

Supplementary Agenda

Audit & Performance Review Committee

Date: Wednesday, 09 December 2015

Time: 14:00

Venue: Committee Room 3,
Council Offices, Garshake Road, Dumbarton

Contact: Craig Stewart, Committee Officer
Tel: 01389 737251 craig.stewart@west-dunbarton.gov.uk

Dear Member

ITEM 6 'AUDIT ACTION PLANS' - TO FOLLOW APPENDICES

With reference to the agenda for the above Meeting of the Audit & Performance Review Committee which was issued on 27 November 2015, I now attach for your attention a copy of the undernoted appendices to Item 6 'Audit Action Plans' which were not available for issue at that time.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-

Submit appendices to report by the Executive Director of Corporate Services on the above.

Distribution:-

Councillor J McColl (Chair)
Councillor G Black
Councillor J Brown
Councillor P McGlinchey
Councillor I Murray (Vice Chair)
Councillor T Rainey
Councillor G Robertson
Councillor M Rooney
Mr SJ Doogan

All other Councillors for information






Chief Executive
Executive Director of Corporate Services
Executive Director of Educational Services
Executive Director of Infrastructure and Regeneration
Chief Officer of West Dunbartonshire Community Health & Social Care Partnership

Date of issue: 3 December 2015



Appendix A Internal Audit Reports (Recently Issued)



Generated on: 01 December 2015

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed



Project 86. Council Tax Billing (Report Issued November 2015)

Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<p><u>1. Suppressed Billings Reports</u> There should be a single procedure for signing and storing of Suppression reports which is implemented by both Clydebank and Dumbarton offices. The preferred option would be to develop a procedure where reports are signed and stored electronically on the L/drive without the need to produce paper copies. This would be in line with the Council's objective of achieving a paperless office</p>	Agreed.			30-Nov-2015	30-Nov-2015	Marion Smith	Complete.


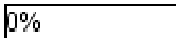

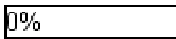


Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
when staff moves to new premises. (Low Risk)							

Project 87. Networked Printing Controls (Report Issued November 2015)

Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<u>1. Locked printing</u> Where possible locked printing should be enforced, particularly in a shared work space environment where the risks of sensitive or personal identifiable information being left in print trays is high. (High Risk)	Various existing technologies such as Active Directory, Appsense, will be checked to assess if locked printing features exist and implemented as a matter of urgency.			31-Dec-2015	31-Dec-2015	Patricia Kerr	Investigation in progress. This action has four milestones.
<u>2. Enterprise application prints</u> i) Reduce the amount of printers viewable in the applications print screens; ii) Introduce a clearer naming convention for printers, in order that staff can be clear as to which printer they are sending prints to; iii) Enforce locked printing within the application. (High Risk)	i) Printer viewing options presented to users will be investigated to reduce and manage the number of devices made available to staff; ii) Naming convention of printers will be reviewed; ii) Specific applications eg Saffron, Carefirst etc will be checked to assess if locked printing features exist within the application.			31-Dec-2015	31-Dec-2015	John Martin	This action has three milestones.
<u>3. Enterprise access controls</u> Where possible, introduce 3rd party software which can capture and make sense of audit logs relating to prints. This will provide a	Various existing technologies such as Active Directory, Appsense, will be checked to assess if locked printing features			31-Dec-2015	31-Dec-2015	Patricia Kerr	Investigation in progress. This action has four milestones.






Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
more intuitive print function for users, and can assist in enforcing printer configuration parameters such as locked printing. (Medium Risk)	exist and implemented as a matter of urgency. Alternatively, funding bid will be resubmitted for a new solution.						
<u>4. Staff Awareness</u> Revisit awareness sessions. Involve Managers and change champions in emphasising the importance and risks around the use of shared printers in an open office environment. (Medium Risk)	Provide user guides, include induction training, enhance the e-learn module, highlight regularly to staff via awareness sessions, SMN and/or other staff forums. All managers to be advised to reinforce staff responsibilities with their staff groups and review lock printing practices for their service.		<div style="border: 1px solid black; width: 60px; height: 15px; display: flex; align-items: center; justify-content: center;"><div style="width: 0%; height: 100%; background-color: black;"></div>0%</div>	31-Mar-2016	31-Mar-2016	Iain Kerr	This action has 4 milestones.
<u>5. Standardisation of print controls</u> Develop a unified print strategy, supported by technology capable of delivering the strategy. (Medium Risk)	Review various existing technologies such as Active Directory, Appsense, to introduce standard printer set up and configuration where possible and implemented as a matter of urgency. Alternatively, funding will be sought for a new solution.		<div style="border: 1px solid black; width: 60px; height: 15px; display: flex; align-items: center; justify-content: center;"><div style="width: 0%; height: 100%; background-color: black;"></div>0%</div>	31-Mar-2016	31-Mar-2016	Patricia Kerr	Investigation in progress. This action has four milestones.

Project 88. Validation and Monitoring Of Projected Savings (Report Issued November 2015)


Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<p><u>1. Council-wide savings</u> Where possible specific amounts should be assigned to each department when savings options are put forward so that Executive Directors have clear responsibility for the amount allocated.</p> <p>Where this is not possible, allocations of targets should be made as soon as possible thereafter.</p> <p>(Medium Risk)</p>	<p>Consideration will be given to amending the savings identification spreadsheet to include e.g. further information on how a savings option will be implemented / allocated.</p>			24-Feb-2016	24-Feb-2016	Stephen West	Two milestones have been created for this action, the first due 29 January 2016
<p><u>2. Efficiency Statement Savings</u> Departments need to be able to produce statistics that confirm savings are efficiencies and not reductions in service.</p> <p>(Low Risk)</p>	<p>Further evidence of efficiencies (rather than reductions in service) will be requested from departments, prior to including within the statistics in future Efficiency Statements.</p>			30-Sep-2016	30-Sep-2016	Gillian McNeilly	Two milestones, first one is due completed in June 2016 following receipt of the Scottish Government Guidance
<p><u>3. Efficiency Statement Savings</u> The information provided to support items in the efficiency statement needs to be of an auditable standard.</p> <p>(Low Risk)</p>	<p>Departments will be asked to ensure that information provided to support items in the efficiency statement is of an auditable standard.</p>			30-Jun-2016	30-Jun-2016	Gillian McNeilly	Two milestones, both due completed in June 2016 following receipt of the Scottish Government Guidance



Appendix B Internal Audit Reports (Previously Issued)

Generated on: 01 December 2015


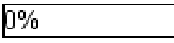
Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Project 82. Tendering & Contracting (Report Issued May 2015)

Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<p><u>2. Register of Contracts</u> It is recommended that a single central register of contracts is created and maintained, listing all contracts, the contractor, the due completion date, extensions of time and the extended completion date. This register could also be used to document the expiry date of the contractor's insurance policies and a prompt to ensure the person responsible is made aware of the expiry date. (Medium Risk)</p>	<p>This will be developed for contract arrangements across the Council with a "go live" date by the end of the calendar year.</p>		<div style="border: 1px solid black; background-color: #4F81BD; color: white; padding: 2px; display: inline-block;">60%</div>	31-Dec-2015	31-Dec-2015	Ann Duncan; Annabel Travers	26/10/2015 - Information collated. Transferring information to SQL database. This action has five milestones of which three have now been completed.

Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<u>3. Independent Verification</u> It is recommended that a sample check of valuations is performed by the person authorising the payment certificate. (Low Risk)	Agree to implement a sample check.			31-Mar-2016	31-Mar-2016	Stewart Paton	This action has four milestones of which two have been completed to date.

Project 85. Purchasing in the Homeless Service (Report Issued September 2015)






Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<u>10. Security Marking of Valuable Items</u> Valuable items are not marked as belonging to WDC. This helps identify items if they were to be removed from the premises and later recovered (Low Risk)	Options on how best to mark items are being considered.			31-Oct-2015	31-Dec-2015	Janice Lockhart	It should be noted that the priority recently for the Furnishing Contractor has been to ensure that the 10 properties for the Syrian refugee families are fully carpeted and furnished within the agreed timescales and this has caused a delay in this action being progressed. The Furniture Contractor has been able to source a 'grinder' to mark the white goods permanently. This process will start towards the end of week commencing 23rd November 2015. This action has no milestones.

Appendix C



External Audit Reports

Generated on: 01 December 2015





Project 15. Annual Report on the 2012/13 Audit

Risk Identified	Action Status Progress Bar	Original Due Date of Action	Actual Due Date of Action	Sub-Action Code	Planned Management Action	Sub-Action Progress Bar	Sub-Action Status Icon	Sub-Action Due Date	Sub-Action Assigned To	Sub-Action Latest Note
<p>4. Financial Pressure: The Council currently has an assumed cumulative funding gap of £21.68 million over the period 2013/14 - 2016/17 and continues to face an increase in demand for services due to the current economic climate and changes in demography.</p> <p>Risk: The Council may not be able to generate efficiencies and savings to bridge the funding gap.</p>		31-Aug-2016	31-Aug-2016	CS/EAAP/117a	The Long Term Financial Strategy going to Council on 30 October 2013 asks CMT to identify efficiencies for forward planning to meet the anticipated gap.			30-Oct-2013	Stephen West	Updated Long Term Financial Strategy provided to and agreed by Council on 30 October 2013.
				CS/EAAP/117b	Updates of the Long Term Financial Strategy will be presented to Council on at least an annual basis to update the projections as new information becomes available.			31-Aug-2016	Stephen West	Three milestones have been completed. The remaining milestone is to complete the annual update of the long term finance strategy in 2016/17.




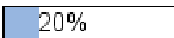
Project 17. Annual Report on the 2013/14 audit


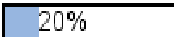


Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<p><u>4. Sickness Absence</u> The council are continuing to focus on improvement attendance at work and have set challenging targets to be achieved by 2017. Whilst there has been some improvement in teacher attendance in the past 12 months there has been no clear improvement in local government employee attendance.</p> <p>Risk The Council are not achieving best value from the staff resources available to them.</p> <p>Recommendation The council should consider the effectiveness of current activity and continue to seek new approaches to decrease absenteeism.</p>	<p>Work is currently ongoing within all council departments to ensure that the attendance management policy is consistently and effectively applied and that good practice in relation to improve levels of attendance is shared.</p> <p>The Attendance Working Group consider the effectiveness of current activity and continue to seek new approaches to support managers and decrease absenteeism.</p> <p>Workforce Management System functionality will be enhanced to provide more detailed recording and reporting of absences and of management actions taken.</p> <p>A renewed communications campaign will be launched to increase awareness amongst staff.</p>			31-Mar-2017	31-Mar-2017	Paul McGowan	<p>The revised Attendance Management Policy was agreed at Corporate Services Committee on 12 August 2015 with an agreed implementation date of 1 October 2015. As part of the implementation and communication strategy an Employee Wellbeing Charter was developed jointly with Trade Unions. The implementation of the new policy will be supported by a series of manager masterclasses directed at middle managers across the organisation. Input to masterclasses will come for subject matter experts including our new occupational health providers who were appointed don 1 September 2015. individual departmental absence plans have been developed and are reported to departmental committees on a quarterly basis.</p> <p>There are seven milestones, four of which have been completed to date.</p>

Project 18. West Dunbartonshire Council: Review of Key Internal Controls 2014/15 - June 2015

Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<p><u>8. One Internet Connection</u> The Council only have a single internet connection which enables the receipt of data.</p> <p>Risk: failure in connectivity could impact on Council operations which require the receipt of external electronic data.</p>	<p>Work is already in progress as part of shared data centre project with East Dunbartonshire, which has several phases. Initial testing of the outbound traffic over resilient line required manual intervention and work is in progress to automate the failover process. Solution design for inbound internet failover is agreed and implementation planning in progress.</p>			31-Dec-2015	31-Dec-2015	Brian Miller	Nov 15 - Unable to progress this due to network stability issue with Capital MPLS WAN. Date with Capita to be scheduled once network stability has resumed and been confirmed
<p><u>9. Cyberattack Response Plan</u> The Council do not have a cyberattack response plan.</p> <p>Risk: The Council may take longer than required to recover from a cyberattack.</p>	<p>A Cyber Exercise is scheduled for August 2015 with one of the outputs being the development of a Cyberattack Response Plan.</p>			31-Dec-2015	31-Dec-2015	Iain Kerr	On track. This action has five milestones, of which four have been completed to date. A Cyber Exercise was held on 19 August involving council Officers and representatives from the Scottish Government and Audit Scotland.

Project 19. Annual Audit Report on the 2014/15 audit




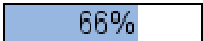

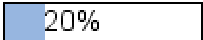
Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
<p><u>1. Usable Reserves</u> The council has the third lowest usable reserves position in relation to net revenue stream out of the 32 Scottish local authorities.</p> <p>Risk: The council may not have sufficient reserves to protect itself against unforeseen events or reductions in future funding.</p> <p>Recommendation: The council should consider whether its current policy on holding unallocated reserves provides a balance between meeting current obligations and preparing for future commitments.</p>	<p>The revised long term Finance Strategy was reported to Members in August 2015. In setting the budget for 2016/17 and future years Members will have the opportunity to budget to increase reserves.</p>			10-Mar-2016	10-Mar-2016	Gillian McNeilly; Stephen West	Reserves position was reported to Council in October 2015 and will be considered by members at the budget setting meeting in February 2016
<p><u>2. Financial Planning</u> The council currently has an estimated cumulative funding gap of £6.80 million over the period 2015/16 - 2017/18 and continues to face an increase in demand for services due to the current economic climate and changes in demographics.</p> <p>Risk: The council may not be able to generate sufficient efficiencies and savings to bridge the funding gap.</p>	<p>The council recently agreed an update to the long term finance strategy and updates will be provided to Members at least annually.</p> <p>The intended roll out of priority based budgeting is planned to be implemented to inform the budget process for 2017/18 onwards.</p>			10-Mar-2018	10-Mar-2018	Gillian McNeilly; Stephen West	The Council updated and reported its 3 revenue projections to Council in October 2015 and will continue to update Members through the budget process and beyond. Initial meetings have taken place to discuss the process for consultation required to take forward priority based budgeting



Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
Recommendation: The council should continue to keep its long term financial strategy under review and progress its intention to roll out priority based budgeting.							
<p>3. Treasury Management The council continue to have high levels of debt in comparison with other Scottish local authorities with this debt, and the servicing of it. Increasing to support the council's capital programme.</p> <p>Risk: Servicing of debt may pre-empt the best use of the council's finances.</p> <p>Recommendation: The council should ensure they maintain a balance between delivery of capital projects and the affordability of the debt required to finance the capital programme.</p>	<p>It should be noted that the council's debt levels include PPP and HRA debt which not all councils have.</p> <p>A review of the general fund capital plan is underway to be agreed early 2016. This update will consider ongoing affordability of the capital plan.</p> <p>An update of the HRA capital plan will be considered by Council in early 2016 and will consider ongoing affordability of the capital plan.</p>			10-Mar-2016	10-Mar-2016	Richard Cairns; Gillian McNeilly; Stephen West	Officers are currently undertaking a capital refresh exercise, with a view to reporting an updated position to Council in February 2016. Any changes to current projections affecting the Council's debt position and loan charges, will be taken account of within projections reported to Members through the Revenue Estimates and the Treasury Management Strategy
<p>4. Integrated Joint Board Financial cut off arrangements are not currently in place to support the transition of services to the new joint board.</p> <p>Risk: There is a risk that income and expenditure will be classified in the wrong financial period or organisation.</p>	Officers await guidance on this subject from the IRAG (Integrated Resource Advisory Group). Options for managing this will be considered and officers will consult with external auditors as to appropriateness of approach.			31-Dec-2015	31-Dec-2015	Jeanne Middleton; Stephen West	Work is underway to test and support the accuracy in the recording of financial transactions during the closedown of the former CHP arrangements and the establishing of the new Health and Social Care Partnership Board. It is anticipated work will be completed by end of December.

Recommendation	Agreed Action	Status	Progress Bar	Original Due Date of Action	Actual Due Date of Action	Assigned To	Note
Recommendation: Procedures should be established to support accuracy in the recording of financial transactions during the close down of the former partnership arrangements and establishment of the new integrated joint board.							



Local Scrutiny Plan 2015/16

1. Housing and Homelessness











Code & Title	Status Icon	Progress Bar	Due Date	Latest Note	Ownership Assigned To
H/2015/HCS/07 Refresh Housing Asset management plan to identify key risk stock and take appropriate action			31-Mar-2016	Action on track - 14/15 data to be used to inform modelling exercise. There are four milestones, of which three have been completed.	John Kerr 2
H/2015/HCS/13 Improve performance around void houses			31-Mar-2016	Action on track, action plan has been developed and implementation monitored by Void Scrutiny Group. There are three milestones, two of which have been completed.	Andy Cameron
H/2015/HCS/23 Carry out a service review of rent collection service within Council and implement agreed improvement actions			31-Mar-2016	Action on track - analysis of rent collection performance of other local authorities has been carried out and self-assessment of rent collection provision is underway and due to be completed within set timescale. There are five milestones, of which one has been completed.	Helen Turley

H/2015/HSD/06 Carry out comprehensive Tenant Satisfaction Survey to inform service delivery			31-Mar-2016	Action on track, fieldwork completed and results due to be reported to Committee as planned. There are three milestones, of which three have been completed.	Stefan Kristmanns
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2. Absenteeism

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note	Ownership Assigned To
CS/EAAP/140 4. Sickness Absence			31-Mar-2017	The revised Attendance Management Policy was agreed at Corporate Services Committee on 12 August 2015 with an agreed implementation date of 1 October 2015. As part of the implementation and communication strategy an Employee Wellbeing Charter was developed jointly with Trade Unions. The implementation of the new policy will be supported by a series of manager masterclasses directed at middle managers across the organisation. Input to masterclasses will come for subject matter experts including our new occupational health providers who were appointed don 1 September 2015. individual departmental absence plans have been developed and are reported to departmental committees on a quarterly basis. There are seven milestones, four of which have been completed to date.	Paul McGowan

3. Efficiency

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note	Ownership Assigned To
CS/15-16/FAR/010 Review and update the Council's long-term finance strategy and report to Elected Members			31-Aug-2015	Complete – reported to August Council.	Gillian McNeilly
CS/15-16/FAR/011 Monitor monthly agreed savings options & management adjustments through the budgetary control process			31-Mar-2016	period 6 reported to Council 28 October 2015	Gillian McNeilly
CS/15-16/FAR/012 Monitoring of progress through the CMT of strategic projects planned for review during 2015/16, for report to future council/committees with a view to increasing income / reducing costs for the Council			31-Mar-2016	In progress.	Gillian McNeilly
CS/15-16/FAR/013 Prepare and deliver short, medium and long term budgets through robust financial planning which reflect the Council's (& other bodies) corporate aims and objectives			28-Feb-2016	draft budget position reported to Council October 2015	Gillian McNeilly
CS/15-16/FAR/014 Consider revision to the budget preparation timetable to allow additional time for the consultation process			30-Apr-2015	Complete – reported to Council.	Gillian McNeilly