



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

Fleet Management

Final Internal audit report 4.22/23

17 November 2022

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1. EXECUTIVE SUMMARY

Why we completed this audit

We have undertaken a review of the North Yorkshire Police, Fire and Crime Commissioner, Fire and Rescue Authority's fleet management processes to ensure the Service's fleet is managed and utilised effectively.

The Service has currently undergone a restructure in its fleet management department, with the Fleet and Logistics Manager new into post in 2022. The Head of Assets is responsible for overseeing the management of the Service's fleet. The Fleet and Logistics Manager is supported by a Fleet and Logistics Team, and as part of the review we met with the Specialist Asset Manager, Workshop Manager, and the Fleet Administrator.

The Service uses the Transman system to record and manage its fleet vehicle arrangements. The system is used to allocate vehicle ownership to individuals, departments or stations, manage vehicle repairs and servicing history, and ensure that mandatory requirements, such as MOT certification, are completed in a timely manner. The information retained within the Transman system is used to inform fleet management decisions on acquiring and disposing of vehicles. Whilst our review has not focussed on the capital accounting treatment for vehicle additions and disposals, we have considered how the Service uses fleet management data on repairs history, age and mileage to inform fleet decisions.

The Executive Board has just approved the Risk and Resource Model (RRM) on 27 September 2022, which includes decisions on fleet management capabilities across the Service. The Head of Assets is in the process of developing a Joint Fleet Management Strategy between fire and police to outline a joint strategic direction for fleet management to ensure commitments and objectives across the Service can be fulfilled.

There is a Joint Sustainability Strategy in place for 2021 to 2026, covering both fire and police under Enable North Yorkshire. The strategy outlines enable's sustainability mission and states 'sustainability will be embedded within all aspects of our operations embracing the three core areas: social, environmental and economical'. The strategy's transport objectives are to:

- reduce fuel consumption by removing unnecessary journeys, encouraging alternative travel, and maximising efficiency of fleet; and
- introduce ultra-low emission vehicles (electric and hybrid) into the fleet.

Conclusion

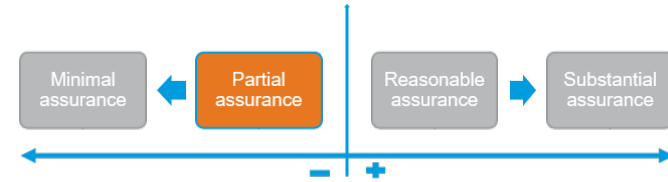
As a result of our review, we have agreed **five medium** priority management actions. Our review has established that due to system limitations, the Service is not adequately equipped to track and locate fleet vehicles to ensure vehicle utilisation is optimised, which could lead to inefficiencies in fleet management. In addition, the Service does not have key governance documents in place to support effective fleet management, such as, policies, procedures, and a fleet management strategy.

Whilst our testing has identified areas for further development in fleet management, we have noted that the Fleet and Logistics Team are effectively managing vehicle records within system capabilities, such as, regular servicing, MOT certification and vehicle repair.

Internal audit opinion:

Taking account of the issues identified, the Police, Fire and Crime Commissioner, Fire and Rescue Authority can take **partial assurance** that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied or effective.

Action is needed to strengthen the control framework to manage the identified area.



Key findings

Our audit identified the following exceptions resulting in five medium priority action being agreed:



The Service does not currently have an overarching fleet management policy in place to govern fleet arrangements. The Service does have a Driving Policy, Vehicle Use Policy and NYFRS Vehicle Use Gold Rota Policy; however, these were not up to date at the time of our review.

Without an overarching fleet management policy in place, there is a risk that the Service's fleet may not be managed effectively or managed inconsistently. **(Medium)**



The Head of Assets provided us with 35 separate process documents in relation to fleet management. Review of the process documents identified that these are largely outdated and referred to a previous system, Fleetplan, which has not been in operation at the Service for some years and were not actively being used by the Fleet and Logistics Team.

Where the Service operates a large number of outdated procedure documents, there is a risk that fleet processes are not clearly documented and incorrect procedures could be followed. **(Medium)**



The Service does not have a system in place to automatically track vehicle location. All fleet vehicles are assigned a base location; however, there is no data available to show vehicle movement.

Where information is not readily available to track and locate fleet vehicles, there is a risk that vehicle use may not be optimised, vehicles are stored in inappropriate locations or journeys taken are not in accordance with policy, which could result in financial loss for the Service. **(Medium)**



The Head of Assets is in the process of developing a Joint Fleet Management Strategy for Police and Fire to outline strategic fleet objectives. We obtained the rough draft of the current version, but we noted that this was work in progress.

Without an approved fleet management strategy in place, there is a risk Service fleet vehicles are not managed in line with an approved strategic direction to support and enable the fulfilment of the objectives of the Service, including the objectives agreed within the Risk and Resource Model (RRM). **(Medium)**



The Service does not have system functionality to monitor vehicle utilisation metrics to ensure vehicle usage is optimised and assigned to the most appropriate location. Instead, the Fleet and Logistics Team rely on discussions with individual Service stations and departments. Vehicle use is documented in vehicle logbooks, and we requested logbooks for 20 vehicles, and obtained evidence for 15 vehicles; however, reviewing usage through logbooks is both unreliable and inefficient.

Where the Service does not have a system in place to monitor vehicle utilisation, there is a risk that vehicle usage is not optimised, and the Service does not have the information available to inform effective decision making. **(Medium)**

Our audit review identified that the following controls are suitably designed, consistently applied, and are operating effectively:



All fleet vehicles are managed through the Tranman system and the Fleet and Logistics Team are responsible for maintaining the fleet vehicle list, including additions and disposals. We undertook a walkthrough of the processes for adding or disposing of assets from the system with the Specialist Asset Manager.

The Fleet and Logistics Team manage vehicle maintenance through the system, including servicing, and therefore can be assured that the total and details of vehicles are accurate through regular servicing regimes. This gives the Fleet and Logistics Team opportunity to check the details on the Tranman system of each vehicle.



The Risk and Resource Model (RRM) was approved on 27 September 2022 by the Executive Board and fleet management considerations have been included within the RRM. The Service has a Fleet Framework in place to outline how RRM strategies align to fleet strategies. The Service has a Joint Sustainability Strategy 2021-2026 in place under EnableNY.



Through discussions with the Service Manager, we confirmed the conditions of the vehicles are assessed at different points depending on the vehicle age and value.

The process stems from the following:

- if an older vehicle has repairs required which exceed the current value for the vehicle, the team will consider disposing of the vehicle; and
- if an older vehicle requires repairs, they will also consider the cost to replace the vehicle against the cost of repairs.

We selected a sample of 20 current vehicles from the fleet list provided to determine whether repairs history is available, whether cost of repairs and current mileage were considered, and whether the vehicle is deemed to still being in working condition or whether decisions have been made to dispose of or replace the vehicle. From the sample we were able to confirm the following:

- in 19 cases we confirmed the repairs history was available. In the remaining one case the vehicle was brand new, so no repairs had yet been necessary;
- from the 19 cases requiring repairs, we confirmed the repairs cost had been considered, and the Service confirmed they agreed to all repairs as they believed the vehicles to be in good condition;
- in all 19 cases (including the new vehicle), the Service had considered the condition of the vehicle and deemed all to still be in working condition; and
- In the final case, we confirmed the vehicle was sold pending pick up and the decision was made to sell the vehicle based on the current age and respective value.



The Service Manager explained that all heavy goods vehicles (HGV) are exempt from MOT by law. The remaining fleet vehicles all require a completed MOT (dependent on the vehicle's age). All fleet vehicles undergo regular servicing to ensure current condition is adequately considered and good condition is maintained on fleet vehicles.

For a sample of 20 vehicles, we tested to confirm the date of the last service and the next proposed service date, and the last MOT and next required MOT date. The following was noted:

- 11 of the sample were HGVs which meant they were MOT exempt. In the remaining nine cases, six had MOT certificates available and evidence was available on the DVLA website to confirm last and next scheduled MOT. In the three remaining cases, the vehicles were new cars, and they are not required an MOT until they are three years old; and
- We confirmed for 17 cases there was a last service date available and the next appropriate service scheduled in. For the remaining three cases the vehicles were brand new cars and they do not require a service until they reach approximately 10,000 miles.



All vehicles are required to hold valid tax status and be appropriately insured. The Fleet Administrator obtains insurance for all vehicles each year and adds individual vehicle details to an insurance portal. The current version of the insurance certificate was effective from 1 April 2022 and will expire on 31 March 2023. For a sample of 20 vehicles, we confirmed that all vehicles were added to the insurance portal.

In addition, we confirmed that all 20 vehicles were appropriately taxed through review of the DVLA website. The Fleet and Logistics Team also have access to a DVLA dashboard which flags any vehicles which have expired and are due to expire. Review of the dashboard confirmed that no vehicle tax was outstanding at the time of testing (18 October 2022).



The Service has a Fleet Framework in place which outlines fleet governance arrangements. The Vehicle User Group is chaired by the Director of Capabilities and feeds into the Senior Leadership Team and the Executive Board. We obtained the terms of reference for the Vehicle User Group and confirmed its purpose includes being an initial point of contact on all vehicle-related matters, approving vehicle replacements programmed in conjunction with area senior management and monitoring fleet department support by means of performance by the Fleet and Logistics Team.

The Vehicle User Group meet on a quarterly basis and maintain an action and decision log to record key discussions. The Fleet and Logistics Manager outlined that the group is newly implemented, and therefore will continue to develop over the next few meetings, such as, introducing performance indicators.



The Head of Assets chairs a Fleet Strategy Group under enable North Yorkshire. The purpose of the group includes providing operational and business feedback at a strategic level to assist with fleet planning and management, reviewing and prioritising new opportunities and proposals and considering all opportunities for joint arrangements. The meetings are held quarterly, and a standing agenda item is in place. We obtained the action and key decision log to evidence decisions made.

2. DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

| Area: Fleet Management | | |
|--------------------------------|--|---|
| Control | <p>Partially missing control</p> <p>The Service does not have an overarching fleet management policy in place. Supporting policies include:</p> <ul style="list-style-type: none"> • Driving Policy; • Vehicle Use Policy; and • NYFRS Vehicle Use Policy Gold Rota. <p>Policies are available on SharePoint.</p> | <p>Assessment:</p> <p>Design ×</p> <p>Compliance -</p> |
| Findings / Implications | <p>The Head of Assets provided three policies relevant to the management of fleet at NYFRS; however, outlined that these policies are owned by other departments. Review of these policies noted the following:</p> <p>Driving Policy</p> <ul style="list-style-type: none"> • The policy is managed by the Training Delivery Team and was last reviewed in January 2017. The next review of the policy is scheduled for January 2022; however, this date has passed. • The objective of the policy is to ensure that all personnel driving NYFRS vehicles, including lease vehicles, during normal or response conditions have received adequate training, and ensure that NYFRS are committed to raising awareness to create a culture of safety. <p>Vehicle Use Policy</p> <ul style="list-style-type: none"> • The policy was last updated in 2018 and due for review in 2019; however, this review date has been exceeded. The policy is in place to govern vehicle use under the flexible duty system. <p>NYFRS Vehicle Use Policy Gold Rota</p> <ul style="list-style-type: none"> • There is no date recorded on this policy and the policy document is marked as draft. The policy outlines the processes for managing vehicles provided to Gold Rota Officers to enable operational provision. <p>Review of the documents confirmed that policies are largely outdated and do not appear to reflect current practises. We understand that the Senior Leadership Team have recently discussed vehicle use for Gold Rota, and therefore the re-review of this policy has been delayed during this period. We further noted that the Fleet and Logistics Manager was unable to access policies on the SharePoint system.</p> | |

Area: Fleet Management

We reviewed fleet management policies for other organisations and noted the following elements included:

- Governance arrangements for fire appliances, for example, when they may be used and roles and responsibilities for who may approve their use;
- Maintenance and checks on service vehicles, including who issues should be reported to;
- When it is appropriate to don protective equipment within a service vehicle and relevant speed limits;
- How to complete a vehicle's logbook and who is responsible for maintaining them;
- Who to report a vehicle collision, damage or theft to, and what occupations must do in the event of a collision; and
- How to book a pool vehicle and ensuring the most efficient use.

Where the Service does not have an overarching fleet management policy in place, outlining key processes to manage and optimise the Service's fleet, there is a risk that fleet will not be managed effectively, which could cause inefficiencies or lead to financial loss.

Discussions with the Head of Assets at the debrief meeting confirmed that the Service had not wanted to implement various policy documents under previous management, and it was agreed that an overarching fleet management policy would be beneficial to ensure roles, responsibilities and expectations are clearly documented.

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| Management Action 1 | The Fleet and Logistics Team will review all related policies and compile an overarching fleet management policy to govern fleet management processes. The policy will be reviewed and approved on a regular basis. | Responsible Owner: Head of Assets Fleet and Logistics Manager | Date: 31 March 2023 | Priority: Medium |
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Area: Fleet Management

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| Control | <p>Missing control</p> <p>The Service does not have up to date procedures in place to reflect current fleet management processes.</p> | <p>Assessment:</p> <p>Design ×</p> <p>Compliance -</p> | |
| Findings / Implications | <p>The Head of Assets provided us with various procedural documents which outline fleet management processes within the Service. However, the procedures are not owned by the Head of Assets and were put in place prior to the Head of Assets and the Fleet and Logistics Manager taking responsibility for NYFRS's fleet services.</p> <p>We obtained 35 separate procedural documents, the majority of which had last been reviewed in 2014 and were due for re-review in 2019. The Head of Assets stated that the references on the procedural numbering system appears to be in line with the old Fleetplan system, which went offline several years ago, and therefore processes do not reflect current processes.</p> <p>Where procedural documentation is largely outdated, there is a risk that current processes are not clearly documented and therefore approved practises may not be followed, which could lead to fleet being inappropriately managed and inefficiencies could exist in the processes. There is a further risk should key staff leave the Service that covering staff may be unaware of required procedures.</p> <p>In addition, we further noted that the Service do not have overarching procedures in place to outline expectations which departments and stations should follow in respect of fleet management, therefore there is a risk fleet is inconsistently managed across the Service.</p> | | |
| Management Action 2 | <p>Following the implementation of an overarching fleet management policy (management action one), 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>Responsible Owner:</p> <p>Head of Assets</p> <p>Fleet and Logistics Manager</p> | <p>Date:</p> <p>31 July 2023</p> <p>Priority:</p> <p>Medium</p> |

Area: Fleet Management

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| Control | <p>Partially missing control</p> <p>The Service do not have location tracking facilities available through an automated system, such as the Telematics system.</p> <p>All vehicles are assigned an operator, a user and base location.</p> | <p>Assessment:</p> <p>Design ×</p> <p>Compliance -</p> | |
| Findings / Implications | <p>Discussions with the Fleet and Logistics Manager and the Director of Capabilities established that the Service do not currently have a system in place to track the exact location of fleet vehicles, such as the Telematics system. The exact locations of each Service vehicle are therefore unknown; however, the responsibility to manage vehicles is allocated to individuals, departments, or stations to ensure that vehicles are appropriately located.</p> <p>The Fleet and Logistics Manager and the Director of Capabilities outlined that the team is looking at costs to implement the Telematics system to support in the management of fleet vehicles. The Fleet and Logistics Manager has submitted a draft proposal with costs to the Head of Assets for consideration and included within a proposed service plan.</p> <p>The Tranman system is used to manage fleet vehicles and all vehicles are assigned an operator, a user and base location. However, no further detail is available on exact location. Where the base locations for vehicles change, this is updated on the Tranman system. For example, we identified one instance from our sampling where a heavy goods vehicle was re-assigned to the training centre from a station, as the vehicle's age meant it was no longer suitable for daily operations. We confirmed that this had been appropriately updated on the system.</p> <p>As the Service do not have a system to monitor the exact location of fleet vehicles, the Fleet and Logistics Team rely on the departments and stations to inform the team of any changes impacting on the Transman system data. However, as regular servicing and MOTs are carried out, any changes are identified at this stage, should the team not be informed prior to this.</p> <p>We analysed the fleet report provided by the Fleet and Logistics Team and confirmed that all vehicles are assigned an operator and base location on the Transman system.</p> <p>Where the Service is unable to accurately track exact locations of fleet vehicles, there is a risk that vehicles may not be accurately located on the system, which could lead to loss or damage, should vehicles be inappropriately stored. The Fleet and Logistics Team did outline that the Fire Control Room will have more precise locations for vehicles based on call outs, but this would not be relevant to all vehicles and would not inform fleet management decisions.</p> | | |
| Management Action 3 | <p>The Head of Assets has submitted a costed service plan to request the implementation of a telematics system for the Force and will implement the same request for the Fire Service.</p> <p>The decision will be taken to the Senior Leadership Team for consultation and approval, and included within budget planning, should this request be approved.</p> | <p>Responsible Owner:</p> <p>Head of Assets</p> | <p>Date:</p> <p>31 July 2023</p> <p>Priority:</p> <p>Medium</p> |

Area: Fleet Management

| Control | Partially missing control | Assessment: |
|---------------------------------------|---|---|
| | <p>The Joint Fleet Strategy and the Transformation Strategy are currently under development and will outline fleet strategic objectives for 2023 to 2028, which will enable the Service to deliver on the outcomes of the Risk and Resource Model (RRM).</p> <p>There is a Joint Sustainability Strategy 2021-2026 in place, covering both the Fire Service and Police Force.</p> | <p>Design ×</p> <p>Compliance -</p> |
| <p>Findings / Implications</p> | <p>The RRM was approved by the Executive Board on 27 September 2022. The RRM is an operational led review of capabilities within each area of the Service and is used to identify additional resource required in certain areas. The RRM considers the current fleet provision in place within the Service. We reviewed a proposal paper on the RRM and as the RRM was yet to be published at the time of our review, and we have therefore not included any information on RRM content within our findings.</p> <p>We obtained the Fleet Framework document which outlines the governance structure, and we noted the following strategies are noted within the framework to support on the delivery of RRM objectives:</p> <ul style="list-style-type: none"> • Joint Fleet Strategy; • Environment and Sustainability Strategy; and • Transformation Strategy. <p>The Director of Capabilities outlined that the next stage will be to undertake a capabilities review of all response vehicles to understand whether the Service needs them and whether they are fit for purpose. Once this has been completed, the Service will develop its Transformation Strategy.</p> <p>To support on the delivery of the fleet objectives of the RRM, the Head of Assets outlined that the Joint Fleet Strategy for 2022 to 2032 is under development. The Head of Assets provided us with a rough draft version of the document, which outlines some key principles in relation to strategic fleet decisions. This document is in draft and therefore subject to change.</p> <p>The Head of Assets outlined that the Joint Fleet Strategy for 2022 to 2032 is under development. The Head of Assets provided us with a rough draft version of the document, which outlines some key principles in relation to strategic fleet decisions. This document is in draft and therefore subject to change.</p> <p>We obtained the Joint Sustainability Strategy, which is in place from 2021 to 2026, and covers both fire and police under enable. The strategy outlines enable North Yorkshire’s sustainability mission and states ‘sustainability will be embedded within all aspects of our operations embracing the following three core areas: social, environmental, economical’. Under the transport section, the strategic objectives are to:</p> <ul style="list-style-type: none"> • reduce fuel consumption by removing unnecessary journeys, encouraging alternative travel and maximising efficiency of fleet; and • introduce ultra-low emission vehicles (electric and hybrid) into the fleet. | |

Area: Fleet Management

The Director of Capabilities outlined that the introduction of electric and hybrid vehicles into fleet will likely focus on non-critical vehicles in the first instance, and should this be successful, then the Service will consider how it integrates hybrid or electric vehicles into critical vehicles. However, this is currently a longer-term objective.

Discussions with the Director of Capabilities and the Fleet and Logistics Manager informed us that the Service is currently not in a position through system limitations to effectively measure vehicle utilisation or measure Co2 emissions, as there is no telematics system in place to support this.

We note that the Service is in a developmental phase in relation to fleet strategies and whilst strategies remain in draft, there is a risk that the Service has not considered fleet management strategies to enable the delivery of the RRM fleet objectives.

| | | | | |
|----------------------------|---|---|-------------------------------|-----------------------------------|
| Management Action 4 | The Head of Assets will develop the Joint Fleet Management Strategy and submit this to the Director of Capabilities for review and approval. Approvals will be sought in line with the Service's governance structure and the strategy made available once approved. | Responsible Owner: Head of Assets | Date: 31 March 2023 | Priority: Medium |
|----------------------------|---|---|-------------------------------|-----------------------------------|

Area: Fleet Management

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|--------------------------------|---|---|--|
| Control | <p>Partially missing control</p> <p>The Service has no telematics system in place to monitor and track vehicle utilisation. Vehicle usage is manually recorded in logbooks, maintained by stations, departments, and individuals, where applicable.</p> | <p>Assessment:</p> <p>Design ×</p> <p>Compliance -</p> | |
| Findings / Implications | <p>The Fleet and Logistics Manager informed us that there is currently no process in place to manage vehicle utilisation as the Transman system does not have the functionality to track vehicles. It is therefore unknown whether vehicle utilisation is currently optimised, and the Service does not have the system functionality to identify inefficiencies in fleet management.</p> <p>The Fleet and Logistics Manager further outlined discussions with stations and departments would drive fleet management decisions, including mileage monitoring. However, under-utilisation may not be readily flagged to the Fleet and Logistics Team, meaning the Service may be ineffectively assigning Service vehicles.</p> <p>Vehicle use is currently documented in manual records in individual vehicle logbooks, which we deem to be an inefficient and ineffective process. We understand that the Fleet and Logistics Team rarely review or request vehicle logbooks, unless vehicles are disposed of and in those instances, records are archived.</p> <p>We requested vehicle logbooks for a sample of 20 vehicles, including specialist vehicles, grey fleet, and heavy goods vehicles, and received evidence of the final page records for 15 vehicles. From review of the 15 logbooks received, we noted that the last vehicle usage was dated October 2022 for 14 of the vehicles and in the final case, the evidence provided did not show the dates of records. The last date we were able to determine from the photograph provided was in August 2022 and since then 290 additional miles have been recorded; however, we were unable to clarify the exact date of last vehicle usage. We did not receive evidence of the remaining five.</p> <p>Discussions with the Head of Assets confirmed that whilst vehicle logbooks are used to record vehicle use, reviewing records is overly time-consuming and does not provide a clear and accurate picture of vehicle utilisation, and therefore there is a risk without an appropriate system in place to track vehicle usage, that the Service is not optimising its fleet for maximum utilisation.</p> | | |
| Management Action 5 | <p>Management action 3 has been agreed in relation to the request of a Telematics system to increase the data available to inform fleet management decision making.</p> <p>This request will be subject to approval, and should a Telematics system not be approved, the Service will need to consider alternative methods to measure vehicle utilisation to inform adequate decision making in line with the Joint Fleet Management Strategy (currently in draft and noted re management action 4).</p> <p>This could include vehicle use spot checks through sample testing of vehicle logbooks and meetings with stations or departments.</p> | <p>Responsible Owner:</p> <p>Head of Assets</p> <p>Fleet and Logistics Manager</p> | <p>Date:</p> <p>31 December 2023</p> <p>Priority:</p> <p>Medium</p> |

APPENDIX A: CATEGORISATION OF FINDINGS

Categorisation of internal audit findings

| Priority | Definition |
|----------|--|
| Low | There is scope for enhancing control or improving efficiency and quality. |
| Medium | Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media. |
| High | Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines. |

The following table highlights the number and categories of management actions made as a result of this audit.

| Area | Control design not effective* | | Non Compliance with controls* | | Agreed actions | | |
|------------------|-------------------------------|----------|-------------------------------|----------|----------------|----------|----------|
| | Low | Medium | High | Low | Medium | High | |
| Fleet Management | 5 | (12) | 0 | (12) | 0 | 5 | 0 |
| Total | 0 | 5 | 0 | 5 | 0 | 5 | 0 |

* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

APPENDIX B: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The internal audit assignment has been scoped to provide assurance on how the Service manages the following area:

Objective of the area under review

Whether the Service has adequate controls and systems in place to inform its fleet management plan and ensure the Service's grey fleet and specialist vehicles are managed and utilised effectively.

The Service is currently undergoing a restructure in relation to its fleet management arrangements, with a new Fleet and Logistics Manager coming into post. The full restructure is expected to be completed in September 2022. The Service is therefore in a transitional phase and are in the process of developing a fleet management plan.

Our review will consider what information is used to inform the development of the fleet management plan and the processes in place to currently manage specialist vehicles and grey fleet. In particular, we will focus on the following areas:

- Whether policies and procedures are in place governing fleet management arrangements, including clear roles and responsibilities, which are up to date and appropriately approved.
- Procedures are in place for staff over the use of Service vehicles (i.e. fleet car, hire car or private use mileage).
- The processes used by the Service to ensure that all specialist vehicles and grey fleet vehicles have been identified, including how this has been recorded.
- The processes used by the Service to ensure that all specialist vehicles and grey fleet vehicles are accurately located.
- We will consider the Service's progress in developing a fleet management plan, including how considerations such as vehicle utilisation, Co2 emissions and vehicle location data are analysed and used to inform fleet management planning.
- We will consider how decisions made in formulating the fleet management plan align to the Service's Risk and Resource Model (RRM).
- We will select a sample of specialist and grey fleet vehicles from different departments and stations. The selected departments and stations will be agreed with management, and we will carry out testing to confirm the following:

- How vehicle usage is monitored, managed, and recorded;
- How vehicle condition, (including age, repairs history and mileage), is recorded and considered to inform decisions in terms of vehicle procurement and vehicle disposal;
- How requirements, such as, servicing, MOT and insurance matters are managed to ensure all checks are undertaken within the required timeframe; and
- We will consider the systems used to manage vehicles and the consistency of processes in place at each station and department sampled.
- Whether there is an adequate governance structure in place to enable timely decision making and reporting on the management of fleet.

The following limitations apply to the scope of our work:

- The scope of the work is limited to those areas examined and reported upon in the areas for consideration in the context of the objectives set out in this review.
- We will not provide assurance on the quality or safety of vehicles.
- We will not review the procurement processes for vehicles.
- We will not comment on the appropriateness of vehicle use.
- We will not comment on the appropriateness of insurance arrangements.
- We will not provide assurance that individuals using Service vehicles are appropriately licensed to do so.
- Our work does not provide assurance that material errors, loss or fraud do not exist.

Debrief held 27 October 2022
Draft report issued 9 November 2022
Responses received 15 November 2022

Final report issued 17 November 2022

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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