorship policy is being developed to format HFRS policy and to create an audit trail for all existing and future sponsorship opportunities.	30/11/2010		

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3.26	As an interim measure prior to the introduction of the Gartan system, a basic chart should be produced to facilitate checks on staff availability within an appropriate time scale and to ensure that staff are not scheduled as unavailable yet are shown on retained claim forms as attending	Medium	Head of Service Delivery Admin	Area Manager Community Safety	Request submitted to Head of Service Delivery Admin for development of electronic Retained Management System.	31/12/2010		
3.29	Exception records should be maintained with exceptional levels being reported.	Medium	Station Manager, Civil Resilience.	Area Manager Response Support	Exception records will be maintained with the introduction of a procedure where any exceptional claims are authorised by the next line manager.	31/10/2010	14/10/2010	

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SERVICE DELIVERY AUDIT PROCESS 2009/10								
3.2	We recommend that Service Delivery management should periodically review the quality of work produced by the team auditors, to ensure that all control and specific issues are being identified and addressed in compliance with procedures	Medium	Area Manager, Response Support	Area Manager, Response Support	The Area Manager (Response Support) will step away from undertaking audits and take on a quality sampling role. Findings from sampling will be presented at 6 monthly audit standardisation meetings where examples of good and bad audits will be used for learning.	30/11/2010		
			Group Manager, Response Support		For Incident audits, the Group Manager Response Support will take on a quality sampling role and initiate a review of incident audit including size of team and process documentation etc.	February 2011		

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3.3	We recommend that as an aspect of the Personal Development Review process, specific reference should be made to the roles and responsibilities of Service Delivery auditors, as an attached appendix in their role profiles and job descriptions, to ensure clarity in expected responsibilities.	Medium	Area Manager, Response Support Group Manager, Response Support Training Dept	Area Manager, Response Support	Fire & Rescue Role Maps contain a unit relating to audit – EFSM 19 – Monitor compliance with quality systems. Element 19.3 – Report on compliance with quality systems – this national standard will be used in future and training will be structured around this element.	November 2010 – ongoing February 2011 2011/12 training programme		
3.4	We recommend that a more formal and structured training regime should be established for Service Delivery performance management auditors, to complement the current induction and shadowing training methodology.	Medium	Performance Review Manager/ Area Manager, Response Support	Area Manager, Response Support	The Area Manager will ask the Training department for possible course options for a basic auditing course. Also develop the six monthly standardisation meeting as per 3.2 above and ensure the skills of the Performance Review team are utilised to support the group and process.	2011/2012 30/11/2010 Ongoing		

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3.7	We recommend that Performance Management Audits should be allocated over a rolling three year financial year cycle, to ensure that risk assessment ratings are appropriate and audit work is more strategically allocated and meaningful.	Medium	PM Audit Team / Area Manager, Response Support	Area Manager, Response Support	Audit team to review audit universe and ensure that topics included for audit are relevant and robustly risk assessed and prioritised. Any topics deemed to be such low risk are considered for removal.	February 2011		
3.8	We recommend that more attention should be paid by performance management auditors to the full completion of Station Workplace Managers Feedback Forms and Action Plans. In particular, in ensuring that reporting time scales are prompt, Station/Workplace Manager's Action Plans are complete and risk priorities are completed against all controls.	Medium	Area Manager, Response Support Audit Team	Area Manager, Response Support	Review purpose of audits and prepare terms of reference for the audit team based on the role map. Also action set out in 3.2 re standardisation meetings.	30/11/2010		

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3.9	We recommend that with operational incident audits, a more uniform approach across the county should be sought, to ensure that the experience of auditors in the south does not subsequently suffer.	Low	Group Manager, Response Support	Area Manager, Response Support	The issues identified here will be picked up during the review of the audit process which will take account of the size of the team and mobilising protocols	February 2011		
3.11	We recommend that all recommendations for action arising from the performance management audits should be followed-up to ensure that they are carried out and within the agreed timescales.	Medium	Performance Review Manager	Director of Corporate Services	Performance Review Team to follow up completed audits to ensure actions are discharged in a timely way.	31/12/2010		
3.12	We recommend that an auditors' information pack should be compiled in order to assist auditors in the performance of their duties, incorporating the more important elements of Service Orders relating to their role.	Medium	Area Manager, Response Support		We will prepare an information pack consisting of the role map, terms of reference, service policy and procedures. We will also provide a copy of the areas to be audited along with model answers	February 2011		

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3.14	We recommend that consideration should be given to the initiation of local performance indicators in order to formalise the assessment of performance in the management of both performance management and operational incident style audits. These should be regularly monitored and reported.	Low	Group Manager, Response Support / Area Manager, Response Support	Area Manager, Response Support	We feel a performance indicator would be over complicated and add little value here – we will produce a regular highlight report and include stats of progress being made for reporting to the Response Policy Group and the Performance Management Groups.	31/12/2010		
3.15	We suggest that HCC Internal Audit should be notified where more significant findings resulting from Performance Management audits are identified that may warrant an independent follow-up review.	Medium	Area Manager, Response Support	Area Manager, Response Support	Agreed	31/12/2010		

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3.16	We recommend that early response timescales should be initiated for local managers to respond to performance management audits, to ensure actions are addressed promptly.	Medium	Area Manager, Response Support / Audit team	Area Manager, Response Support	As part of the review set out in 3.7 we will ensure timescales reflect risk and the need to promptly address actions when appropriate.	30/11/2010		
3.20	Initial confirmation of performance management auditors' travel should be through the Area Manager Response Support to confirm journeys undertaken, prior to authorisation by the respective line managers.	Medium	Area Manager, Response Support	Area Manager, Response Support	Provide a copy of the annual audit programme to auditors line managers so that they are aware of the commitments of their staff in carrying out audits.	March 2011 and annually thereafter.		
USAR 2010/11								
3.5	We recommend that continued efforts should be made to produce an overarching operational procedures document, co-ordinating all appropriate existing procedures.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery.	Agreed	31/03/2011		

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3.10	<p>We recommend that:</p> <ul style="list-style-type: none"> -full cost identification should be sought with all USAR costs being apportioned and coded appropriately in order to match costs against available grant funding. In particular, that time recording supports an accurate cost apportionment of HFRA staff's time to USAR -the potential personal use of Fire vehicles by USAR staff should be resolved -processes are documented to account for and recover any potentially significant deficits from other organisations and these should be included in the procedures manual referenced in paragraph 3.5 of this report. 	High	Group Manager, Civil Protection	Area Manager, Response Delivery.	Agreed	31/03/2011		

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3.15	A log should be produced for each calendar month or the log should be ruled off, showing the total for the month, with the title of the log explaining what it relates to.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed. Process to be amended.	31/10/2010	08/11/2010	
3.17	We recommend that either three quotations should be sought for purchases valued between £5,000 and £25,000 in compliance with HFRS procurement procedures, or written documentation is held to explain and evidence the occasions where procurement procedures could not be adhered to.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed.	31/12/2010		

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3.23	We recommend that as an interim measure prior to the introduction of the Garton system, a basic chart should be produced to facilitate checks on staff availability within an appropriate time scale and to ensure that staff are not scheduled as unavailable yet are shown on retained claim forms as attending.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed. Process to be amended.	31/12/2010		
3.24	We recommend that Service Order SO/1/15 should be adhered to for all overtime/TOIL payments. In addition, there is a need to ensure all individual line entries on overtime/TOIL claim forms are initialled in confirmation of payment authorisation.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed. Process to be amended and TOIL to be monitored.	31/10/2010		

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3.29	Each item should appear on the inventory as a singular item and not be combined with another item. To help identify an item each piece of equipment should be listed with its date of purchase and serial/asset number.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed	31/01/2011		
3.30	Track changes should be used or a hard copy of the inventory printed from the system. This would help to prevent deletions and changes occurring without the responsible person for the inventory noticing.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed	31/01/2011		
3.31	Only items belonging to the department should be included on its inventory.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed	31/01/2011		

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3.32	Portable and attractive items which are stored and coded to the department should appear on their inventory. Alternatively, the expenditure should be moved to the correct area if it does not relate to USAR.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed	31/12/2010		
3.33	Annual checks of the inventory should be carried out by an independent person to the person creating and maintaining the inventory. The annual checks should be initialled on the inventory as evidence to the process.	Medium	Area Manager, Response Delivery	Area Manager, Response Delivery	Agreed	31/03/2011		

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PROPERTY MANAGEMENT 2010/11								
3.3	The Property Services Strategy and Business Plan should be reviewed annually and be consolidated into a single document to reflect current initiatives and practices, in line with the Service Plan.	Medium	Graham Starke, Property Services Manager	Director of Corporate Services	Agreed	30/11/2010		
3.15	In order to improve the accounting for buildings maintenance, the first five years of the planned maintenance programme should be recorded in detail incorporating associated outline costings. The overall programme should be set for the forthcoming 10 – 15 years to improve effectiveness.	Medium	Graham Starke, Property Services Manager.	Director of Corporate Services	Do not agree. We will prepare a 3 year plan of expenditure, subject to the unknown future levels of finance and changes in policy.	31/03/2011		

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Audit Ref No	Recommendation	Priority	Post responsible	Service Management Team	Response	Action Date	Follow up Date	Date Closed
3.26	We support the intended use of value for money indicators and benchmarking against other organisations. We recommend consideration is given to utilising other local Performance Indicators as appropriate to ensure that performance is sufficiently monitored across the Property Services function and any poor performance is detected and corrected, as appropriate.	Medium	Graham Starke, Property Services Manager.	Director of Corporate Services	Benchmarking exists within the CIPFA exercises and SMT visits to stations provide valuable feedback on performance and direction.	Quarter 4 2010/11		
3.27	We recommend that efficiency savings performance indicator targets should be considered, to ensure that opportunities for efficiency savings are not missed and the monitoring of efficiency achieved.	Medium	Graham Starke, Property Services Manager	Director of Corporate Services	We will consider efficiency performance indicators.	Quarter 2 2011/12		

IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS
Agreed actions awaiting implementation

Audit Ref No	Recommendation	Priority	Post responsible	Service Management Team	Response	Action Date	Follow up Date	Date Closed