

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
A - REVIEW OF BUSINESS CONTINUITY							
1	HIGH	The Council has not produced a Business Continuity Management Policy.	A Business Continuity Management Policy should be produced and submitted to SMT for approval. The Governance & Risk Manager is aware of the need to have a formal policy approved.	Governance and Risk Manager	30 April 2010	30 July 2010	Draft policy has been prepared and requires to be reviewed by RMG prior to being presented to SMT for final approval.
2	HIGH	The draft Business Continuity Incident Management Plan has still to be submitted to SMT.	The Business Continuity Plan will be reviewed by the Risk Management Group at its meeting in February 2010. A report will be submitted to SMT in March 2010.	Governance and Risk Manager	31 March 2010	30 July 2010	The draft Business Continuity Plan has been updated but it was agreed by the RMG that it will require a further review in light of the ongoing modernisation programme to ensure that the appropriate personnel have been identified within the new departmental structures.

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
3	HIGH	The report from Glen Abbot on the 'Ocean Drive' exercise highlighted areas that required to be addressed	Recommendations in the action plan will be met through an internal training programme which be developed by December 2009 and implemented by April 2010.	Governance and Risk Manager	30 April 2010 31 May 2010	30 Sept 2010	Training for admin staff who are likely to be involved in an incident control room was undertaken on 16 March and was well received. Further training will be provided to other staff over the next couple of months. This has been completed in relation to the incident room admin staff. Further training will be provided to the other officers who have specific roles within an incident room by 30 September 2010.
B - REVIEW OF COUNCIL & COMMITTEE DECISION FOLLOW-UP							
6	MATERIAL	Bridge of Orchy - Negotiations have been going on at least from 1996 to resolve the issue regarding access to a water supply. There have been ongoing complicated issues that have been difficult to resolve.	Legal Services to write to the owners of properties covered by the water supply. A report will then be submitted to the Business Day of the OLI area committee.	Head of Legal & Protective Services – Now Head of Governance & Law	31 January 2008 30 September 2008 31 January 2009 31 August 2009 31 January 2010	31 July 2010	This issue relates to decisions taken by Argyll and Bute District Council. The likelihood of persuading owners to sign a servitude and pay for the water supply was never likely to bear fruit. Significant efforts have

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
C - REVIEW OF DEBTORS 2007-08							
10	MATERIAL	It is unclear who is to carry out follow-up and write off of unpaid debtor accounts	Debtors Control should agree with services exactly who should do what in regard to follow-up & write off of accounts. Revised procedures for follow-up of outstanding accounts should be compiled and issued prior to implementation of new system.	Head of ICT & Financial Services Exchequer Manager	31 January 2009 30 September 2009	30 September 2010	It was previously decided to pull sundry debtors from the collaborative Sheriff Officer tender. It is hoped to reach agreement on a new strategy for recovering debts and go out to tender for this. There will be costs and there are no budgets for this so SMT approval will be required.
							been made at various times over the last 15 years to try and achieve this. The Area Committee have been advised informally of the likely sale of the Old Schoolhouse which would remove finally any opportunity to secure the servitude. This will be reported to them shortly.

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
D - REVIEW OF DEBTORS 2008 - 09							
5	MATERIAL	There are no collection rate targets in place. In addition, there is a lack of clarity on debtor performance reporting to Senior Management.	Management will review current performance reporting and assess the requirement to introduce collection rate targets taking into the introduction of the new Debtors system.	Head of Legal and Protective Services – Now Head of Governance & Law	29 May 2009 31 October 2009	30 September 2010	This issue will be addressed when the new strategy for debt recovery is agreed.
E - REVIEW OF PORT ASKAIG RE-DEVELOPMENT CONTRACT							
2	HIGH	<p>2.1 Despite one Government Department insisting upon grants being spent within 2 years other Government Departments and Agencies are not advised of the project and the need to act constructively.</p> <p>2.2 Phase 2 of the project was delayed by the failure to acquire the necessary land in accordance with the project programme. Responsibility for this failure tends to be allocated to the Project Engineer but</p>	<p>The Council Spokesperson for Transport and Infrastructure should be requested to promote the need for co-operation among all Scottish Government Departments and Agencies as well as Services within Argyll & Bute Council which are involved in Strategic Change Infrastructure projects. This could be either direct or indirect e.g. Contact with agencies involved when a strategic change project</p>	Head of Roads and Amenity Services – Finance Manager – Development & Infrastructure Services	31 March 2010	31 December 2010	This will be taken forward by the new Head of Service.

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
		<p>he has no power to instruct personnel in other Council Services nor to dictate their timescales. However he is required to co-ordinate these internal services and must rely on their ability to communicate effectively with the various parties who may be involved.</p>	<p>Final Business Case is approved or Regular bulletins providing details of new projects or both.</p> <p>This is a constant ongoing task which will be promoted through the Project Boards with Public Relations being included in project board meeting agendas with immediate effect and progressively as major projects business cases are approved.</p>				
4	MEDIUM	<p>The Council suffered from a significant amount of bad publicity on this project (others also come to mind e.g. Argyll Air Services, Rothesay Harbour). This occurred even while efforts were made to communicate the position to the local community. While not promoting the adoption of Spin it is vital that the Council uses its best</p>	<p>The Head of Roads and Amenity Services and the Council Spokesperson Transport and Infrastructure should develop a review programme that promotes the infrastructure work being undertaken from time to time by way of press releases, community bulletins, public meetings or other</p>	<p>Head of Roads and Amenity Services – Finance Manager – Development & Infrastructure Services</p>	31 March 2010	31 December 2010	<p>This will be taken forward by the new Head of Service.</p>

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
		endeavours to communicate a proactive positive message. This may simply mean that projects are not trumpeted before a Final Business Case has been approved but when the risks and actions being taken to manage them is known.	suitable forms of communication with all interested parties. This is a constant ongoing task which will be promoted through the Project Boards with Public Relations being included in project board meeting agendas with immediate effect and progressively as major projects business cases are approved.				
F - REVIEW OF PURCHASING - COMMUNITY SERVICES 2009-10							
5	MEDIUM	Internal audit found that there were variations in procedures for purchasing perishables within the Home Economics Faculty.	Consideration should be given to setting up a written set of procedures in each of the schools in Argyll & Bute for purchasing perishables for the Home Economics Faculty that provides an adequate Audit trail from ordering to invoicing.	Head of Secondary Education	31 March 2010	17 August 2010	This is being addressed at the moment and each secondary is reviewing their procedures and have to report back to the Schools Services Support Manager to ensure that robust procedures are in place. This will be set up prior to the start of the new term on 17 August 2010.

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
G - REVIEW OF THE PRUDENTIAL CODE							
1	MATERIAL	The cost of the Campbelltown Community Project is significant and there would be benefit in carrying out a post completion review.	A post completion review of this project is to be carried out at the end of 2005/06	Ron Gould (formerly Head of Planning and Performance/Internal Audit Manager)	31 March 2007 30 September 2007 30 April 2008 31 December 2008 30 August 2009 31 May 2010	17 September 2010	KPMG are currently preparing a draft report and when the final report is completed it will be submitted to the September committee
H - REVIEW OF THE STRATEGIC RISK REGISTER							
2	HIGH	Our examination of the current 34 strategic risks found that these did not appear to be arranged in any particular order, although certain risks were similar in nature and could potentially be grouped together.	Consideration should be given to grouping risks under appropriate risk headings to make the risk register more accessible and easier to understand. Our specimen risk framework containing 12 key risk areas has been provided for consideration. See Appendix 3.	Governance and Risk Manger	31 May 2010	30 Sept 2010	The responsibility for risk management has transferred to the Head of Strategic Finance who is currently undertaking a review of the Strategic Risk Register.

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
3	HIGH	The preparation of the Specimen Risk Framework schedule provided a useful audit tool to further examine the linkage of the underlying risks to the strategic risk register. This could also provide the basis for management to ensure that the appropriate linkages initially exist and remain intact as risk management within the Council evolves.	Consideration should be given to preparing a schedule in a similar format to the Internal Audit version, outlined in Appendix 4, on an annual basis to provide a management overview mechanism. This will provide evidence that the appropriate linkages remain intact.	Governance and Risk Manger	31 May 2010	30 Sept 2010	This will be considered as part of the review detailed above.
4	MEDIUM	In examining the Operational Risk Registers it is not apparent which are strategic risks, included in support of the strategic risk register, and which are separate operational risks, identified as specifically relating to that service.	In the operational risk description within Pyramid the services should identify where applicable which strategic risk it is linked to.	Governance and Risk Manger	31 May 2010	30 Sept 2010	This will be considered as part of the review detailed above.
5	MEDIUM	Our work has identified additional potential strategic risks and suggested refinements for consideration as follows:	Consideration of the specific risk issues raised should be covered in the current review and development phase of risk	Governance and Risk Manger	31 May 2010		

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
		<p>5.1 Failure to realise efficiency gains should be amended to failure develop shared services opportunities – Internal & External</p> <p>5.2 Failure in reliable provision of core ICT infrastructure</p> <p>5.3 Failure to develop e.procurement</p> <p>5.4 Strategic risk 24 could be extended to cover 'UK and European' Government Policy (as well as Scottish Government)</p> <p>5.5 Best Value – Policy & Strategy currently take corporate lead, but certain departments have identified a risk in respect of BV in their departments.</p>	<p>management.</p> <p>Consideration will be given to including these risks 5.2 and 5.3.</p> <p>Consideration will be given to amending the risk description per 5.4.</p> <p>Creation of a link from the Operational Risk register to the Strategic Risk Register should be considered.</p>			<p>30 Sept 2010</p>	<p>5.1 Complete</p> <p>5.2 and 5.3 These will be considered as part of the review detailed above.</p> <p>5.4 Complete</p> <p>5.5 Complete</p>

APPENDIX 2

ACTION PLAN NUMBER	GRADE	WEAKNESSES IDENTIFIED	AGREED ACTION	RESPONSIBLE OFFICER	DATE OF IMPLEMENTATION	REVISED DATE	COMMENT/EXPLANATION
I - REVIEW OF SINGLE OUTCOME AGREEMENT 2009-10							
2	HIGH	<p>Community Planning Partners VisitScotland are not currently full participating partners within the Community Planning Partnership.</p>	<p>VisitScotland is a key player in the achievement of the Council's objectives and their participation in the CPP should be actively pursued. In addition, the Minute of Agreement for 2010/11 with VisitScotland should be formulated setting out the key elements of the funded service to be provided and further performance indicators.</p>	Head of Economic Development	31 May 2010		<p>VisitScotland will now attend CPP Thematic Group and I will send you a copy of the Visit Scotland agreement when signed off.</p>