


















**Management Action Plan – Progress update**


**Annex C**

Audit (report date)	Audit opinion (1)	Recommendations for improvement (priority) (2)	Management action to date	Audit assessment (RAG) (3)
Heritage PVR (Feb 12)	Major Improvement Needed	<p>The PVR Lead should consider reviewing the appropriateness of HE's staffing model, staff salaries and team size in order to ensure that the team are well placed to compete for clients. (H)</p> <p>The PVR Lead should consider recommending a larger annual operating surplus from HE in order to better assure, as a minimum, that the team delivers a zero-cost operation. (H)</p> <p>HE Management should engage with HR to explore and pursue options under SCC's Capability Policy. (H)</p> <p>The PVR Lead should consider ensuring that clarity of purpose and expectation is an outcome of the review. (H)</p>	<p>Heritage are currently undergoing a review of their staff structure this should be completed by Feb/Mar 2013 and will take into account the audit recommendations in this action plan around staff and contracts.</p> <p>Finance have confirmed that a profit centre cannot be set up to carry forward any future surplus generated by HE. In addition, HE's performance against income targets fits annually within the broader context of the Cultural Services budget rather than being siloed within the team.</p> <p>Complete. HE Management and HR both report that they are satisfied with the outcome of their actions.</p> <p>Heritage, Surrey Arts and Adult &amp; Community Learning are functions that fall under Cultural Services. They are all currently undertaking PVRs although they are at different stages. The Leader of the Council has requested that these PVRs look at the common themes across each function. This has delayed the Heritage PVR final report.</p>	<p style="text-align: center;"></p> <p style="text-align: center;"></p> <p style="text-align: center;"></p> <p style="text-align: center;"></p>




Social Care Debt (Feb 12)	Some Improvement Needed	<p>Significant write offs of debt should be reported alongside the total debt figure in the report to Adults Social Care Select Committee. (M)</p> <p>Reports to the ASC Select Committee should have an agreed standardised format. (M)</p> <p>Consider whether Care Managers would benefit from visiting their Finance and Benefits (FAB) team as part of induction; whether refresher visits are necessary; and, whether staff who demonstrate a lack of understanding of the charging process should have a visit arranged. This would allow these staff to improve their understanding of the assessment and contributions process. (M)</p>	All recommendations implemented.	  
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	<p>Investigate the costs of activating the remote environmental controls. (M)</p> <p>Investigate the source of the apparent water damage. (H)</p>	All recommendations implemented.	


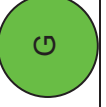
SAP Applications and Controls (Feb 12)	n/a	n/a	n/a – none required	
School Governors' Financial Skills (Feb 12)	Some Improvement Needed	There were no recommendations for the Schools and Learning Service. A number of medium priority recommendations were made to individual schools visited to strengthen documentation evidencing governors' involvement in financial questioning and decision making.		

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 &amp; 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 &amp; SSC should make every effort through good communication and ongoing dialogue to resolve all of the issues within the individual units &amp; 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 &amp; 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 &amp; adequacy of new processes as part of monthly Head of Service budget reviews. EPM &amp; Legal met on 29/3/12 &amp; 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>	 
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 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 &amp; determine any profiling changes is being undertaken by the Energy Management Team, based on contract changes coming into play during October 2012. The EMT 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 &amp; monitored by GEMS (Laser bills) &amp; as part of the budget monitoring process. The remaining 10% paper bills are authorised by EMT following validation checks.</p>	 






Children in non-maintained /independent SEN provision (Feb 12)	n/a	n/a	
Project Management - Walton Bridge (Mar 12)	Some Improvement Needed	<p>Management should consider arrangements for the Project Team to have access to support staff with sufficient financial background or experience to review a sample of transactions included within the contractor's monthly payment application. (H)</p> <p>The Project Manager should establish the reason behind the payment of more than £185k into the bank account and take the opportunity to remind the contractor how the account is intended to operate. (M)</p>	<p>The changes to the project team have been implemented and the new officer in post has access to finance support.</p> <p>Problems arose with the takeover of the bank by Lloyds TSB who opted to transfer the account without the knowledge of the contractor and /or Project Manager. The matter has now been resolved and future difficulties are not anticipated.</p>
Follow-up of Section 76 arrangements audit (Mar 12)	Some Improvement Needed	There are no high priority recommendations arising from this review.	




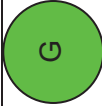
<p>Traffic Signal Management (Mar 12)</p>	<p>Some Improvement Needed</p>	<p>Traffic Systems Team should develop a standard Kolara report that facilitates the monthly monitoring of the contractor's performance on the Annual Inspection and Bulk Lamp Change programmes. (M)</p> <p>Traffic Systems Team staff should ensure that the spreadsheet record of damage to county traffic signals is kept up to date with all the information available on each case. (M)</p> <p>The completeness of the risks identified relating to traffic signal management should be reviewed. (M)</p>	<p>Implemented and in regular use. As a result, this identified three consecutive months where performance fell below par and penalty retentions were exacted. This has now been resolved and all penalty retentions have been released.</p> <p>Currently up to date</p> <p>Currently being debated with other team leaders within Highways Operations Group.</p>	
<p>Children's Deep Dive Process (Mar 12)</p>	<p>Some Improvement Needed</p>	<p>Quality Assurance to develop a formal method to track action to resolve issues. The name of the responsible officer and due date for action should be recorded for all agreed actions. (M)</p> <p>There were three audit recommendations relating to selection of independent members for the review team, selection of partners for focus groups and reporting processes. (L)</p>	<p>All recommendations implemented.</p>	
<p>Schools – Benchmarking Information (Mar 12)</p>	<p>Some Improvement Needed</p>	<p>There were no recommendations for the Schools and Learning Service.</p> <p>A number of medium priority recommendations were made to individual schools visited and Internal Audit intends to work with Babcock 4S to provide benchmarking guidance for schools.</p>	<p>Ongoing work with individual schools. Where required, Babcock offers advice and provides benchmarking information to schools</p>	







<p>AIS/SWIFT Systems (Mar 12)</p>	<p>Some Improvement Needed</p>	<p>The oracle database password settings be adjusted to emulate the general system settings. (H)</p> <p>User logon logs to be activated and the possibility of capturing IP address data or MAC address be investigated for the purposes of periodically checking for multiple IP/MAC simultaneous login. (H)</p>	<p>Recommendations implemented</p> <p>User logs have been implemented.</p> <p>IP capture has been investigated and is currently technically impossible to implement.</p>	
<p>Pension Fund Investments (Mar 12)</p>	<p>Effective</p>	<p>None</p>		

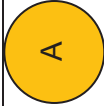










<p>ASC Commissioning (Mar 12)</p>	<p>Some Improvement Needed</p>	<p>The remaining strategies should be finalised within three months of outcome reporting from relevant PVRs or, where no PVR is scheduled, within the next six months. (M)</p> <p>The Business Intelligence team should continue to align monitoring arrangements. (M)</p> <p>Succession planning should be included in business continuity planning to ensure that critical knowledge and relationships with providers can be maintained in the event of key officers leaving the council. (M)</p>	<p>These have now been finalised and agreed at committee with the exception of Mental Health, for which the PVR findings were reported to ASC Select Committee in October. The strategy will follow on from this.</p> <p>There are 215 grants and contracts and the transfer of monitoring arrangements to the new framework is both time consuming and resource intensive. By prioritising the schemes by value, size and activity levels over half of the grants and contracts have been moved on to the new monitoring framework.</p> <p>Further work is planned with Procurement to introduce a 3-tier system to identify critical and strategic suppliers. In line with proportionate monitoring, lower value contracts will be monitored using a lighter touch.</p> <p>The Commissioning staffing structure has been reviewed so that an Assistant Senior Manager now supports each Commissioning Senior Manager, providing greater continuity of service and increased capacity.</p>	<p></p> <p></p> <p></p>
<p>Revenue Budgetary Control (Mar 12)</p> <p>Accounts Receivable (Apr 12)</p>	<p>Some Improvement Needed</p> <p>Effective</p>	<p>The Financial Regulations and Financial Instructions update should be concluded to cover the changes in structures and processes. (H)</p> <p>No high priority recommendations.</p>	<p>Completed October 2012</p>	<p></p> <p></p>






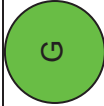
Direct Payments (Apr 12)	Major Improvement Needed	<p>Adult Social Care should achieve their stated policy regarding annual review.(H)</p> <p>A report should be provided to each Adult Social Care Select Committee meeting re: social care reviews until the policy commitment is being fulfilled. (H)</p> <p>Management should install a reconciliation system that provides reasonable assurance and is achievable. (H)</p> <p>The service should develop an escalation policy to formalise the lines of contact to be followed and expected timeframes for responses to issues raised.(H)</p>	<p>Adults have made good progress but in October 2012 still had a backlog of 292 DP Social Care Reviews (ie 292 DP recipients had not had a review in over 18 months) .</p> <p>Internal Audit were advised that the Chairman did not wish to receive such reports – point closed.</p> <p>System designed and rolled out but audit testing indicated this has not yet improved the outcomes re:reconciliations (ie 40-50% of service users are not providing reconciliation documentation in a timely manner)</p> <p>Risk addressed via quarterly management meetings to address issues requiring escalation (all the way to senior management if necessary).</p>	   
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>HR have investigated the cases identified and corrected some data on entitlement. One case was passed to the relationship team to pursue with a line manager.</p>	

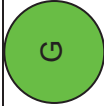

<p>Capital Expenditure Monitoring (Apr 12)</p>	<p>Some Improvement Needed</p>	<p>The Superfast Broadband Project team should ensure that clear targets for substantial profiled spend and delivery in the first half of the year, with very close monitoring of actual spend and achievement of delivery targets. (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, a number of schemes have been brought forward, such as schools capital maintenance.</p> <p>The new reporting to CWG achieves this.</p>	  
<p>General Ledger (Apr 12)</p>	<p>Effective</p>	<p>No high priority recommendations.</p>		

<p>Risk Management Arrangements (Apr 12)</p>	<p>Effective</p>	<p>The Risk and Governance Manager continues to work with colleagues in HR &amp; 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 &amp; Safety disciplines on S:Net (M)</p> <p>No recommendations were made as a result of this review.</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>	<p></p> <p></p> <p></p> <p></p> <p></p>
<p>Academies (May 12)</p>	<p>Effective</p>			<p></p>





<p>VCFS Framework (May 12)</p>	<p>Some Improvement Needed</p>	<p>It is recommended that:</p> <ul style="list-style-type: none"> <li>the VCFS Framework is reviewed to ensure that it is current;</li> <li>training is provided to the services on the updated framework; and</li> <li>progress is reported to the relevant committee on an annual basis. (M)</li> </ul> <p>It is recommended that formal legal guidance is developed regarding where it is appropriate to use contracts and grants. (M)</p> <p>It is recommended that:</p> <ul style="list-style-type: none"> <li>the council develops a review and evaluation process for the end of grants and contracts; and</li> <li>the council includes a clause in grants and contracts outlining the process. (M)</li> </ul>	<p>The new and updated VCFS Framework has been drafted in consultation with the Funding Review Group, Policy and Public Affairs group representing cross-council commissioning and policy officers.</p> <p>The new framework will be launched on 28 November 2012.</p> <p>Progress will be reported at the relevant committee in March 2013.</p> <p>Procurement (in consultation with Legal Services) are currently working on guidance.</p> <p>The council is signed up to and committed to the Surrey Compact and its codes. The Funding Code has a section on 'Concluding a Financial Relationship' and the key requirements are worked in to all grants and contracts. Compliance of services with the code has been checked.</p>	<p style="text-align: center;"></p> <p style="text-align: center;"> </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"> <li>• Audit Reviews of Panel Vendors (H),</li> <li>• Agreement of revised KPIs (H),</li> <li>• Production of monthly auto approval and billing reports (H),</li> </ul> <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>The Senior Category Specialist for this contract has confirmed that the</p> <ul style="list-style-type: none"> <li>- framework rebates for Q1 of 2012/13 was £26,139</li> <li>- total amount for July and August was £8,381.</li> </ul> <p>However, no confirmation was received on whether or not any of the above amounts or the amounts (not known) at 2011/12 year-end have been verified by Corporate Finance as agreed in the MAP.</p>	    
Accounts Payable (AP) (May 12)	Effective	The actions agreed have already been implemented. (M)		




Highways Contract Management (May 12)	Major Improvement Needed	<p>New processes are being agreed for Maximo –</p> <ul style="list-style-type: none"> <li>• Review of schedule of rates items (H)</li> <li>• Review of rate uplift procedures. (H)</li> <li>• Ordering compliance with PSOs (H)</li> <li>• Improvement in SAP interface (H)</li> <li>• Improved reporting capability (H)</li> <li>• Further development to meet contract specification (H)</li> </ul> <p>The contract exit plan should be agreed. (H)</p> <p>End to End Review (including Rapid Improvement Event) completed by end of July with clear recommendation of new design and prioritisation process. (M)</p>	<p>Completed</p> <p>Completed</p> <p>Process in place</p> <p>Improved control due for implementation November Due to be in place by January 2013</p> <p>Project Fix-it on target due for completion March 13</p>	  
Surrey Fire and Rescue – PVR (May 12)	Some Improvement Needed	<p>Ensure any changes to governance recommendations show the full costs of changes across SCC. (M)</p> <p>Ensure income from services provided is maximised and bureaucracy reduced for the process. (M)</p> <p>Consider implications and possible budget amendments required for the shortfall in sponsorship and service charging. (M)</p> <p>Review community safety strategy to determine any improvements to risks (M)</p>	<p>Completed</p> <p>Adopted business plan now in place.</p> <p>Completion dates have been changed to March 2013</p>	 
Treasury Management (May 12)	Effective	None	On going work to complete appears on target	




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.	
Honoraria Payments in Schools (Jul 12)	Unsatisfactory	<p>Payroll team to cease processing any payments to teachers that have been coded as honorarium. (H)</p> <p>A communication should be sent to all schools reminding them of the statutory guidance regarding payments to teaching staff. (H)</p> <p>Schools to supply evidence to support payments made, including evidence to support any proposed recoding. (H)</p> <p>Redesign the TP2 form to prevent payments to teachers being coded as honorarium. (H)</p> <p>Follow-up payments identified through this audit to determine whether they are legitimate (and therefore superannuable) or unlawful. (H)</p> <ul style="list-style-type: none"> <li>• Where unlawful payments have been made agree next steps (which may include repayment of monies). (H)</li> <li>• Where payments are legitimate but miscoded, assess the pension contributions implications. (H)</li> </ul>	<p>No payments of honoraria processed this academic year.</p> <p>Letter sent to all schools from Asst Director Schools &amp; Learning.</p> <p>All external payroll provider information received and being evaluated.</p> <p>Redesigned with revised guidance.</p> <p>Awaiting information from Teachers Pensions Agency (TPA) on most secure way of providing information.</p> <p>Still being evaluated.</p> <p>Exercise completed will be sent to TPA.</p>	



<p>Honoraria Payments in Schools cont'd (Jul 12)</p>	<p>Unsatisfactory</p>	<p>Consider how employee pension contributions due as a result of miscoding of payments to teachers, should be recovered. (H)</p> <p>Consider whether previously submitted annual grant returns for teachers' pensions need to be re-opened and corrected. (H)</p> <p>Remind school governors of their responsibilities for staff remuneration. (H)</p>	<p>Chief Finance Officer directed SCC will bear liability for all payments if directed by TPA.</p> <p>Awaiting reply from TPA.</p> <p>Communication sent out via Schools Bulletin</p>	<p style="text-align: center;"></p>
<p>Data Protection Compliance (Jul 12)</p>	<p>Some Improvement Needed</p>	<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. CSF: Regular training has been provided to all staff at Team Meetings. An update on the issue of locums is awaited.</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>	<p style="text-align: center;"></p> <p style="text-align: center;"></p> <p style="text-align: center;"></p>

Surrey Education Trust (Aug 12)	Some Improvement Needed	Reach agreement on how funds should be disbursed, ensuring there are clear parameters and widespread communication so that all who may apply for a grant are aware. (M)	<p>The Leader and Cabinet Member have agreed to proceed with the original Trust arrangements and not pursue an arrangement with the Surrey Community Foundation. With this in mind, governance arrangements and a process for assessing funding applications (including criteria) have been drafted by Democratic Services. A meeting of the Trust was scheduled for 7 November for the Trustees to formally sign off the governance arrangements and application process.</p> <p>The provisional timetable for next steps is as follows:  November - mid January - invite bids for funding from the Trust (this will need to be supported by active publicity and communications as per the second audit recommendation) - early February - Trust to meet and agree successful bids in line with the agreed criteria.</p>	
Retiring head teachers' pay (Aug 12)	Some Improvement Needed	Schools and learning finance to liaise with Babcock 4S to complete follow up enquiries with a few schools in the autumn term 2012 to ensure payments made were correct. (M)	Schools and Learning Finance have yet to complete their enquiries. Internal Audit as part of an investigation are looking at one specific school.	
Babcock4S Contract (Aug 12)	Effective	No high priority recommendations.	N/A	
Fire Station audits (Aug 12)	Some Improvement Needed	The Service should consider marking its equipment in such a way as to facilitate the easy and expedient identification and tracking of its equipment (e.g. a unique reference number or barcode). (M)	SFRS are planning to purchase a system through Infographics which will link with the existing back office system Firewatch. Funding has been agreed and the project plan is being developed.	

<p>Health &amp; Safety (Aug 12)</p>	<p>Some Improvement Needed</p>	<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 user needs. Corporate H&amp;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>	<p style="text-align: center;"></p> <p style="text-align: center;"></p> <p style="text-align: center;"></p>
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Carbon Reduction Commitment (CRC) & Green House Gases Annual Report	Some Improvement Needed	<p>The Energy Management Team should review all significant year on year variances on consumption at site level between 2010/11 and 2011/12 and document the reasons subsequently identified for these variations. A spreadsheet record should be maintained of all potential adjustments to each year's submitted CRC data.</p> <p>The SCC Energy Management Team should continue to monitor closely the line taken by DECC with regard to the treatment of street lighting energy consumption that has not incurred a levy payment due to re-classification of the nature of the supply by changing tariffs. <b>(M)</b></p> <p>Property Services and Finance staff to review and amend, if necessary, the budgetary provision in the MTFP for CRC Allowances and potential fines. <b>(M)</b></p> <p>Other recommendations not due until mid 2013.</p>	<p>Completed comparisons and reasons for differences identified.</p> <p>Street lighting is undergoing consultation by DECC as part of phase 2 of CRC.</p> <p>The budgetary provision of CRC allowances and potential fines has been re-profiled to match the reduced carbon emissions and the reduced risk of fines. This has identified some savings from this budget.</p>	  
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Notes: (1) Audit opinion is as stated in the relevant Internal Audit Report  
(2) Recommendation priority may be High (H), Medium (M) or Low (L)  
(3) Red/Amber/Green (RAG) status is a high level assessment of progress