





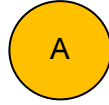




Management Action Plan – Progress update

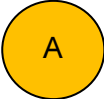

Annex B

Audit (report date)	Audit opinion (1)	Recommendations for improvement (priority) (2)	Management action to date	Audit assessment (RAG) (3)
Pensions Administration (Feb 12)	Effective	Three low priority recommendations made regarding record keeping.	All recommendations implemented.	
EBulk CRB (Feb 12)	Some Improvement Needed	Key documents such as the project plan and project issue log should be kept “live” until project close down. (M)	All recommendations implemented.	
Data Centre Operations (Feb 12)	Some Improvement Needed	Investigate the costs of activating the remote environmental controls. (M) Investigate the source of the apparent water damage. (H)	All recommendations implemented.	
SAP Applications and Controls (Feb 12)	n/a	n/a	n/a – none required	


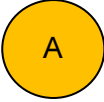



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Review of Rental Income (Feb 12)	Major Improvement Needed	<p>All income budgets need to be set correctly in an identifiable manner and monitored regularly to maximise income recovery (H).</p> <p>Each area generating income should be individually reviewed so that managers are more aware of their responsibilities & take ownership for their performance (H).</p> <p>Management should ensure that PAMS implementation addresses the need to hold all areas generating income so that managers can take responsibility and ownership for their performance. (H)</p> <p>Senior Management in EPM & SSC should make every effort through good communication and ongoing dialogue to resolve all of the issues within the individual units & prioritise maximisation of income recovery. (H).</p> <p>Detailed reconciliation of the two Profit Centres should be completed and maintained on a regular basis (H).</p>	<p>Work carried out with Finance set up 12/13 budget on Zero Based approach by 31/03/12, including re-charges of income circa £500k to other services. Monthly accruals commenced from May 12.</p> <p>All income budgets compiled on Zero Based approach. Under the EPM PVR, the newly formed Business Performance Team undertakes monthly reviews in conjunction with Finance, which are validated through the Head of Service report.</p> <p>The various phases of PAMS roll out to take full account of data validation, cleansing, financial monitoring and reporting.</p> <p>EPM & SSC meet every 6 weeks. Net debt of £749k in Sept 11 reduced to £267k gross in 12 months, of which £78k relates to one tenant in receivership. Performance Manager reviews monthly aged debt to monitor recovery & adequacy of new processes as part of monthly Head of Service budget reviews. EPM & Legal met on 29/3/12 & agreed additional legal support to be made available as required.</p> <p>Reconciliation work has been completed. Guideline process was documented by the Estates Surveyor on 26 April 2012.</p>	    

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Disposals and Acquisitions (Feb 12)	Some Improvement Needed	<p>The Asset Strategy Manager to consider which key elements of the Asset Management Plan (AMP) can be updated over the life of the plan to better inform strategic decision making and aid the process of producing the capital receipts required to support the Council's Medium Term Financial Plan (MTFP). (M)</p> <p>The Asset Strategy Partner Disposals and Acquisitions to consider twice yearly reporting to Members on the overall position on the disposals programme. The reports should include clear statements agreed with finance on the likelihood that capital receipt targets can be achieved and the contingency plans in place should targets not be achieved. (M)</p>	<p>The AMP is due to go live before the end of the year. The AMP will contain a clear set of actions that will provide Property Services with a strategic decision making framework and help inform/monitor the relevant elements of the MTFP.</p> <p>After consulting various stakeholders including Democratic Services, Property Services has concluded that the Investment Panel is the best forum to report on the disposal programme. The Auditor suggests that additional Member scrutiny would have had additional benefits in helping to secure political impetus to the disposals programme.</p>	 


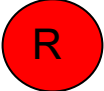


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Review of Utility Payments (Feb 12)	Some Improvement Needed	<p>Budgets should be correctly profiled to reflect changes in price and consumption. Also, accrual and prepayment adjustments should be completed as part of monthly budget reporting. (H)</p> <p>The payment process should be streamlined so that all utility invoices (except for schools and those on direct debit) are authorised by the Energy Management Team (EMT) before paying. Reconciliation between Systems Link and SAP should be completed so that correct payments can be made in a timely manner. (H).</p>	<p>The 2012/13 budget forecast is profiled on a monthly basis to account for seasonality and estimated future contract energy prices from 1 Oct. 2012. Work to evaluate & determine any profiling changes is being undertaken by the Energy Team, based on contract changes coming into play during October 2012. The EMT have forecast 3 scenarios to allow for seasonal changes for the year 12/13.</p> <p>The financial management transfer software was purchased in April 2012 and the project is awaiting IMT implementation. 90% of invoices are paid by direct debit & monitored by GEMS (Laser bills) & as part of the budget monitoring process. The remaining 10% paper bills are authorised by EMT following validation checks.</p>	 
Pension Fund Investments (Mar 12)	Effective	None		
Revenue Budgetary Control (Mar 12)	Some Improvement Needed	The Financial Regulations and Financial Instructions update should be concluded to cover the changes in structures and processes. (H)	Completed October 2012	
Accounts Receivable (Apr 12)	Effective	No high priority recommendations.		



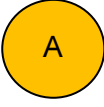

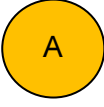
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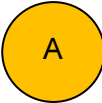


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Payroll (Apr 12)	Effective	<p>HR should review payments made under the honoraria heading to ensure they comply with SCC policy. Should HR wish to see a more flexible policy applied, the current policy should be formally revised and approved. (M)</p> <p>HR should ensure that the correct contractual eligibility for claiming essential car user allowance is established and that it is recorded correctly within SAP. Payments should comply with the policy. (M)</p>	<p>The question of Honoraria being paid in schools was examined in more depth in a separate 2012/13 review.</p> <p>Guidance was reviewed and clarified.</p>	
Capital Expenditure Monitoring (Apr 12)	Some Improvement Needed	<p>The Superfast Broadband Project team should ensure that there are clear targets for substantial profiled spend and delivery in the first half of the year, with very close monitoring of actual spend and achievement of delivery targets.(H)</p> <p>The Investment Panel should consider the mechanisms available to initiate, guide or direct the bringing-forward of capital expenditure on specific schemes. (M)</p> <p>The extent of external financing for capital expenditure should be identified on Capital Expenditure Summary reports. (M)</p>	<p>An expenditure profile has been established. However, largely due to the need for State Aid approval and the procurement award process, total expenditure on this project is unlikely to be significant in 2012/13.</p> <p>As part of the work of the Capital Working Group (CWG), a number of schemes have been brought forward, such as schools capital maintenance.</p> <p>The new reporting to CWG achieves this.</p>	  

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General Ledger (Apr 12)	Effective	No high priority recommendations.		
Risk Management Arrangements (Apr 12)	Effective	<p>The Risk and Governance Manager continues to work with colleagues in HR & OD to formalise risk roles and responsibilities within job profiles (M)</p> <p>The Risk and Resilience Steering Group is encouraged to seek guidance from Cabinet and Corporate Board regarding the precise nature and definition of the council's 'Risk Tolerance' (M)</p> <p>The Risk and Governance Manager continues to encourage transparency of risk information through better referencing of risk registers to committee papers (M)</p> <p>Continue the work to improve the content and referencing between the Risk Management, Emergency Planning and Health & Safety disciplines on S:Net (M)</p>	<p>Risk roles and responsibilities are reinforced through review of risk at risk group meetings (Risk and Resilience Steering Group, Council Risk and Resilience Forum, Health and Safety operations team, risk network) and strategic meetings such as Corporate Board and Cabinet.</p> <p>A summary of strategic director risk registers has been developed that provides an overview of risk appetite and tolerance across the organisation through showing residual risk levels for directorate risks. This will aid risk discussions and assist with consistent application of risk levels.</p> <p>The leadership risk register now includes both recent and future review of risk areas by Select Committees.</p> <p>Awaiting migration of snet content onto the new system (March 2013)</p>	   






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Agency Staff Contract (May 12)	Some Improvement Needed	<p>The partially completed recommendations that are continuing to be addressed include</p> <ul style="list-style-type: none"> • Audit Reviews of Panel Vendors (H), • Agreement of revised KPIs (H), • Production of monthly auto approval and billing reports (H), <p>Although the guidance on S-net was completed, the link to access it for correct use by managers (e.g. Online issues log) has not been improved (H).</p> <p>In addition, the share of profit due to SCC from work done for other Public Sector Bodies (PSB) has to be finalised for 2011/12 by year-end and reviewed on a quarterly basis for 2012/13 (H).</p>	<p>Audit review of Panel Vendors has been resumed and completed on 28 May and 9 Oct. 2012.</p> <p>The revised KPIs have been agreed and their performance is reported monthly.</p> <p>It has not been possible to produce meaningful auto approval and billing reports regularly from the Manpower System without manipulation. This takes time and prevents them being produced monthly due to other work priorities. This will be included in the specifications for the next contract negotiations.</p> <p>Guidance has been made available on the new S:net format and the links to access the information have been improved.</p> <p>Update awaited.</p>	   
Accounts Payable (AP) (May 12)	Effective	The actions agreed have already been implemented. (M)		


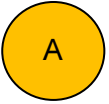
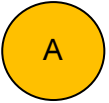
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Treasury Management (May 12)	Effective	None		
Arval Fuel Cards (Jul 12)	Effective	Accounts Payable staff to develop a standard authorisation form for requests for new cards. Only properly completed and authorised forms from recognised budget holders should be processed. (M)	New forms developed and in use.	
Data Protection Compliance (Jul 12)	Some Improvement Needed	<p>ASC and CSF to identify minimum data protection training options for all locums involved in handling the most sensitive information. Locum take-up of such training should be assessed twice-yearly. (M)</p> <p>Develop a report on the Authority’s overall performance on meeting the deadline to respond to Subject Access Requests and report corporately. (M)</p> <p>Review procedures for transferring Children’s Services files and remind staff to update ICS when they transfer a file. (M)</p>	<p>ASC: Email sent out 24/8/12 re: locums to complete online training. Monitoring of uptake to be done later in year.</p> <p>This has to be requested from IMT to undertake project work – currently awaiting their response</p> <p>Reminder information regarding file transfers has been sent out to all teams.</p>	  

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Health & Safety (Aug 12)	Some Improvement Needed	<p>The Head of Strategic Risk Management (CSF) to develop further processes for dealing with schools that consistently omit to deal with OSHENS event recording and where this could lead to RIDDOR reportable events not being reported within the required timescales. Options for escalating the most serious cases of schools failing to comply with this requirement should be discussed at the Joint Committee for Schools and CSF. (H)</p> <p>The CSF Strategic Risk Management Team to consider what additional resources can be made available to meet training demand and support for OSHENS users. (M)</p> <p>EPM management to ensure officers deliver the programme of regular fire risk assessments, re-allocating work between staff where appropriate. (M)</p>	<p>Where individual schools are presenting particular problems they will be escalated through appropriate channels including the joint committee for schools.</p> <p>A new automatic reminding system has been added to OSHENS, which escalates who is messaged the longer an incident has not been reviewed, addressed and closed.</p> <p>The CSF Strategic Risk Management Team state that the training they currently provide (which covers awareness of the system, rather than how to use the system, is adequate to meet users needs. Corporate H&S staff have been providing training to small groups of OSHENS users from the same service.</p> <p>This remains on track. Fire Risk Assessments continue to be reviewed throughout the corporate portfolio to an agreed internal, annual target. Phase 2 of the Property PVR has agreed a structure to include 4 Service Facilities Managers, who will be supported by 4 Area Facilities Officers – increasing the strength of the team from 6 to 8. Service FMs are being appointed during Oct 12 and recruitment for the FO posts will follow shortly.</p>	  

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