



NORTH YORKSHIRE POLICE, FIRE AND CRIME COMMISSIONER, FIRE AND RESCUE AUTHORITY

Follow Up of Previous Internal Audit Management Actions

FINAL internal audit report 6.23/24

29 August 2024

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1. EXECUTIVE SUMMARY

Background

As part of the approved internal audit plan for 2023/24, we have undertaken a review to follow up on the progress made to implement the previously agreed management actions from the following internal audit reports:

- Follow Up – Payroll (6.22/23);
- ICT – Maintenance and Updates (7.22/23);
- Procurement (8.22/23); and
- Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2.23/24).

A total of 20 management actions that have been marked as closed were considered during this review, consisting of five high, 13 medium priority and two low priority management actions.

Conclusion

We were provided with satisfactory evidence in respect of 12 actions and therefore were able to confirm that these actions had been fully implemented. For the remaining eight actions we have categorised six as partly though not yet fully implemented, and the remaining two actions as not implemented. Full details of the outstanding actions can be found in section two of the report.

Taking account of the issues identified in the remainder of the report and in line with our definitions set out in Appendix A, in our opinion North Yorkshire Police, Fire and Crime Commissioner, Fire and Rescue Authority has demonstrated **reasonable progress** in implementing agreed management actions.

To note, action implementation dates were agreed with action owners at the initial draft or revised draft report stage and have not been altered at the final report stage. Management has informed us that actions are in process of being completed in line with the agreed implementation dates. Any actions completed will be considered as part of the follow up process for 2024/25.

Progress on actions

The following table includes details of the status of each management action:

Implementation status by review	Number of actions agreed	Status of management actions				
		Impl. (1)	Impl. ongoing (2)	Not impl. (3)	Superseded (4)	Completed or no longer necessary (1) + (4)
Follow Up – Payroll (6.22/23)	2	2	0	0	0	2
ICT – Maintenance and Updates (7.22/23)	4	2	2	0	0	2
Procurement (8.22/23)	6	3	3	0	0	3
Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)	8	5	1	2	0	5
Total	20 (100%)	12 (60%)	6 (30%)	2 (10%)	0	12 (60%)

Implementation status by category of action	Number of actions agreed	Status of management actions				
		Impl. (1)	Impl. ongoing (2)	Not impl. (3)	Superseded (4)	Completed or no longer necessary (1) + (4)
Low	2	0	1	1	0	0
Medium	13	8	4*	1	0	8
High	5	4	1*	0	0	4
Total	20 (100%)	12 (60%)	6 (30%)	2 (10%)	0	12 (60%)

* The original priority has been recorded within this table; however, the priority of one high action was reduced to medium and two medium actions reduced to low to reflect the work undertaken in partially mitigating the risk.

2 Findings and management actions

Status	Detail
1	The entire action has been fully implemented.
2	The action has been partly though not yet fully implemented.
3	The action has not been implemented.
4	The action has been superseded and is no longer applicable.
5	The action is not yet due.

Assignment: ICT- Maintenance and Updates (7.22/23)

Original management action / priority Vulnerabilities will be remediated within the documented timeframes. Items will be transferred to Alemba when planned to be implemented. This will be completed as soon as the current staffing levels and organisational structure are addressed and when more resources to complete this work are made available.
Priority: High
Agreed implementation date: 31 October 2023

Audit finding / status From discussion with the ICT Security Officer, we confirmed that while the Fire Service does not have a defined timeframe for remediating vulnerabilities, they work off the standards used by the Police Service. Vulnerabilities that are identified during the monthly scans are categorised from critical to low, with the following times for remediation:

- critical items have an expected remediation of 30 days;
- high items have an expected remediation 90 days;
- medium items have an expected remediation of 120 days; and
- low items are to be addressed where resources allow.

The ICT Security Officer confirmed that vulnerability scans take place on a monthly basis and penetration testing is carried out on an annual basis. We have obtained the last three months of vulnerability scans and the penetration test carried out 25 October 2022. The ICT Security Officer informed us that a penetration test was due to be carried out on 7 March 2024 though we were not provided evidence to support this. We have obtained a screenshot of the remediation plan showing vulnerabilities identified in the October 2022 scan and their status which is used by the ICT Security Officer to monitor vulnerabilities found in the annual penetration test and progress towards remediation. However, we noted that all vulnerabilities were marked as complete (despite being of critical severity).

The ICT Security Officer walked us through the latest vulnerability scan for December 2023, January 2024 and February 2024, and despite selecting a sample, we were not provided with evidence of these within Alemba. If vulnerabilities are not remediated in a timely manner, there is a risk that the Service's IT systems could be exposed and could lead to disruption to critical systems and services.

2: The action has been partly though not yet fully implemented.

Assignment: ICT- Maintenance and Updates (7.22/23)

Management Action 1	Vulnerabilities will be remediated within the documented timeframes. Items will be transferred to Alemba when planned to be implemented.	Responsible Owner: IT Security Officer	Date: 31 July 2024	Priority: Medium
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Assignment: ICT – Maintenance and Updates (7.22/23)

Original management action / priority	Management will continue with the development of the patching run books and ensure they include: <ul style="list-style-type: none">• Who is responsible for installing patches;• How patches are installed;• How NYFRS are notified of when to install patches;• How and when are patches tested; and• Lessons learnt from prior patching; and How patching for third party systems/applications is managed.
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Priority: Low

Agreed implementation date: 31 August 2023

Audit finding / status	<p>The Deputy Head of ICT confirmed that the patching run books were updated in late 2023, following findings from the initial review. We have obtained a copy of the run book for the patching of the Vision system and from review confirmed the run books outline the following:</p> <ul style="list-style-type: none">• summary of the Vision Server and Workstation patching;• included in the tables is a column for responsible individual though we noted that no individuals were listed for the pre-implementation and implementation stages;• in week one for pre-implementation, we can see under North Yorkshire Fire and Rescue Service there is confirmation of patching timeline and Cornwall FRS will contact NYFRS with a patching email;• in both pre implementation and implementation we can see what testing activity will be performed; and• from the attached comments to the file we can see where changes are suggested which could be used for lessons learnt. <p>However, it was not fully clear from review of the run book how lessons learned would be considered, or how patching for third party systems or applications is managed. Furthermore, we noted that there were comments across the document, indicating that the run book is still being developed and was not completed.</p>
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2: The action has been partly though not yet fully implemented.

Management Action 2	Management will continue with the development of the patching run books and ensure they include: <ul style="list-style-type: none">• Lessons learnt from prior patching; and• How patching for third party systems/applications is managed.	Responsible Owner: ICT Security Officer	Date: 31 May 2024	Priority: Low
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Assignment: Procurement (8.22/23)

Original management action / priority Roles and responsibilities will be clearly documented and made available to all staff involved with purchasing and procurement. To support this, a scheme of authorisation for all budget areas will be created to document those individuals that have authority to approve on behalf of the budget holder.
Priority: Medium
Agreed implementation date: 30 June 2023

Audit finding / status The Commercial Manager confirmed that they have a copy of the procurement request form (PRF) scheme of authorisation, but do not have a copy of the scheme of authorisation for each budget area. They explained that this is in contrast to the Force, which has a clear scheme of authorisation available. As the Procurement Team does not have access to this, a clear set of roles and responsibilities are not available to the relevant staff members. The Commercial Manager noted that purchasing is decentralised, however the scheme of authorisation and roles and responsibilities should be clearly documented and available to staff.
There is a risk that if roles and responsibilities are not clearly documented and made available that staff are not able to effectively carry out their duties.
2: The action has been partly though not yet fully implemented.

Management Action 3	Roles and responsibilities will be clearly documented and made available to all staff involved with purchasing and procurement. To support this, a scheme of authorisation for all budget areas will be created to document those individuals that have authority to approve on behalf of the budget holder.	Responsible Owner: Chief Finance Officer (OPFCC)	Date: 31 May 2024	Priority: Medium
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Assignment: Procurement (8.22/23)

Original management action / priority A process will be established to document supplier performance and any expenditure outside of policy. Analysis reporting covering these areas will be provided to management on a regular basis.
Priority: Medium
Agreed implementation date: 30 September 2023

Audit finding / status We were provided with a document titled '22-23 NYFRS spend by supplier' and, upon review, noted that this seems to cover all expenditure by supplier with colour coding in place. Of the 552 suppliers, we identified that eight have been highlighted in yellow, with commentary for each to suggest that additional work is required to determine whether a contract is in place or whether additional procurement work is required (this expenditure that is potentially outside of policy). For 10 suppliers, a light grey highlight was applied, and

Assignment: Procurement (8.22/23)

commentary indicates that no known contract is on file. A further 66 suppliers have a different grey highlight applied and commentary indicates that a contract is in place.

Another document titled '22-23 response spend' was also provided and, upon review, we noted that this covers 95 suppliers and their expenditure. Of the 95, 15 have been highlighted either green or orange (five in green and 10 in orange) with all but one supplier having a comment recorded in the final comment. The remaining 80 suppliers do not have any comment recorded.

During discussion with the Commercial Manager, they confirmed that due to system limitations (the lack of an electronic purchasing system), the Procurement Team review supplier expenditure at the end of each financial year on an annual basis (to identify expenditure outside of the Procurement Policy). The Service are therefore limited in their ability to effectively manage supplier expenditure and identify any exceptions (such as expenditure outside of policy). The Commercial Manager and the Senior Commercial Contract Manager confirmed that as part of their analysis, the Senior Commercial Contract Manager would discuss with relevant business areas if there were any areas of non-compliance. However this is currently not reported to a central individual, though the Commercial Manager agreed that this could provide further oversight regarding non-compliance, and discussions would be held with the Director of Response and Resilience to determine how best to report this information.

Alongside expenditure analysis, the Commercial Manager confirmed that the procurement work plan is reported to the Strategic Commercial Board on a bi-monthly basis, which contains any instances where the Procurement Team have identified breaches to the Procurement Policy. This is a recent introduction, with the first report presented in April 2024. As well as this, the Commercial Manager highlighted that they had identified one recent instance of non-compliance with the Procurement Policy, which had been reported to the CFO (OPFCC). This was identified through the submission of a Procurement Request Form (PRF) after the purchasing of the vehicle.

There is a risk that if a process to report analysis and exceptions is not in place, management may be unaware of any spend that is an exception to the Procurement Policy and the Corporate Governance Framework, which could lead to a lack of oversight of this spend.

2: The action has been partly though not yet fully implemented.

Management Action 4	The Service will agree on a reporting arrangement for analysis reporting, with evidence of this retained on file.	Responsible Owner: Commercial Manager	Date: 31 May 2024	Priority: Low
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Assignment: Procurement (8.22/23)

Original management action / priority The Service will outline their expectations for budget holders and what is expected for managing supplier performance. In accordance with the Procurement Policy, EnableNY will develop the contract management process and details of this will be communicated to budget holders and those managing contracts to ensure they are aware of their responsibilities.
Priority: Medium
Agreed implementation date: 30 September 2023

Audit finding / status We have been provided with three documents to confirm completion of this action. The first is a certificate for the Senior Commercial Contract Manager who has completed an Advanced Contract Management course in January 2023. The Senior Commercial Contract Manager is the procurement lead for the Service.

Assignment: Procurement (8.22/23)

The second document is a contract management plan template that is required to be completed by the relevant Contract Manager and sets out how they should be managing the respective contract. A set of responsibilities and brief steps for contract management is included within the template. The Commercial Manager noted that this is a new process for NYFRS and currently contract management is identified in the kick off meeting with suppliers, however due to the limited resources within the Procurement Team, it was identified that they cannot support this process to their full capacity.

The final document is a 'customer consideration document' produced by a Project Manager in November 2022. Upon review, this covers the project plan for the procurement exercise to replace the Service's risk management system. Whilst this is a comprehensive document for how the project should be managed, we noted minimal reference to contract management other than a name and set of contact details for an individual within the Service.

During discussion with the Commercial Manager and the Senior Commercial Contract Manager, they confirmed that work has been underway on a central portal that will assist users with procurement and contract management needs. This will also be supported with a series of roadshows to different business areas, a process map, and other relevant resources. However, this is still ongoing and not fully in place.

As well as this, the Commercial Manager confirmed that a communication strategy will be required to be implemented to inform budget holders of their expectations and responsibilities. However, due to the upcoming Procurement Act 2023, the Commercial Manager confirmed that contract management processes will require updating. As such, it has been agreed that until Cabinet Office 'superuser' training is rolled out, and other priority requirements from the Procurement Act 2023 are known and have been correctly implemented, a communication strategy will be picked up afterwards.

If contract management responsibilities are not clearly communicated to budget holders, there is a risk that contract management may not be completed correctly across the Service and could lead to a lack of oversight over large or high-risk contracts.

2: The action has been partly though not yet fully implemented.

Management Action 5	Following the preparation work undertaken with regards to the Procurement Act 2023, the Service will outline their expectations for budget holders and what is expected for managing supplier performance. This will be supported by the implementation of the new central portal.	Responsible Owner: Commercial Manager	Date: 31 August 2024	Priority: Medium
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Assignment: Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)

Original management action / priority EnableNY will ensure that the GIA Team are informed via email once the Fire Control Team have reviewed the orphaned record scripts following updates to Gazetteer.
Priority: **Low**
Agreed implementation date: 31 October 2023

Audit finding / status From discussion with the IT Security Officer, we confirmed the latest update applied to the Gazetteer system is 107. As mentioned in the above action, we noted that this was not the most recent update as the Service must seek approval for the application of updates to Gazetteer. As part of the Gazetteer update process the Fire Control Team must review orphaned scripts following the implementation of all updates and provide an update to the GIS team once this review has taken place.
 For the last three updates applied to the Gazetteer system we asked the IT Security Officer to provide evidence that the update has been implemented and the Fire Control Team have reviewed and notified GIS regarding orphaned scripts:

- for update 107 and 106, we confirmed the updates were published on the system developer’s website on 5 January 2024 and 23 November 2023. These updates were implemented by EnableNY on 29 January 2024. We have obtained screenshots from Teams showing discussion between Fire Control and GIS; and
- for update 105, we confirmed the update was published on the OS website on 12 October 2023 and implemented by Enable NY on 21 November 2023.

Whilst we have obtained Teams screenshots from showing discussion between Fire Control and GIS for the three most recent updates, we noted there was no discussion of orphaned scripts. If orphaned scripts are not communicated to the relevant individuals, there is a risk that they may not be removed and could cause disruption to the Service's systems.
3: The action has not been implemented.

Management Action 6	EnableNY will ensure that the GIA Team are informed via email once the Fire Control Team have reviewed the orphaned record scripts following updates to Gazetteer.	Responsible Owner: ICT Security Officer	Date: 31 July 2024	Priority: Low
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Assignment: Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)

Original management action / priority Management will ensure all station and crew managers throughout the Service complete all mandatory health and safety e-learning in line with the procedural requirements.
Priority: **Medium**
Agreed implementation date: 31 March 2024

Audit finding / status We have reviewed the LearnPro report covering all outstanding training and identified:

- four managers with outstanding Fire Safety training (one Station Manager, two Group Managers and one Watch Manager);
- three managers with outstanding Manual Handling training (one Station Manager, one Group Manager and one Watch Manager); and
- three managers with outstanding Health and Safety training (one Station Manager, one Group Manager and one Watch Manager).

Whilst we were planning to sample test Station and Watch Managers, we have not carried this out as we have identified a number of individuals that were not compliant prior to selecting a sample. We queried this with the Director of Service Improvement and Assurance who agreed that this action is not fully implemented as there are a number of staff members with outstanding training. Whilst this includes Station and Watch Managers, we noted there were a number of other roles that had not completed mandatory training including one Group Manager who had not completed their mandatory training.

We noted that there were 21 individual managers (either Station, Watch or Group) who had not completed the Stress Management module. Whilst the deadline for completing this is not yet due, there are still a significant number that are outstanding. We obtained minutes from the Health and Safety Committee which took place on 29 November 2023 and confirmed Stress Management module becoming mandatory was discussed and it was highlighted that there are still learners that have not completed the mandatory health and safety module.

From review of the LearnPro training report for non-managers, we identified a significant number of individuals that have not completed mandatory training. This includes:

- 48 with outstanding Fire Safety training;
- 39 with outstanding Manual Handling training;
- 60 with outstanding Health and Safety training; and
- 358 with outstanding Stress Management training.

We discussed the results from the LearnPro report with the Director of Service Improvement and Assurance and agreed that work had been implemented to chase and monitor outstanding training. However, we noted that due to the outstanding training for managers we have marked the action as partly complete but agreed to lowering the priority.

If all staff members (particularly the Station and Group Managers) have not completed the required mandatory training, there is a risk that the Service are not able to effectively manage health and safety within the Service.

2: The action has been partly though not yet fully implemented.

Assignment: Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)

Management Action 7	Management will ensure mandatory e-learning training is completed by all staff (particularly Station and Crew Managers) throughout the Service in line with the procedural requirements.	Responsible Owner: Director of Service Improvement and Assurance	Date: 30 September 2024	Priority: Low
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Assignment: Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)

Original management action / priority	<p>Following the implementation of an overarching fleet management policy, the Fleet and Logistics Team will develop procedures and document up to date fleet management processes to reflect the policy requirements, which will be reviewed on a regular basis and made available to key staff.</p> <p>Priority: Medium</p> <p>Agreed implementation date: 30 April 2024</p>
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Audit finding / status	<p>From our discussion with the Head of Estates, Transport and Logistics we were advised that progress on this action has fallen behind, citing staff changes and prioritisation of operational works over the development of procedures. The Head of Estates, Transport and Logistics confirmed that draft procedures were in place though we have not been provided with these.</p> <p>This action was due to be implemented on 30 April 2024 however it has been marked as 'complete' by the Service on 1 December 2023. From discussion with the Head of Estates, Transport and Logistics they expect to have the procedures in place to mark the action as fully complete by 30 September 2024. As such we have reiterated the management action.</p> <p>There is a risk that if the Service do not have up to date procedures in place, staff may be unable to effectively carry out their duties and this could lead to inefficiencies or disruption.</p> <p>3: The action has not been implemented.</p>
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Management Action 8	Following the implementation of an overarching fleet management policy, the Fleet and Logistics Team will develop procedures and document up to date fleet management processes to reflect the policy requirements, which will be reviewed on a regular basis and made available to key staff.	Responsible Owner: Head of Estates, Transport and Logistics	Date: 30 September 2024	Priority: Medium
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APPENDIX A: DEFINITIONS FOR PROGRESS MADE

The following opinions are given on the progress made in implementing actions. This opinion relates solely to the implementation of those actions followed up and does not reflect an opinion on the entire control environment.

Progress in implementing actions	Overall number of actions fully implemented	Consideration of high priority actions	Consideration of medium priority actions	Consideration of low priority actions
Good	75% +	None outstanding.	None outstanding.	All low actions outstanding are in the process of being implemented.
Reasonable	51 – 75%	None outstanding.	75% of medium actions made are in the process of being implemented.	75% of low actions made are in the process of being implemented.
Little	30 – 50%	All high actions outstanding are in the process of being implemented.	50% of medium actions made are in the process of being implemented.	50% of low actions made are in the process of being implemented.
Poor	< 30%	Unsatisfactory progress has been made to implement high priority actions.	Unsatisfactory progress has been made to implement medium actions.	Unsatisfactory progress has been made to implement low actions.

APPENDIX B: ACTIONS COMPLETED

From the testing conducted during this review we have found the following actions to have been fully implemented.

Assignment title	Management actions
Follow Up – Payroll (6.22/23)	<p>Status: Implemented</p> <p>The Talent and Development Team will ensure that new starter forms and signed statement of particulars reconcile with accurate contractual information documented and ensure that all new starters sign to agree to the correct rates of pay on the signed statement of particulars.</p> <p>If issues are still identified, members of the Talent and Development Team should check to confirm accuracy of information.</p> <p>Priority: Medium</p>
Follow Up – Payroll (6.22/23)	<p>Status: Implemented</p> <p>Payroll checklists will be fully completed and signed by both the Talent and Development Team and the Payroll Team to confirm all checks have been carried out, and evidence appropriate segregation of duties.</p> <p>Priority: Medium</p>
ICT - Maintenance and Updates (7.22/23)	<p>Status: Implemented</p> <p>Management will ensure that the planned patching for the OS and critical servers, such as Vision, is implemented, adhering to the March 2023 timeline in place.</p> <p>A joint NYFRS/CFRS ICT Board has been initiated to coordinate the patching, remediation, and maintenance of the control network. This was first held in May 2023, and we have a view on patching control over the next couple of months.</p> <p>Priority: Medium</p>
ICT - Maintenance and Updates (7.22/23)	<p>Status: Implemented</p> <p>Management will capture the following information in the software inventory for all systems / services:</p> <ul style="list-style-type: none">• Model;• Version;• Patching history; and• End of life dates. <p>Management will ensure the monthly reviews of the software asset inventory and Service Prioritisation document (until it is embedded in Alemba) are logged and documented.</p> <p>Priority: Medium</p>

Assignment title	Management actions
Procurement (8.22/23)	<p>Status: Implemented</p> <p>Following the contract identification activity (management action nine), the Procurement Team will identify and prioritise any required procurement activities. This will be carried out on a risk basis determined by high value spend or critical supply.</p> <p>The criteria for carrying out this assessment will be documented to ensure a consistent approach is adopted. This approach will enable the Procurement Team to assign resource for high-risk areas to complete procurement activities on a priority basis.</p> <p>Priority: High</p>
Procurement (8.22/23)	<p>Status: Implemented</p> <p>An exercise will be completed to identify all existing contracts and the contracts register will be updated to reflect these.</p> <p>The Chief Finance Officer (OPFCC) will communicate to budget holders that they need to be involved in this process and inform the Procurement Team of any contracts that they own and manage.</p> <p>Priority: High</p>
Procurement (8.22/23)	<p>Status: Implemented</p> <p>The Procurement Team will work to identify all contracts (as per management action 9). However, in the interim period, those contracts identified and known by the Service will be published on the Services website in line with the Corporate Governance Framework and active legislation.</p> <p>The Service will implement a process to ensure information published on the website is reviewed and updated regularly.</p> <p>Priority: High</p>
Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2.23/24)	<p>Status: Implemented</p> <p>EnableNY will ensure the outstanding minor updates are implemented to ensure that the system is up to date.</p> <p>Priority: Medium</p>
Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2.23/24)	<p>Status: Implemented</p> <p>EnableNY will ensure that oversight is provided over the management of updates to Gazetteer to ensure that updates are implemented in a timely manner.</p> <p>Priority: Medium</p>

Assignment title	Management actions
Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)	<p>Status: Implemented</p> <p>Management will ensure all new starters within the Service are provided with a LearnPro account and conduct mandatory Health and Safety e-learning training on the LearnPro system as soon as practicable possible post commencement of employment as outlined within the Induction of New Employees and Transferee's Procedure.</p> <p>Management will follow up and investigate any staff members within the Service who do not actively have a LearnPro account to undertake training elements.</p> <p>Priority: Medium</p>
Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)	<p>Status: Implemented</p> <p>Management will ensure that staff are actively chased to complete all Health and Safety e-learning training elements. The Service will ensure the quarterly report shared with district managers on staff with outstanding health and safety training, includes station managers.</p> <p>Priority: High</p>
Follow Up of 2022/23 Negative Opinions: Fleet Management; Health and Safety; Gazetteer and On-Call Firefighter Recruitment (2. 23/24)	<p>Status: Implemented</p> <p>The Service will ensure the induction booklets (part one and two) are fully signed by the line manager and the new starter and a copy retained centrally. Where the induction booklet is not fully signed, the new starter and line manager will be chased.</p> <p>Priority: Medium</p>

Debrief held	8 March 2024
Additional evidence received	13 March 2024
Draft report issued	21 March 2024
Revised draft report issued	13 May 2024
Responses received	29 August 2024
Final report issued	29 August 2024

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