

Action Points Behind Schedule - Audit Scotland Reports**A – COMMISSIONING COMMUNITY CARE SERVICES FOR OLDER PEOPLE**

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
2	Officers should implement information sharing arrangement to enable access to services across social work, housing and health, including the requirement to obtain consent.	Head of Integrated Care	Delays in development of the Care Assessment module of OLM system. Once tested a planned implementation will be developed between the council and the NHS.	Medium	30 April 2005	31 July 2007

B – EDUCATION DEPARTMENT - COMPUTER SERVICES REVIEW

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
3	<p>The future strategy for ICT within the Education Department is outlined in ICT Strategy for Education Overview. Whilst this document outlines the plans for the future it does not include appropriate timescales. Nor does it indicate when it will be reviewed and by whom or who is responsible for monitoring progress against the strategy.</p> <p>Risk - Developing a strategy for ICT within the Education Department is to be commended. However without indicating timescales for implementation or the review and monitoring mechanisms installed restricts understanding among management and staff and is likely to reduce the effectiveness of the strategy.</p>	ICT Development Manager & Quality Improvement Officer - ICT	With the introduction of SSDN and Pathfinder North over the next coming years, ICT delivery for the Education Service will change radically. Therefore, an ICT Strategy to reflect these significant changes should be developed by the ICT Development Manager for Community services and the Quality Improvement Officer ICT for Education.	High	30 August 2006	30 June 2007

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
4	<p>ICT is one area where software applications and environments are rapidly changing. It is important that ICT staff receive the appropriate training in these new developments or at least set aside time to become familiar with any new applications. Council staff recognise this requirement and work is ongoing in development training plans for technicians and introducing a mentoring system.</p> <p>Without adequate time set aside for training or for familiarisation with the application, ICT staff will not be able to fully support the introduction of new applications and associated features.</p>	ICT Development Manager	The training requirements for the Primary Technician Team have been met and will continue to be addressed annually to ensure their Apple Repair Engineer certification. Training for the Secondary School Technicians is of equal importance and efforts are being made to deliver this training in 2006 – 2007.	High	30 August 2006	July 2007

C – FINANCIAL STRATEGY

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
2	<p>Corporate and service plans are not clearly integrated with the revenue and capital budgets. There is more of a focus on 'total budget' rather than costing of individual service level activities.</p> <p>Risk: Members may not be fully aware of the financial implications of individual service objectives and therefore not able to assess whether adequate and appropriate resources have been allocated.</p> <p>Recommendation: Key themes in the service plans should be costed in line with the resource allocation established on the revenue and capital budgets.</p>	Head of Strategic Finance	A project is underway to address this in a way that deals with the recommendations. Evidenced through service plans.	None Assigned	30 September 2006	31 January 2007
3	<p>Long term planning is generally restricted to a 3-year budgeting horizon.</p> <p>Risk: It is recognised that long term planning is difficult in the light of short term financial settlements. However failure to project the longer-term implications of previous spending decisions could restrict the ability to</p>	Head of Strategic Finance	<p>Have started to assess requirement of this and do not have the staff resources or budget to do this at present. Will need to delay for 6 months.</p> <p>This is a long term development issue rather than an immediate critical weakness in financial control.</p>	None Assigned	30 September 2006	31 May 2007

	<p>achieve objectives beyond the 3-year budgeting horizon.</p> <p>Recommendation: The Council should develop longer term financial planning which incorporates projections and modelling for specific issues.</p>					
4	<p>Projected budgets for 2006/07 and 2007/08 have identified a corporate funding gap at a council wide level. Whilst savings have been identified at a service level to support the 2005/06 budget there has been no attempt to identify the impact of the funding gap in future years.</p> <p>Risk: Medium to long term corporate objectives may not be affordable and sustainable nor soundly based on realistic revenue projections.</p> <p>Recommendation: The potential impact of the projected corporate funding gap should be considered and achievable efficiency savings determined at a service level in order to minimise this impact.</p>	Head of Strategic Finance	Being considered as current budget develops.	None Assigned	30 September 2006	31 March 2007

D – PRUDENTIAL CODE

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
5	Officers are to devise and implement a suitable project option appraisal process	Head of Strategic Finance	Brodies consultancy has been commissioned to review and redraft the overall approach to capital planning in order to address the issues here and the actions in the Best Value Improvement and Development Plan. A draft report has been prepared and an action plan is being finalised.	Medium	31 March 2005	31 January 2007

E – BUSINESS CONTINUITY PLANNING REVIEW

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
1	<p>The Council set-up a Strategic Risk Management and Governance Group, which is responsible for managing risk. This group produced a risk register, oversaw the formation of the Loss Control Groups and supervised the development of business continuity plans for a pandemic influenza epidemic.</p> <p>Current business continuity plans do not cover many of the main risks facing the Council. Without proper business continuity plans in place the Council will find it difficult to deliver the level of</p>	Governance & Risk Manager	BCP role play event took place on 26 October 2006. The remaining BCP plans will be completed by 31/12/06	High	31 January 2006	31 December 2006

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
	services that it's citizens expect					

F – IMPROVING CUSTOMER SERVICES THROUGH BETTER CUSTOMER CONTACT

Ref	Action Point / Implication	Department / Head of Service	Explanation for delay	Risk Grading	Original implementation date	Revised implementation date
1	<p>Councils need to commit to actively pursue a programme to manage customer service improvements as this is central to effective service delivery.</p> <p>Councils should improve how they research customers' opinion on service and make better use of feedback.</p> <p>Councils should improve performance measurement.</p>	Head of Democratic Services & Governance	<p>Contact Centre proposal for an expanded area of operation was presented to the Council on 15/11/06 and the development of the Contact Centre was agreed.</p> <p>The development will be on a phased basis encompassing all relevant services on an incremental basis. The development will be over 3 phases. Work on phase 1 commences December 2006.</p>	Medium	31 December 2005	Ongoing