

## Appendix 2

### Recommendations Overdue 01 August – 31 October 2012

ACTION PLAN NO:	WEAKNESSES IDENTIFIED: GRADE:	AGREED ACTION:	DATES :	COMMENT/EXPLANATION:	PYRAMID: RESPONSIBLE OFFICER:
<b>DEPARTMENT</b>	<b>CHIEF EXECUTIVE'S UNIT</b>				
<b>SERVICE</b>	<b>IMPROVEMENT &amp; HR</b>				
<b>REPORT NAME</b>	<b>REVIEW OF RESOURCELINK</b>				
1	<p>Project Monitoring</p> <p>From our consideration of the progress made against project deliverables, while there is potential in the project to deliver on the identified objectives and deliverables, there is a risk that the appropriate level of resource is not available to ensure delivery of the project within the shortened remaining project timetable.</p> <p><b>HIGH</b></p>	<p>Management should undertake a full update report against the project deliverables, and agree those of priority which can be delivered within the remaining available resources, both financial and staff. This will help to ensure that the Council maximises the potential benefits from the time invested in the project to date.</p> <p>AGREED - this will be picked up in the lessons learnt review and next steps report which will be prepared by the project manager at the end of phase 2 of the project to be presented to the next meeting of the HR board.</p> <p>Moving forward future development of Resourcelink and My View self serve will be managed by the HR development team from October 2012</p>	<p>31 October 2012</p> <p><b>31 March 2013</b></p>	<p>Development Officer will take responsibility for future development/improvements to Resourcelink System from October 2012. She will prepare a plan for the roll out of My View/Self Service across all Council Services and agree with HR Manager. As per previous RL will be picked up by Development Officer from October 2012. She will agree new priorities and timetable for going forward. However, implementation of MY View is unlikely to be until end of current financial year. As previous transfers to Development Team for action from October 2012.</p>	<p><b>Delayed but rescheduled</b></p> <p>Head of Improvement and HR</p>

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2	<p>Risk Monitoring</p> <p>In the update reports produced, a section on risks is included, which represents good practice. However, the risks reported on are those that are assessed as having materialised therefore they do not necessarily correspond to the risks identified originally in the PID. It is therefore more difficult to see how the expected risks are being monitored. Furthermore, the materialised risks are not necessarily given a unique reference number, making it more difficult to follow the progress of the assessment and management of the risk.</p> <p>Care should also be taken to ensure that in assessing the movement of the materialised risks that, should there be a change in the level of risk, an explanation should be given for this movement. Without explanation for a change in risk, it can be difficult for members of the Project Board to understand the overall risk profile of the project and whether appropriate mitigating action has been taken.</p> <p><b>MEDIUM</b></p>	<p>In preparing the risk reporting and monitoring, management should ensure that:</p> <ul style="list-style-type: none"> <li>- risks originally identified within the PID are reported on, to provide a complete picture of the risks to the project;</li> <li>- as risks materialise, they should be assigned unique reference numbers to assist the Project Board with assessment of monitoring of the risk profile of the project; and</li> <li>- change in risk assessment should be reported, so that the overall risk profile can be monitored and the success of actions to mitigate risks considered.</li> </ul> <p>ACCEPTED - the project manager for this project was chosen because of her knowledge of Resourcelink rather than experience of project management. The SRO was aware that project management skills were not well developed and brought in an IOD programme manager in a project assurance and mentoring role. Skills have improved over the duration of the project but have some way to go. From October 2012 future developments of the Resourcelink project will be managed by the HR development team who are experienced in project work.</p>	<p>31 October 2012 <b>31 March 2013</b></p>	<p>Development Officer has actioned a Risk register within her Team for Resourcelink. She will agree new priorities and timetable for going forward. However, implementation of MY View is unlikely to be until end of current financial year.</p>	<p><b>Delayed but rescheduled</b> Head of Improvement &amp; HR</p>

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3	<p>Financial Monitoring No financial budget monitoring has been reported in the update reports to the time of our work. Without regular reporting of the financial position of the project, it is difficult to draw specific conclusion on the expected outturn of the project, especially with the recent change in scope to the project.</p> <p><b>MEDIUM</b></p>	<p>Following the change in scope on the project, a summary of expenditure incurred to date, and that now forecast to be incurred by the anticipated end date, should be prepared and submitted to the Project Board for review.</p> <p>ACCEPTED - see response to recommendation 1 above Budget forecasting was prepared at year end to ensure earmarked funds were rolled over. Review of project budget and spend will be included in the lessons learnt report.</p>	<p>31 October 2012 <b>31 March 2013</b></p>	<p>Development Officer has actioned a Risk register within her Team for Resourcelink. She will agree new priorities and timetable for going forward. However, implementation of MY View is unlikely to be until end of current financial year.</p>	<p><b>Delayed but rescheduled</b> Head of Improvement &amp; HR</p>
4	<p>Online Payslips Office based staff have the option through the MyView self-service software to view their payslips online. This is currently considered to be a 'nice to have' option, and all members of staff still receive hard copies of their payslip. Non-office based staff do not have access to MyView. Consequently, there have been no changes to the current system and process for generating payslips and so at this time, this element of the project currently does not deliver any efficiencies. There is, therefore, a risk that the Council continues to incur costs and not meet efficiency targets as well as members of staff not benefiting from the self-serve software.</p> <p><b>MEDIUM</b></p>	<p>Further consideration is needed by the Council to achieve fully the potential benefits from this element of the project, especially as the system is due to be rolled out to teaching staff in the coming months as well as other remaining employees to whom this process is currently unavailable. AGREED - the savings will be delivered through the HR service review implementation. From October 2012 the HR development team will continue with a phased roll out of online payslip and online travel and subsistence.</p>	<p>31 October 2012 <b>31 March 2013</b></p>	<p>The development Officer will take responsibility for future development/improvements to Resourcelink System from October 2012. She will prepare a plan for the roll out of My View/Self Service across all Council Services and agree with HR Manager. She will agree new priorities and timetable for going forward. However, implementation of MY View is unlikely to be until end of current financial year.</p>	<p><b>Delayed but rescheduled</b> Head of Improvement &amp; HR</p>

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<b>REPORT NAME</b>	<b>REVIEW OF TRAVEL AND SUBSISTENCE</b>				
2	By September 2011 the total mileage claimed is 2,637,612 miles. This figure indicates that there is a possibility that this financial year the total mileage claimed will be in excess of both of the last 2 years. This raises concerns over sustainability. <b>MEDIUM</b>	Managers should be provided a monthly staff travel monitoring report, in order that they can better balance staff travel. Quarterly reports should be given to Executive Directors and their Heads of Service detailing the top 10 mileage claims for each quarter.	31 July 2012 31 October 2012 <b>31 December 2012</b>	Transfers to Development Team from October for action. Agreed with CE to extend to end December for final completion.	<b>Delayed but rescheduled</b> Head of Improvement and HR (formerly Head of Customer and Support Services)
6	Internal Audit notes that guidance to staff on the Council HUB states that when travelling on Council business the staff member requires to have a valid driving licence and insurance cover allowing business use when using their own car. The guidance also states that checks by nominated officers will be undertaken to ensure that both Driving Licences and Insurance details are current and cover appropriate. <b>MEDIUM</b>	Presently departments should ensure that staff who undertake business travel on behalf of the Council have a valid Driving Licence and appropriate Insurance cover.	30 April 2012 31 May 2012 30 June 2012 28 September 2012 31 October 2012 <b>31 December 2012</b>	Transfers to Development Team from October for action. Agreed with CE to extend to end December for final completion. Have discussed with IOD Manager possibility of inclusion with Annual PRD as a means of checking all required information.	<b>Delayed but rescheduled</b> Head of Improvement & HR (Formerly Head of Customer and Support Services)

**DEPARTMENT SERVICE**      **CUSTOMER SERVICES**  
**REPORT NAME**      **CUSTOMER & SUPPORT SERVICES**  
**REVIEW OF CASH, INCOME AND BANKING**

8	Internal Audit found that there was a lack of robust challenge and scrutiny of Imprest Claims submitted to Creditors for re-imburement. <b>HIGH</b>	Creditors will undertake checks to ensure that Imprest claims balance to the correct authorised Imprest levels and that the forms have been completed correctly. Concerns will be raised with the Imprest Account holder if discrepancies occur.	01 October 2012 <b>31 December 2012</b>	Final report only received on 24 October, so dates were not achievable. Revised implementation dates now agreed with Internal Audit.	<b>Delayed but rescheduled</b> Creditor's Supervisor, Customer and Support Services
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**DEPARTMENT DEVELOPMENT & INFRASTRUCTURE SERVICES**  
**SERVICE ROADS & AMENITY SERVICES**  
**REPORT NAME REVIEW OF FLEET MANAGEMENT**

2 Data Transfer  
It was found that data transfer between historic systems was incurring unnecessary administrative time, and increasing the risk of data entry error. Further there is no recorded formalised agreements between departments as to information requirements, resulting in additional queries and the associated administrative time to respond.  
**MEDIUM**

Management should work to agree the different data transfer requirements and update the data transfer inks to include cross departmentally agreed required information.

31 July 2012  
31 October 2012  
**28 February 2013**

Finance and Roads & Amenity are currently liaising to fully scope out the project requirements for data transfer. The original implementation date has not been achieved and therefore a revised date has been put forward of February 2013.

**Delayed but rescheduled**  
Data Systems & Information  
Officer