
Report To: Audit Committee **Date:** 01.03.11
Report By: Corporate Director
Regeneration and Environment **Report No:** AC/18/11/AF/APr
Contact Officer: Andi Priestman **Contact No:** 01475 712251
Subject: INTERNAL AUDIT PROGRESS REPORT – 6 DECEMBER 2010 TO 4 FEBRUARY 2011

1.0 PURPOSE

- 1.1 The purpose of this report is to enable members to monitor the performance of Internal Audit, to discharge their scrutiny and performance monitoring roles and gain an overview of the overall control environment throughout the Council.
- 1.2 The Monitoring Report from 6 December to 4 February is attached as an Appendix to this report since its content is essential to the understanding of the Council's control environment. **Appendix 1**

2.0 SUMMARY

- 2.1 One internal audit report has been finalised since the last Audit Committee meeting:
- Waste Management
- 2.2 These reports contain a total of 6 recommendations, categorised as follows:

Red	Amber	Green
0	1	5

2.4 The fieldwork for the 2010/2011 Audit Plan is progressing well with progress as follows:

Stage	Number of Reports
Final Report	5
Draft Report	2
Fieldwork Complete	0
Fieldwork in Progress	5
Planning	3
To be planned	2
Total	18

2.5 A temporary internal auditor has now been recruited and joined the team on 18 January 2011 to assist in delivery of the plan by 31 March 2011.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Members agree to note the progress made by Internal Audit in the period from 6 December 2010 to 4 February 2011.

**Aubrey Fawcett
Corporate Director
Regeneration and Environment**

4.0 BACKGROUND

4.1 None.

5.0 IMPLICATIONS

5.1 Legal: Relevant action plans will bring processes in line with regulatory and legislative requirements where applicable.

Finance: There are no financial implications arising from this report.

Personnel: There are no personnel implications arising from this report.

Equalities: There are no equalities issues arising from this report.

6.0 CONSULTATIONS

6.1 Relevant officers have been consulted in the preparation of this report.

7.0 LIST OF BACKGROUND PAPERS

7.1 File of completed internal audit reports: By Andi Priestman, Chief Internal Auditor.



**Audit Committee Report
Report on Internal Audit Activity from
6 December 2010 to 4 February 2011**

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1 Audit work undertaken in the period

Reports issued since last update

1.1 Detailed findings and recommendations reported to management are currently graded using the following criteria:

Red	<ul style="list-style-type: none"> • In our opinion the control environment is insufficient to address the risk and this could impact the Council as a whole. • Corrective action must be taken and should start immediately. • Overseen to completion by Corporate Management Team.
Amber	<ul style="list-style-type: none"> • In our opinion there are areas of control weakness which we consider to be individually significant but which are unlikely to affect the Council as a whole. • Corrective action must be taken (some exceptions may be agreed with IA) within reasonable timeframe. • Overseen to completion by Head of Service.
Green	<ul style="list-style-type: none"> • In our opinion the risk area is well controlled or our audit highlighted areas for minor control improvement and/or areas of minor control weakness. • Process improvements/efficiencies may be actioned at management discretion in consultation with Internal Audit (IA). • Managed by service owner.

1.2 One report has been finalised since the January 2011 Audit Committee, which is identified below, together with a summary of the gradings of the recommendations made to management. In Section 2 we have provided a summary of the main findings from the review.

Reports finalised since previous Audit Committee	Grading			Total Number of Issues
	Red	Amber	Green	
2010/2011 plan				
Waste Management	0	1	5	6
Total	0	1	5	6

Other activities

Risk Management

- 1.4 Risk Management is the subject of separate reporting to Audit Committee and a full report is submitted separately.

1.5 Internal Audit Action Plan Follow Up

The current status of Internal Audit Action plans is set out as an attachment at Appendix 2 to this report.

2 Summary of main findings from reports issued since previous Audit Committee

- 2.1 We have provided below a summary of the key findings from the final reports issued since 6 December 2010.

Waste Management

- 2.2 The key aim of waste management is to manage waste in a sustainable manner to meet the current and future needs of Inverclyde communities. The Municipal Waste Management Strategy establishes the direction of Inverclyde Council's policies for sustainable waste management to 2015. The strategy is developed around the key themes of waste reduction, recycling, composting and recovery. The Service delivers a comprehensive range of waste management services including household and trade waste collection, civic amenity site operations and recycling centres. A range of disposal services are procured from the private sector. These include haulage and disposal at landfill of the residual waste, management and operation of the materials recycling facility (MRF) and the treatment of organic waste.
- 2.3 The objective of this audit was to provide management and the Audit Committee with an assessment of the adequacy and effectiveness of the governance, risk management and controls over the key risks faced by Inverclyde Council in relation to non-domestic rates.
- 2.4 The overall control environment opinion for this audit review was **Satisfactory**. One AMBER issue was identified as follows:-

Contractor's Compliance with Health and Safety

A waste recycling contract is in place between the Council and Greenlight for the management and operation of the Materials Recycling Facility (MRF). In order to monitor compliance with health and safety regulations workplace inspections are carried out on a regular basis in conjunction with regular meetings held with the contractor. A number of health and safety issues have been identified and discussed with the contractor but limited progress has been made by the contractor to address the concerns raised and a number of actions are ongoing. Under the terms of the current contract the Council does not have the authority to enforce health and safety issues and suspend operations in the event of non-compliance by the contractor with its statutory duties in respect of health and safety matters. In such circumstances there is a risk that the Council could suffer adverse criticism, if a serious incident was to occur at the MRF, due to the contractors non-compliance with statutory health and safety duties.

- 2.5 The review identified a total of 6 issues, one of which we consider to be individually significant, and an action plan is in place to address all issues by 31 March 2011.

3. Audit Plan for 2010/11 – Progress to 3 December 2010

Planned Audit Cover	Planning	TOR Issued	Fieldwork in Progress	Fieldwork Complete	Draft Report Issued	Report Finalised	Reported to Audit Committee
Risk-Based Reviews							
Freedom of Information Arrangements	✓	✓	✓	✓	✓		
Waste Management	✓	✓	✓	✓	✓	✓	March 2011
Building Standards	✓	✓	✓				
Community Learning and Development	✓	✓	✓				
Budgetary Control	✓						
Workforce Development – Appraisal Process	✓						
Limited Scope Financial System Reviews							
Non-Domestic Rates	✓	✓	✓	✓	✓	✓	January 2011
Housing Benefit	✓	✓	✓	✓	✓	✓	January 2011
HR/Payroll Administration	✓	✓	✓				
Business Assurance Reviews							
Corporate Procurement - SPF	✓						
Arms Length Organisation Reviews							
Transfer of Community Facilities to ILT	✓	✓	✓	✓	✓		
Riverside Inverclyde – Procurement Process	✓						
Performance Reviews							
Statutory Performance Indicators	✓	N/A	✓	✓	✓	✓	October 2010
Mailroom Services and Postages	✓	✓	✓	✓	✓	✓	August 2010
Regularity Audits							
Control Self Assessment - Education	✓	✓	✓				
Control Self Assessment – Social Work	✓	✓	✓				
Corporate Governance							
SSIFC 2009/10	Input provided by CIA.						
Projects/Key Change Initiatives							
Elections Process	Input provided by CIA.						
Operating Model	Input provided by CIA.						
Information Governance and Management	Input provided by CIA.						
Community Health and Care Partnership	Input provided by CIA/IA.						

4 Ad hoc activities undertaken since the previous Audit Committee

- 4.1 From time to time, management will request the assistance of Internal Audit in certain activities that are in addition to the annual Operational Plan. Examples of such activities include investigations of alleged irregularities, review of changes in system procedures etc.
- 4.2 Contingency has been made available in the Operational Plan for such ad hoc activities. Since the previous Audit Committee, ad hoc activity undertaken in the period is as follows:
- Audit input to HR/Payroll system project.
 - Providing input to FOI requests as appropriate.
 - Audit/Risk Management input to Scottish Parliamentary Election process.

INVERCLYDE COUNCIL INTERNAL AUDIT
REPORT TO AUDIT COMMITTEE ON
STATUS OF INTERNAL AUDIT ACTION PLAN POINTS (RED AND AMBER ONLY)
AT 31 DECEMBER 2010

Summary: Section 1 Summary of Management Actions due for completion by 31/12/10

There were 23 items due for completion by 31 December 2010, 12 of which has been reported as completed by management and action in relation to 11 items have been revised.

Section 2 Summary of Outstanding Management Actions Plans at 31/12/10

At 31 December 2010 there were no audit reports delayed due to management not finalising the action plan within agreed timescales.

Section 3 Management Actions Outstanding at 31/12/10

At 31 December 2010 there was a total of 48 outstanding audit action points.

Section 4 Analysis of Missed Deadlines

At 31 December 2010 there was a total of 28 of the 48 outstanding items where the agreed deadline had been missed.

**INVERCLYDE COUNCIL INTERNAL AUDIT
REPORT TO AUDIT COMMITTEE ON
STATUS OF INTERNAL AUDIT ACTION PLAN POINTS (RED AND AMBER ONLY)**

SUMMARY OF MANAGEMENT ACTION DUE FOR COMPLETION BY 31.12.10

SECTION 1

Directorate	No. of Actions Due	No. of Actions Completed	Deadline missed Revised date set*	Deadline missed Revised date to be set*
Regeneration & Environment	8	3	3	2
Education & Communities				
Community Health & Care Partnership (CHCP)**	4	2	2	
Organisational Improvement & Resources	11	7	3	1
Total	23	12	8	3

* These actions are included in the Analysis of Missed Deadlines – Section 4

**INVERCLYDE COUNCIL INTERNAL AUDIT
REPORT TO AUDIT COMMITTEE ON
STATUS OF INTERNAL AUDIT ACTION PLAN POINTS (RED AND AMBER ONLY)**

SUMMARY OF OUTSTANDING MANAGEMENT ACTION PLANS AS AT 31.12.10

SECTION 2

ACTIONS OUTSTANDING BY DIRECTORATE

Regeneration and Environment	
Due for completion February 2011	1
Due for completion March 2011	4
Due for completion April 2011	1
Completion date to be advised	2
Actions outstanding	8
Education and Communities	
Completion date to be advised	2
Actions outstanding	2
Community Health and Care Partnership	
Due for completion January 2011	1
Due for completion March 2011	3
Due for completion May 2011	2
Completion date to be advised	3
Actions outstanding	9
Organisational Improvement and Resources	
Due for completion January 2011	2
Due for completion February 2011	7
Due for completion March 2011	6
Due for completion May 2011	2
Due for completion June 2011	1
Due for completion March 2012	2
Completion Date to be advised	9
Actions outstanding	29
Total outstanding actions:	48

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MANAGEMENT ACTIONS OUTSTANDING AS AT 31.12.10**

SECTION 3

Regeneration and Environment

Outstanding Actions	Owner	Expected Date
Inverclyde Leisure Trust Risk Management (Nov 2007)		
<p>Risk register & monitoring regime (Red) If ILT is to meet recognised governance standards for Risk Management, a risk identification and assessment process should be developed and work should be undertaken to develop specific Corporate and operational risk registers for the organisation. In addition a monitoring regime should be developed and implemented to support continuous management of the risks.</p>	Chief Executive, Inverclyde Leisure	31.03.11*
Trading Activities (June 2008)		
<p>Customer Complaints and Satisfaction Surveys (Amber) Vehicle Management will carry out annual internal customer satisfaction survey and develop action plan for improvement.</p>	Team Leader – Vehicle Management	31.03.11*
<p>Performance Management and Measurement (Amber) Service to continue to develop and report service standards and performance through APSE.</p>	Team Leader – Vehicle Management	30.04.11*
<p>Non-Mainframe Systems – Vehicle Management (Amber) A new fleet management system will have individual passwords, protected access with passwords changed periodically.</p>	Team Leader – Vehicle Management	28.02.11*
Project Management (September 2008)		
<p>Project Management Framework (Amber) The project management framework and guidelines will be rolled out across all services on a phased basis.</p>	Corporate Director R&E	31.03.11*
Physical Investment Services (May 2009)		
<p>Asset Performance Reviews (Amber) Officers responsible for implementation of key functions;</p> <ul style="list-style-type: none"> • input Estate Management module; 	Asset Manager Team Leader	To be advised*
<ul style="list-style-type: none"> • strategic timetable for development and implementation of Planned Maintenance module; • development of a strategic timetable for implementation of Capital Accounting module 	Property Assets Manager Property Assets Manager	To be advised* 31.03.11*

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SECTION 3

Education and Communities

Outstanding Actions	Owner	Expected Date
SEEMIS (April 2008)		
Formalisation of the System Administrator Role (Amber) Back up arrangements are to be made to provide adequate cover for the system administration role.	Head of Schools	To be advised*
Education Control Self Assessment (June 2010)		
Use of personal non-encrypted USB storage devices (Red) This issue is currently under consideration as part of Information Governance and Management workshops which representatives from Education actively participate in. Interim guidance has been prepared on the use of USB Memory Devices within schools and has been in place since the start of the 10/11 term.	Corporate Director Education and Communities	To be advised

Community Health & Care Partnership

Outstanding Actions	Owner	Expected Date
Social Care – Business Support (July 2009)		
Adequacy of Financial Information (Amber) The requirement for implementation of SWIFT Financials module will be discussed at the Social Work management team. Relevant action will then be taken to formalise a project for implementation.	Business Support Manager	To be advised*
Homelessness (January 2010)		
Writing-off irrecoverable rent arrears – (Amber) Management will review current arrears position and consider write off. Management will consider processes and procedures for monitoring bad debts and introduce a system for write offs which will include: (a) Submitting cases to Chief Financial Officer for write off approval in order to comply with Council Financial Regulations (b) Seeking advice from the Social Work Accountant on how to create ongoing bad debt provision to fund write offs (c) maintaining adequate records of all write off activity	Assistant Homelessness Service Manager/ Acting Service Manager	31.05.11*

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SECTION 3

Community Health & Care Partnership (Continued)

Outstanding Actions	Owner	Expected Date
Homelessness (January 2010)		
<p>Securing value for money on furnishing temporary accommodation – (Amber) Management working with Corporate Procurement regarding contracts for furnishing temporary accommodation.</p> <p>On completion of tendering process, mechanism to be introduced ensuring re-tendering commences in advance of contract expiry dates.</p>	Assistant Homelessness Service Manager/ Acting Service Manager	31.01.11*
<p>Demonstrating value for money when using agency staff (Amber) A review of the staff structure has taken place and a proposed restructure is currently being considered.</p> <p>Management will consult Corporate Procurement and, where appropriate Legal Services, to seek an interim solution regarding use of agency staff.</p>	Corporate Director CHCP	31.03.11*
<p>Protecting client information from loss or damage (Amber) Management will discuss the following actions with ICT, consider full integration with SWIFT and:</p> <p>(b) arrange for back-ups to be stored off-site in a secure Council controlled location which meets ICT Services approval;</p> <p>(c) no longer give the software supplier copies of back-ups and instead arrange with ICT Services for controlled remote access to be given to the software supplier;</p> <p>(f) obtain best practice advice from ICT Services regarding the business continuity issues surrounding the database, including the feasibility of moving the system to be centrally managed by ICT;</p> <p>(g) introduce a mechanism to report recurring computer problems to ICT Services via senior managers.</p>	Acting Service Manager/AFO	31.05.11*

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SECTION 3

Community Health & Care Partnership (Continued)

Outstanding Actions	Owner	Expected Date
Social Work Control Self Assessment (August 2010)		
<p>Use of personal non-encrypted USB memory sticks - (Amber) Social Work should continue to build upon progress to date in this area, ensuring that use of unencrypted devices ceases across service areas and that data currently being stored on such devices is transferred back to the network drive.</p> <p>Furthermore the requirement for mobile working should be discussed with ICT and appropriate solutions put in place.</p>	Corporate Director CHCP	To be advised
<p>Breach of Copyright legislation – (Amber) Social Work services should cease all copying of books, magazines, journals and digital publications until a suitable license is obtained from the Copyright Licensing Agency (CLA) to cover the service.</p> <p>This issue should be raised and discussed with Legal and Democratic Services to ensure most appropriate course of action is taken.</p> <p>Requirement for copyright and data protection training to be escalated to OD&HR. This training should also form part of any subsequent induction programme for newly appointed employees.</p>	Corporate Director CHCP	To be advised*
<p>Failure to comply with Council Inventory Procedures - (Amber) All establishments to ensure items of value (£100 or greater) are securely marked with engraving or invisible with engraving or invisible marker detailing location, postcode and property of Inverclyde Council in line with Council inventory procedures.</p>	Service Managers	31.03.11
<p>For newly acquired items, establishments should check manufacturer documentation prior to making any secure markings to equipment to ensure any warranty or guarantee is not invalidated.</p>	Service Managers	31.03.11

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SECTION 3

Organisational Improvement & Resources

Outstanding Actions	Owner	Expected Date
Facilities Services (September 2008)		
<p>Retrospective Disclosure Checks (Amber) A report will need to be prepared for CMT with options in respect of retrospective checks as this will involve considerable cost to the Authority and also requirement to consult with unions.</p>	Head of OD, HR and Performance	To be advised*
Corporate Purchase Cards (September 2008)		
<p>Adequacy of Corporate Purchase Card Policy (Amber) The Corporate Purchase Card Policy will be reviewed and updated for issues identified by this review. Appropriate consultation will be sought prior to approval.</p>	Corporate Procurement Manager	28.02.11*
<p>Adequacy of Corporate Purchase Card Procedures (Amber) Corporate Purchase Card procedures will be reviewed and updated to take account of the issues identified by the review.</p>	Corporate Procurement Manager	28.02.11*
<p>Appropriateness of Authorisation Limits (Amber) The Corporate Procurement Team will review each cardholders monthly expenditure limit against the limit set for them by the Finance Creditors Team and where the cardholder;</p> <p>a) does not have a creditor limit then their Head of Service will be asked to set a limit for them or confirm the cardholders exclusion from the creditors system;</p> <p>b) has a monthly card limit below the creditors system limit then no further action is required;</p> <p>c) has a monthly card limit above the creditors system then the monthly limit will either be reduced or the relevant Head of Service invited to request an increase in the creditor system limit to match the monthly card limit. The Chief Financial Officer will be consulted when proposing increases in creditor system limits.</p> <p>d) does not have a creditor limit then their Head of Service will be asked to set a limit for them or confirm the cardholders exclusion from the creditors system;</p> <p>e) has a monthly card limit below the creditors system limit then no further action is required;</p> <p>f) has a monthly card limit above the creditors system then the monthly limit will either be reduced or the relevant Head of Service invited to request an increase in the creditor system limit to match the monthly card limit.</p>	Corporate Procurement Manager	28.02.11*

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Organisational Improvement & Resources (Continued)

Outstanding Actions	Owner	Expected Date
<p>Processing of staff travel costs (Amber) The revised corporate purchase card policy and procedures will make clear how all staff travel costs are to be processed. This will involve consulting the Chief Financial Officer and Head of Organisational Development & Human Resources in order to clarify a number of issues, including;</p> <p>a) fully complying with the requirements of HM Revenues & Customs; b) how best to minimise the risk of fraud by specifying the method of payment (i.e. purchase card, orders or KV Pay) for each mode of transport; c) the need to demonstrate value for money regarding staff travel costs; d) the role, if any, of travel agents, whether contracted with the Council or not; e) the role of purchase cards in pre-booking journeys along with using the internet; and f) obtaining advances from Payroll when staff travel costs cannot be pre-booked and exceed an amount deemed as substantial, however defined.</p>	Corporate Procurement Manager	28.02.11*
Information Governance and Management (May 2009)		
<p>Organisation (Red) Information Governance and Management will form part of the corporate training programme for employees new to the Council or when employees are trained in new systems by other colleagues.</p> <p>Consideration will be given to establishing a clear desk policy for all staff with access to the Council's information.</p>	Corporate Director OI&R	To be advised*
<p>People (Red) Security awareness will be promoted using awareness materials such as brochures, posters or web based documents and through structured education/training programmes or computer based training. Training will be made compulsory for all staff to create security positive behaviour.</p>	Corporate Director OI&R	31.03.11
<p>Information governance and management responsibilities will be specified in job descriptions, or in terms and conditions of employment, including a non-disclosure/ confidentiality clause.</p>	Corporate Director OI&R	To be advised*
<p>External third parties who need access to the council's information and systems will be required to sign non-disclosure/confidentiality agreements.</p>	Corporate Director OI&R	To be advised*

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SECTION 3

Organisational Improvement & Resources (Continued)

Outstanding Actions	Owner	Expected Date
Information Governance and Management (May 2009)		
<p>Process (Amber) Processes will be developed and implemented to strengthen the system of internal control over information governance and management. This will include:</p> <ul style="list-style-type: none"> • Developing and implementing a data/information classification system • Identifying owners for critical information and systems • Ensuring important papers and removable storage media (e.g. CDs) are protected against theft or copying, such as by locking them away and restricting access and via a clear desk policy • Investing in secure archiving facilities for appropriate hard copy records that must be retained in accordance with relevant legislation. 	Corporate Director OI&R	31.03.11
<p>Technology (Amber) Standards and guidance will be prepared to:</p> <ul style="list-style-type: none"> • Support remote working and ensure workers do not compromise the security of any facilities to which they can be connected. • Restrict removable storage media eg CDs, memory sticks, to only allow Council approved devices to be used. • Ensure that access privileges are revoked immediately when authorised users leave the organisation • Advise staff what to do in the event of a security breach. • Ensure that for new system implementations, an information governance review will form part of the testing and go-live sign off. 	Corporate Director OI&R	31.03.11
<p>Consideration will be given to establishing a dedicated information security function as part of the Future Operating Model which has council-wide responsibility for promoting and co-ordinating information security across the council, developing information security policies/guidelines, providing expert advice, investigating major information security incidents and conducting security awareness programmes.</p>	Corporate Director OI&R	To be advised

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Organisational Improvement & Resources (Continued)

Outstanding Actions	Owner	Expected Date
Cash and Banking (February 2010)		
<p>Security arrangements at Wallace Place Contact Centre (Amber) Management will prepare action plan to;</p> <ul style="list-style-type: none"> • Ensure Wallace Place CCTV and panic alarms are correctly positioned and fit for purpose. • Examine the installation of cash collection drawers that open when new transactions commence on cash receipting system. 	Customer Services Manager	31.03.12
Travel and Subsistence (June 2010)		
<p>Value for Money – Mileage Claims (Amber) The anomaly in the mileage rates where teachers are paid a higher rate will be further investigated and a common approach adopted which uses the Inland Revenue rate of 40p per mile to ensure that all employees are treated fairly and equitably.</p>	HR Manager (Organisational Development)	To be advised*
Fixed Asset Accounting (June 2010)		
<p>Single Person Dependency (Principal Accountant – Exchequer) – (Amber) Cross-training within the Accountancy team will be undertaken as required in relation to the Logotech system and associated accounting requirements to overcome single person dependency in completion of financial year end tasks and finalisation of accounts.</p>	Principal Accountant (Exchequer)	30.06.11*
Corporate Complaints (June 2010)		
<p>Recording of Complaints – (Amber) Management will develop and implement Intelligent eForms as a corporate solution to capturing customer contact in a consistent manner with drop down facility to select type of contact e.g. request for service, complaint, compliment or comment.</p> <p>In conjunction with the above, steps will be taken to ensure the inform@inverclyde.gov.uk mailbox will be channelled through the customer contact centre.</p> <p>Management will develop and implement a corporate process for recording of complaints including complainant name, nature/type of complaint, description, timescale for responses, actual response dates, stages of complaint etc. These procedures will then be developed for rolling out to services.</p>	<p>Head of Customer Service and Business Transformation</p> <p>Customer Services Manager</p> <p>Customer Services Manager/ Corporate Communications Manager</p>	30.01.11

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SECTION 3

Organisational Improvement & Resources (Continued)

Outstanding Actions	Owner	Expected Date
Corporate Complaints (June 2010)		
<p>Reporting of Complaints – (Amber) Procedures will be developed, documented and implemented for reporting of complaints to P&R committee.</p> <p>This will include the total number of complaints received, the stage of complaints received and the percentage of complaints responded to within agreed timescales.</p>	Customer Services Manager/ Corporate Communications Manager	30.01.11
Procurement Compliance (September 2010)		
<p>Corporate Procurement Resource – (Red) As part of the Strategic Procurement Framework a designated procurement officer model will be implemented which will ensure that only employees on an agreed list will be licensed to make procurement/contract decisions for the services/directorates.</p>	Chief Financial Officer/Corporate Procurement Manager	28.02.11*
<p>Procurement Management Information – (Red) Management will implement a short term MI improvement program to include a complete contracts database, YTD spend by supplier reporting and commodity analysis.</p>	Head of Legal and Democratic Services/ Corporate Procurement Manager	To be advised
<p>Corporate Procurement General/Contract Management – (Amber) Management will make full use of the procurement contracts database to plan future work and identify opportunities to both aggregate demand internally and with others as opportunities arise.</p>	Corporate Procurement Manager	28.02.11
<p>Management will issue corporate guidance to all Service Managers and Contract Administrators on how Council contracts are to be managed and delivered.</p>	Corporate Procurement Manager	31.03.12
<p>Designated Procurement Officers will form a network to ensure consistency and adherence to Corporate policies/procedures.</p>	Corporate Procurement Manager	28.02.11*
<p>A procurement practitioner operational group will be established.</p>	Corporate Procurement Manager	28.02.11*

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SECTION 3

Organisational Improvement & Resources (Continued)

Outstanding Actions	Owner	Expected Date
Procurement Compliance (September 2010)		
<p>Education Procurement (DMR Framework/process compliance) – (Amber) Management will re-engineer procurement processes and associated systems in line with the Operating Model.</p>	Chief Financial Officer/Head of Customer Service and Business Transformation	31.03.12
<p>Management will establish a procurement action plan to be used to test services adherence to policy, practices and in relation to Standing Orders, Financial Regulations and the Corporate Procurement Manual.</p>	Chief Financial Officer/Head of Customer Service and Business Transformation	31.03.12
<p>Environmental Services (Waste Disposal contract) – (Amber) Review the overall arrangements in place for the provision of Recycling services within Inverclyde.</p>	Head of Environmental and Commercial Services	28.02.11
<p>Scotland Excel Contracts V Best Value/VFM – (Amber) Management will develop and communicate a database of collaborative and one off contracts for use by the Council. The database will stipulate whether it is a collaborative contract and which body. A policy will also be developed to set out process to be followed each time there is an opportunity to buy from a collaborative contract.</p>	Head of Legal and Democratic Services/ Corporate Procurement Manager	31.03.11
<p>Management will develop a range of collaborative contracts with neighbouring Councils but only where there is clear evidence that benefits will provide a return on the time invested.</p>	Corporate Procurement Manager	To be advised

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Inverclyde Leisure Trust Risk Management (November 2007)	Risk register & monitoring regime (Red) If ILT is to meet recognised governance standards for Risk Management, a risk identification and assessment process should be developed and work should be undertaken to develop specific Corporate and operational risk registers for the organisation. In addition a monitoring regime should be developed and implemented to support continuous management of the risks.	01.04.08 31.05.09 31.10.09 31.03.10 31.05.10	31.03.11	Risk Management training has been undertaken by the Senior Management Team (SMT). Risk registers will be now be developed for relevant facilities and self assessment process put in place and a reporting process will be put in place on an annual basis to the Board as part of the SSIFC process.
SEEMIS (April 2008)	Formalisation of the SA Role (Amber) The service formalises the role of the system administrator providing detailed job descriptions, key tasks and responsibilities. Backup arrangements are made to provide adequate cover for the system administration role.	30.06.08 31.03.10	To be advised	Development Officer now in place. Job descriptions, remits and responsibilities to be discussed and reviewed. New team member being trained in SEEMIS process to ensure back up arrangements are in place.
Trading Activities (June 2008)	Customer Complaints and Satisfaction Surveys (Amber) Vehicle Management will carry out annual internal customer satisfaction survey and develop an action plan for improvement.	31.10.08 31.12.08 31.03.09 31.03.10 31.12.10	31.03.11	Customer survey is in the process of being carried out. Results are expected at the end of February.
Facilities Services (September 2008)	Retrospective Disclosure Checks (Amber) A report will need to be prepared for CMT with options in respect of retrospective checks as this will involve considerable cost to the Authority and also requirement to consult with unions.	31.12.08 30.06.09 31.12.09 31.03.10 31.08.10	To be advised	A report has been prepared and presented to CMT in relation to PVG Legislation which comes into force in February 2011. This will introduce the requirement for checks on relevant staff on an ongoing basis from February 2012.

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Corporate Purchase Cards (September 2008)	Adequacy of Corporate Purchase Card Policy (Amber) The Corporate Purchase Card Policy will be reviewed and updated for issues identified by this review. Appropriate consultation will be sought prior to approval.	31.12.08 31.07.09 31.12.09 30.04.10 30.11.10	28.02.11	The new Corporate Purchase Card Policy has been drafted and approved by the Procurement Board. This will be presented to CMT in February and once approved will be made available to all staff.
Corporate Purchase Cards (September 2008)	Corporate Purchase Card Procedures (Amber) Corporate Purchase Card procedures will be reviewed and updated to take account of the issues identified by the review.	31.01.09 31.07.09 31.12.09 30.04.10 30.11.10	28.02.11	The new Corporate Purchase Card Procedures documentation has been drafted and approved by the Procurement Board. This will be presented to CMT in February and once approved will be made available to all staff.
Corporate Purchase Cards (September 2008)	Appropriateness of Corporate Purchase Card Limits (Amber) The Corporate Procurement Team will review each cardholders monthly expenditure limit against the limit set for them by the Finance Creditors Team and action accordingly.	31.01.09 31.07.09 31.10.09 30.06.10 30.11.10	28.02.11	Once the Corporate Purchase Card Policy and Procedures are approved, discussions will then take place with Creditors team to ensure the limits are correctly aligned on the system.
Trading Activities (June 2008)	Performance Management and Measurement (Amber) Service to continue to develop and report service standards/performance through APSE.	31.03.09 30.06.10 31.12.10	30.04.11	New fleet management system has been procured and will be fully functional by April 2011.
Trading Activities (June 2008)	Non-Mainframe Systems – Vehicle Management (Amber) A new fleet management system will have individual passwords, protected access with passwords changed periodically.	31.03.09 30.06.10 31.12.10	28.02.11	New fleet management system has been procured and data is being populated. User training has been completed and it is expected that the system will go live in February 2011.

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Physical Investment Services (May 2009)	Asset Performance Reviews (Amber) Development of a strategic timetable for implementation of Capital Accounting module.	30.09.09	31.03.11	This will be reviewed and developed as part of the IFRS Project.
Physical Investment Services (May 2009)	Asset Performance Reviews (Amber) Officers responsible for implementation of key functions; <ul style="list-style-type: none"> • input Estate Management module; 	31.12.09 30.06.10 30.09.10 31.12.10	To be advised	Management are currently considering options to dedicate resource on a part-time basis to populate the required data onto the system to bring it fully up-to-date.
Homelessness (January 2010)	Protecting client information from loss or damage (Amber) Management to discuss with ICT and consider full integration with SWIFT.	31.03.10 30.06.10 31.12.10	31.05.11	Discussions have taken place with ICT which now include the potential development of the AVD Homelessness system.
Homelessness (January 2010)	Securing value for money on furnishing temporary accommodation – (Amber) Management working with Corporate Procurement regarding contracts for furnishing temporary accommodation. On completion of tendering process, mechanism to be introduced ensuring re-tendering commences in advance of contract expiry dates.	30.04.10 30.09.10	31.01.11	Revised completion date 31 January 2011, partially completed however committee approval is required for new contracts.
Information Governance and Management (May 2009)	People – (Red) External third parties who need access to the council's information and systems will be required to sign non-disclosure/confidentiality agreements.	30.04.10	To be advised	This is being led by the people sub group. Action plan being developed to progress this area.
Information Governance and Management (May 2009)	Organisation – (Red) Information Governance and Management will form part of the corporate training programme for employees new to the Council or when employees are trained in new systems by other colleagues.	30.04.10	To be advised	This is being led by the People Sub-Group. Action plan being developed to progress this area.

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Social Care – Business Support (July 2009)	Adequacy of Financial Information – (Amber) The requirement for implementation of SWIFT Financials module will be discussed at the Social Work management team. Relevant action will then be taken to formalise a project for implementation.	30.04.10	To be advised	Due to the restructure, this item has not yet been progressed. This will be discussed at a future SWMT meeting.
Information Governance and Management (May 2009)	People (Red) Information Governance and management responsibilities will be specified in job descriptions, or within terms and conditions of employment. This will include a non-disclosure/confidentiality clause.	30.06.10	To be advised	This is being led by the People Sub-Group. Action plan being developed to progress this area, including input to the Code of Conduct for Employees.
Physical Investment Services (May 2009)	Asset Performance Reviews (Amber) Officers responsible for implementation of key functions; strategic timetable for development and implementation of Planned Maintenance module	31.07.10 31.12.10	To be advised	Management are currently considering options to dedicate resource on a part-time basis to populate the required data onto the system to bring it fully up-to-date.
Information Governance and Management (May 2009)	Organisation – (Red) Consideration will be given to establishing a clear desk policy for all staff with access to the Council's information.	31.08.10	To be advised	This is being led by the Culture/ Organisation Sub-Group. Action plan being developed to progress this area.
Homelessness (January 2010)	Writing-off irrecoverable rent arrears – (Amber) Management will review current arrears position and consider write off. Management will consider processes and procedures for monitoring bad debts and introduce a system for write offs.	30.09.10 31.12.10	31.05.11	Due to the staff restructure and other priorities within the Service, this action has been delayed. Work is now underway to identify bad debts.

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Homelessness (January 2010)	<p>Demonstrating value for money when using agency staff (Amber) A review of the staff structure has taken place and a proposed restructure is currently being considered.</p> <p>Management will consult Corporate Procurement and, where appropriate Legal Services, to seek an interim solution regarding use of agency staff.</p>	30.09.10	31.03.11	Delays encountered due to staff absence and changes in duties as part of restructure.
Project Management (September 2008)	<p>Project Management Framework (Amber) The project management framework and guidelines will be rolled out across all services on a phased basis.</p>	30.09.10	31.03.11	Training being evaluated through E-learning package provided via Clyde Valley Consortium. This will be rolled out to staff from Q1 2011.
Social Work Control Self Assessment (August 2010)	<p>Breach Of Copyright Legislation (Amber) Social Work services to cease all copying of books, magazines, journals and digital publications until a suitable licence is obtained from the Copyright Licensing Agency (CLA) to cover the service.</p> <p>Issue of copyright should be raised and discussed with Legal and Democratic Services to ensure most appropriate course of action is taken.</p> <p>Requirement for copyright and data protection training to be escalated to OD& HR. This should also form part of any future induction programme setup for newly appointed employees.</p>	31.10.10	To be advised	Due to other priorities, this has not yet been progressed by the Service.

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Fixed Asset Accounting (June 2010)	Single Person Dependency (Amber) Cross-training within the Accountancy team will be undertaken as required in relation to the Logotech system and associated accounting requirements to overcome single person dependency in completion of financial year end tasks and finalisation of accounts.	30.11.10	30.06.11	Cross training has commenced however progress will be reviewed after completion of 2010 accounts to confirm single person dependency has been fully overcome.
Travel and Subsistence (June 2010)	Value for Money – Mileage Claims (Amber) The anomaly in the mileage rates where teachers are paid a higher rate will be further investigated and a common approach adopted which uses the Inland Revenue rate of 40p per mile to ensure that all employees are treated fairly and equitably.	31.12.10	To be advised	Due to other priorities this has not yet been progressed.
Procurement Compliance (September 2010)	Corporate Procurement Resource (Red) As part of the Strategic Procurement Framework a designated procurement officer model will be implemented which will ensure that only employees on an agreed list will be licensed to make procurement/contract decisions for the services/directorates.	31.12.10	28.02.11	A report detailing proposals to create designated procurement officer model will be presented to CMT in early February.
Procurement Compliance (September 2010)	Corporate Procurement/General Management (Amber) Designated Procurement Officers will form a network to ensure consistency and adherence to Corporate policies/procedures.	31.12.10	28.02.11	Designated Procurement Officer network will form in February subject to approval of CMT report on proposed model.
Procurement Compliance (September 2010)	Corporate Procurement/General Management (Amber) A procurement practitioner operational group will be established.	31.12.10	28.02.11	Designated Procurement Officer network will form in February subject to approval of CMT report on proposed model.