

INTERNAL AND EXTERNAL AUDIT REPORT FOLLOW UP 2022-23

1.0 INTRODUCTION

- 1.1 Internal and external audit reports include an action plan with a management response establishing the agreed action, timescale and responsible officer. Internal Audit record these in a database and, on a monthly basis, follow them up to ensure they are being progressed.
- 1.2 This report updates the committee on all open actions as at 30 September 2022 including information on actions where the agreed implementation date has been rescheduled.

2.0 RECOMMENDATIONS

- 2.1 To endorse the contents of the report.

3.0 DETAIL

- 3.1 The two tables below provide a numerical summary of open audit actions with a split between actions due by and due after 30 September 2022.

Table 1 - Actions Due by 30 September 2022

SMT/Service	Complete	Delayed/ Rescheduled	No Response	Evidence Required	Total
Internal Audit					
CE – Financial Services	2	2	0	0	4
DH – Commercial Services	2	1	0	0	3
DH – Legal & Regulatory	1	0	0	0	1
DH – Learning & Teaching	0	1	0	0	1
DH – Lifelong Learning & Support	2	2	0	0	4
KF – Customer Support Services	2	1	0	0	3
KF – Development	1	0	0	0	1

& Economic Growth					
KF – Roads & Infrastructure Services	4	5	0	0	9
H&SCP (IJB) – Adult Services (Older Adults & Community Hospitals)	0	3	0	0	3
H&SCP (IJB) – Finance & Transformation	0	1	0	0	1
H&SCP (SW) – Adult Services (Mental Health Learning Disability, Addictions & Lifelong Conditions)	0	1	0	0	1
External Audit					
Nil					
TOTAL	14	17	0	0	31

Table 2 - Actions due after 30 September 2022

SMT/Service	Complete	Delayed/ Rescheduled	No Response	On Course	Evidence Required	Total
Internal Audit						
CE – Financial Services	0	5	0	0	0	5
DH – Commercial Services	0	0	0	3	0	3
DH – Legal & Regulatory	0	0	0	4	0	4
DH – Learning & Teaching	0	0	0	2	0	2
DH – Lifelong Learning & Support	0	0	0	1	0	1
KF – Customer Support Services	0	1	0	3	0	4
KF – Development & Economic Growth	0	0	0	1	0	1
KF – Roads &	0	1	0	1	0	2

Infrastructure Services						
H&SCP (IJB) – Adult Services (Older Adults & Community Hospitals)	0	1	0	0	0	1
H&SCP (IJB) – Strategic Planning & Performance	0	0	0	2	0	2
H&SCP (SW) – Adult Services (Mental Health Learning Disability, Addictions & Lifelong Conditions)	0	1	0	0	0	1
External Audit						
Nil						
TOTAL	0	9	0	17	0	26

3.2 Appendix 1 provides further detail on actions that have either been delayed and rescheduled or for which Internal Audit have received no response from the service to inform this follow up.

4.0 CONCLUSION

4.1 Satisfactory progress continues to be made implementing audit actions and we are pleased to note that we received responses from all those contacted.

5.0 IMPLICATIONS

- 5.1 Policy - None
- 5.2 Financial - None
- 5.3 Legal - None
- 5.4 HR - None
- 5.5 Fairer Scotland Duty - None
- 5.5.1 Equalities – None
- 5.5.2 Socio-Economic Duty – None
- 5.5.3 Islands Duty - None
- 5.6 Risk –None
- 5.7 Customer Service – None

**Paul MacAskill
Chief Internal Auditor
20 December 2022**

For further information contact: Paul MacAskill, 01546 604108
Paul.macaskill@argyll-bute.gov.uk

APPENDICES

Appendix 1 – Action Plan Points Delayed & Rescheduled or with No Response

Appendix 1 - Action Plan Points Delayed & Rescheduled or with No Response

No Response						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
Nil						

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
Financial Services – Capital Monitoring	<p>Capital Programme Training</p> <p>There is no training programme to support officers involved in the management of the Council's capital programme. It would be beneficial to engage with project managers to identify training needs and address these through the development of a training programme to help ensure a consistent and</p>	Medium	Training documentation to be created that project managers can refer to. Refresher training to be provided for existing Project Managers and a plan put in place for training for any new staff that have capital budget monitoring responsibilities.	30 June 2022 30 September 2022 31 March 2023	<p>While ongoing training and support has been provided to project managers, the creation of a procedure manual and upload of training to LEON has not yet happened due to staff absence. This outstanding element of the action will be progressed over the coming months.</p> <p>Delayed and Rescheduled</p>	Finance Manager

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	robust approach to capital project management. In particular this should include training on capital project profiling.					
Financial Services – Systems Interfaces & Reconciliations	General Ledger Reconciliations There is no reconciliation performed between the source system and the general ledger for ResourceLink.	Medium	Reconciliations will be performed following consideration of data and technical requirements.	31 March 2021 31 December 2021 30 June 2022 30 September 2022 31 October 2022	Further work to be completed to produce a report from Resource Link and the new Oracle Fusion system so that the two systems can be reconciled. Delayed and Rescheduled	ResourceLink – Pensions & Payroll Officer
Commercial Services – Contract Management – Property Services	Concerto In order to present cost KPI data the Contract Manager needs to extract data from Concerto and manipulate it in Excel using pivot tables. There would be merit in investigating whether the required KPIs can	VFM	Investigate and develop functionality of Concerto as necessary to minimise data manipulation and therefore officer time.	30 September 21 31 March 22 30 September 22 31 December 22	Delivery has been materially affected by property services restructure as there has been a resignation and 2x posts have been changed who would have delivered this. New post holders appointed in late summer 2022 and investigation work now underway to	Property Maintenance Manager

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	be generated via a standard reporting package rather than through data manipulation although we acknowledge there may be a cost involved in this which would need to be considered.				complete task. New timescale added. Delayed and Rescheduled	
Learning & Teaching – ICT Remote Working	Education Management Circular 1.18 – Use of Internet and Glow The circular requires parental consent for pupils to access the internet and GLOW, however, this form is no longer required.	Low	Education Management Circular 1.18 will be updated to reflect current requirements.	31 August 22 31 October 22	There was a delay due to change in Education Manager. Updated procedure being presented to Education Management Team on 18th October 2022 and will be updated on website by 31st October. Delayed and Rescheduled	Digital Lead – Education
Lifelong Learning & Support – Early Learning & Childcare Parental Satisfaction	Parental Engagement and Home Family Learning Strategy. The overarching Parental	Low	Education staff will undertake a review of establishments to confirm which have a formal written Parental	30 September 22 30 December 22	As part of the Early Years Quality Assurance visits, the Early Years team are undertaking these checks. This is	(Acting) Education Manager

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	Engagement Strategy requires that all ELC establishments develop and publish their own Parental Engagement and Home Family Learning Strategy. Three of the four establishments reviewed were unable to provide a copy of their Parental Engagement and Home Family Learning Strategy		Engagement and Home Family Learning Strategy in place and support development of one if not in place.		to avoid additional workload whilst supporting settings through recovery. Each area will update and record this information within our EY drive. Delayed and Rescheduled	
Lifelong Learning & Support – Pupil Work Placements	Reporting There are no periodic management reports on pupil work placements. These would form an important understanding of the success and challenges of work placements and	VFM	Identify and agree meaningful KPIs for new service plan, monitoring and reporting. Implement new KPI data collection in schools. Establish robust reporting framework including EMT and CSC.	30 June 22 31 December 22	The precise means of reporting to CSC - whether as an addition to an existing report or as a short separate report - has still to be finalised. Regular reporting to EMT on all aspects of Developing the Young Workforce, including work	Head of Education - Support & Lifelong Learning

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	facilitate discussions about how to overcome some of the barriers which are resulting in a decreasing pool of employers signing up to the scheme.				placements, is in place. Consultation with schools on KPIs is in process and also will be complete, and KPIs in place, before Christmas. Delayed and Rescheduled	
Customer Support Services – Workforce Planning	Monitoring Strategic Workforce Plan Actions There is no consolidated process for monitoring and tracking the actions agreed in the Strategic Workforce Plan meaning it is difficult to assess progress toward delivering it or its impact. As the Plan is due to be refreshed in 2022 it is not deemed a	Medium	Include milestones for progress reporting in the revised Workforce Plan.	30 September 22 31 January 23	The HROD Manager has been working closely on the CEO's Change Programme and is now adapting the draft SWFP to reflect the agreed priorities of the Change Programme, building on the previous draft SWFP that was considered by ELT in July 2022. This will be brought forward to ELT in November 2022 with a final version now targeted for completion by Jan 2023.	HROD Manager

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	valuable use of resource to implement a monitoring process for the current iteration of it however this should be considered to support the revised plan.				Delayed and Rescheduled	
Roads & Infrastructure – Street Cleaning	<p>Partnership Agreement</p> <p>Oban Business Improvement District (BID) has agreed to fund an additional seasonal street sweeper employed by the Council. The street sweeper has been appointed through the Council's recruitment process, however no formal agreement is in place and income from BID has not been received.</p>	High	Formalise arrangements with Oban BID for the funding of the seasonal street sweeper	30 April 22 30 September 22 31 December 22	<p>The partnership continues to work with the BIDS group funding additional street sweeping services in Oban. Discussions are ongoing with colleagues in Legal Services to establish a partnership agreement.</p> <p>Delayed and Rescheduled</p>	Operations Manager, Roads & Infrastructure Services

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
Roads & Infrastructure – Street Cleaning	<p>Updating of ELM</p> <p>Local Environment Teams (LETs) are not currently using tablet devices to indicate that work allocated has been completed. Supervisors are updating the system in some areas but this is not consistent across the Council.</p>	Low	Reintroduce use of handheld devices subject to ongoing Covid restrictions etc. to allow efficient updates to ELM.	31 July 22 31 December 22	<p>We are experiencing some hardware problems and access issues. Refresher training has been arranged and will take place during the month of October.</p> <p>Delayed and Rescheduled</p>	Operations Manager, Roads & Infrastructure Services
Roads & Infrastructure – Street Cleaning	<p>Recharging for sweeping of Council car parks</p> <p>The Council's income generating car parks are recharged for street sweeping according to information retained in work schedules rather than actual work taking place, additionally the Council's non-</p>	VFM	Ensure that timely and accurate recharges are carried out and a system in place to ensure that this is regularly taking place.	31 March 22 30 June 22 30 September 22 31 December 22	<p>A proposed specification has been forwarded to N & S colleagues for approval this proposal makes the necessary amendments for the service to be delivered within budget.</p> <p>Delayed and Rescheduled</p>	Operations Manager, Roads & Infrastructure Services

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	income generating car parks are not recharged for sweeping.					
Roads & Infrastructure Services – Warden Services	<p>Second Bin Service Verification</p> <p>Wardens are expected to verify the veracity of applications from customers for a second domestic bin service. This requires the warden to confirm that information provided by the customer is accurate and meets the defined criteria. The information provided to substantiate an application can be very personal and sometimes of a sensitive medical nature. Wardens have been asked to provide this</p>	High	<p>Review the process for:</p> <p>Review the second bins that are in place and the process for rationalising. This review to also give consideration to composition and identify opportunity to increase recycling and reduce general waste.</p>	30 September 22 31 December 22	The roads and amenity administration staff have pulled together the information in relation to bins that have been approved. We are now in the process of identifying those who have received a bin for medical needs these will be eliminated from the future assessment of those applicants who will be invited to re-apply. This is in line with the advice received from the governance team. The service are also in the process of drafting a new waste policy to further increase recycling and reduce general waste.	Operations Manager, Roads & Infrastructure Services

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	<p>service but have received no formal training in how to ensure a customer's dignity is maintained or to ensure they are aware of the requirements of General Data Protection Regulation (GDPR) in relation to personal data for this specific process.</p> <p>Due to the sensitivity of this process, and the potential risks associated with data protection it is recommended that the current verification process is reconsidered to determine if it is appropriate to maintain it in its current form. If it is decided it should</p>				Delayed and Rescheduled	

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	be retained then there should be engagement with the Council's Governance and Risk Manager to ensure it is being carried out in full compliance with GDPR.					
Roads & Infrastructure Services – Fleet Management	<p>Driving Hours Compliance</p> <p>Fleet drivers not subject to EU legislation maintain manual driving records which are handed to supervisors on a weekly basis to check and sign. This is a resource intensive process which is subject to human error. There would be clear process efficiency gains and less risk of error if the Council adopted the system already</p>	Low	The key officer will ensure that all drivers hold and use tachograph cards to move away from the paper book records.	31 December 20 31 March 21 30 June 21 31 March 22 30 June 22 31 August 22 31 March 23	<p>Operation services continue to use a combination of electronic cards and hand filled forms, the combination of these systems ensures compliance can be monitored and the ongoing interim position pending a final solution being put in place.</p> <p>Delayed and Rescheduled</p>	Procurement/Technical Officer

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	in place for fleet drivers subject to EU legislation and rolled out electronic driver cards to all fleet drivers.					
ADULT SERVICES (OLDER ADULTS & COMMUNITY HOSPITALS) – HSCP Care Programme Approach	CPA Training There is no programme of CPA training available to relevant HSCP staff to ensure a consistent approach to CPA service provision across the HSCP.	High	A training programme will be developed once key service staff are recruited.	30 September 22 28 February 23	A further delay is required due to a failure to recruit a member of staff to implement the recommendation. An offer has now been made and accepted, a start date has not yet been confirmed. End February 2023 now considered realistic. Delayed and Rescheduled	Service Manager
ADULT SERVICES (OLDER ADULTS & COMMUNITY HOSPITALS) – HSCP Care Programme Approach	Client Records There is no consistent agreed process for maintaining client records, including the recording and sharing of	High	HSCP expect to transition to new Eclipse system. Implementation of the new system and associated processes and procedures will address this	30 June 22 30 September 22 31 March 23	A further delay is required as the Eclipse project implementation has been delayed. The roll out of Eclipse is now due to commence in January 2023.	Service Manager/ Eclipse Project Manager

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
	information.		recommendation and the Data Officer will be involved in the development of processes and procedures.		Delayed and Rescheduled	
ADULT SERVICES (OLDER ADULTS & COMMUNITY HOSPITALS) – HSCP Care Programme Approach	Carefirst Carefirst does not have a specific identifier category for clients on the CPA programme. Carefirst will be replaced by the system Eclipse system in June 2022.	Medium	Service is moving to Eclipse on June 2022, an identifier category will be included.	30 June 22 30 September 22 31 March 23	A further delay is required due to the delayed implementation schedule for Eclipse. Roll out Eclipse is now expected to commence in January 2023. Delayed and Rescheduled	Service Manager/ Eclipse Project Manager
Finance & Transformation – H&SCP – Complaints Handling	Training Training should be provided in the complaints handling procedures for the IJB	Low	Complaints Handling Training will be incorporated into staff training processes	30 September 22 30 November 22	This is now complete in respect of council employees but still to be confirmed in respect of the NHS. Delayed and Rescheduled	Chief Nurse-NHS Highland

Action Plan Points Due by 30 September 2022 – Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer
Adult Services (Mental Health Learning Disability, Addictions & Lifelong Conditions/CSWO – SW – Charging for Non-Residential Care Services	<p>Service Uptake Data</p> <p>Records held on Carefirst do not allow for an analysis of the level of service uptake compared to those assessed as having a need. If this analysis could be performed it would help inform discussions and decisions in relation to service uptake, charges and barriers to uptake.</p> <p>It would be advisable to progress this issue in conjunction with the CareFirst replacement programme which is scheduled to be complete by April 2022.</p>	VFM	<p>Recommendation accepted. Further discussion will be held with supplier to include service uptake functionality and reporting capabilities on new system from April 2022.</p>	<p>31 March 22 30 September 22 31 March 23</p>	<p>Further delay required due to Eclipse implementation being postponed to Jan 2023. A phased approach to roll out of the new system will be taken.</p> <p>Delayed and Rescheduled</p>	Deputy Head of eHealth HSCP

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
Financial Services – Capital Monitoring	Capital Programme Planning & Management Guide The Council's Capital Guide has not been revised since 2018 and requires a review to ensure it reflects current working practices and provides appropriate support to officers involved in the capital monitoring process. The Council is currently developing a new Capital Strategy which is to be presented to the Policy and Resources Committee in August 2021 and we recognise that a review of the Guide should be conducted after the	Medium	Capital Planning and Management Guide to be updated once the Capital Strategy has been approved to ensure the two are aligned and provide clarity.	31 March 22 30 September 22 31 December 22 31 March 23	Similar to the FTPP document, this is dependent on the completion of the capital strategy which the Head of Commercial Services has advised will not be going to P&R in October as intended. Date of this has been moved to 31st March, however this will be dependent on the completion of the Strategy in advance of this date to allow time for this to be progressed before the March deadline. Delayed and Rescheduled	Head of Commercial Services/Finance Manager

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	Strategy has been finalised to ensure the two documents complement each other and. The Guide could also benefit from being linked to, or referencing, other relevant Council processes, in particular the Project Management section on the Hub.					
Financial Services – Fixed Asset Register (AIRS)	<p>Fixed Asset Register Reconciliation to Service Records</p> <p>The exercise to reconcile AIRS to Concerto commenced in 2017/18 was not completed, additionally, there has been no reconciliation to other council records to ensure</p>	Medium	Work with Property Services to complete reconciliation between AIRS and Concerto. Look at other systems within the Council to identify any other opportunities to verify those assets not categorised as Operational Land & Buildings.	31 December 22 31 March 23	<p>Staff absence meant that this could not be progressed so was put on pause. Work has now began again with a revised completion date of 31st March.</p> <p>Delayed and Rescheduled</p>	Accountant - Capital

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	that all assets held by Council services are included on AIRS or removed when no longer in use or held as an asset.					
Financial Services – Fixed Asset Register (AIRS)	<p>Asset Record Maintenance</p> <p>There are inconsistencies in descriptions when recording Council assets across the various systems and asset references are not always available to aid cross referencing. This results in difficulties reconciling assets held in service records to the fixed asset system AIRS.</p>	Medium	Work with Property Services and Fleet to ensure systems record the same assets and refer to references on other systems.	31 December 22 31 March 23	<p>Staff absence meant this had to be put on pause but work has resumed and will be completed for 31st March.</p> <p>Delayed and Rescheduled</p>	Accountant - Capital
Financial Services – Following the Public Pound	Guidance on Following the Public Pound (FtPP) Although	High	Following the Public Pound guidance will be drafted to provide a consistent	30 June 20 31 December 20 30 June 21 31 December 21	Per previous updates, this cannot be completed until the Capital Strategy has been completed.	Head of Financial Services

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	<p>the Council has an approved process to manage external funding requests it is limited in detail, is not closely aligned to the Code of Guidance on Funding External Bodies and Following the Public Pound and there is a general lack of awareness amongst officers that it exists. Audit testing identified a number of areas of good practice within the Council and overall compliance with the principles of FtPP however there were examples of inconsistent practice. A more comprehensive guidance document should</p>		<p>approach to managing the award of external funds.</p>	<p>30 September 22 31 December 22 31 March 23</p>	<p>Indications from the Head of Commercial Services are that the Strategy will not be presented to P&R in October as intended therefore this has a knock on effect to the completion of this document. Date has been amended to end of March 2023, however this again will be dependent on the capital strategy being completed.</p> <p>Delayed and Rescheduled</p>	

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	<p>be established which provides a more standardised and tiered approach providing greater clarity over roles and responsibilities and standardised templates for key stages in the process including funding assessments and post award monitoring and reporting. The audit team researched a number of examples of FtPP guidance which had been created by other councils during the planning phase of the audit and can make these available to inform the creation of an Argyll and Bute equivalent.</p>					

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
Financial Services – Purchasing Cards	Inappropriate authorisation of transactions The Support Officer in the creditors' team approves a considerable number of pre-authorized transactions for catering staff and procurement staff. Furthermore creditors will also approve any outstanding transactions for other departments to ensure that the bank direct debit is completed within agreed timeframes.	Medium	The wording of the current monthly email to cardholders and approvers will be updated to remind them of their responsibilities. Once available, a one page procurement guide will be issued to all purchase card holders and approvers.	30 June 22 31 October 22 31 March 23	There is a delay with the changeover of the catering cards but this issue wholly lies with Brakes who are having issues setting up the change at their end – as a result we only have one catering card changed over when we initially expected all cards to be over by Easter and then summer break. Brakes are currently looking into this at their end therefore we are still using the existing credit card system for all other schools. Both the Creditors team and the bank continue to engage with Brakes on a regular basis to try and progress this as quickly as possible but it is out with our control. Delayed and Rescheduled	Creditors Supervisor/Creditors Support Officer
Customer Support Services – Sickness Absence	Dedicated HR Assistants	VFM	HR will review attendance trends and survey	30 June 21 31 December 21 31 March 22	Review will now be carried out with paper to SMT in December with data re	HR Team Leader

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	Development & Infrastructure and Education have a dedicated HR Assistant for Attendance who circulate reports on a monthly basis to the Heads of Service. The HR assistants provide analysis and trends over time on sickness absence. As there is no mechanism in place to assess the impact of a dedicated HR assistant on levels of sickness absence it is not possible to assess whether they are delivering value for money.		Development & Infrastructure and Education services to assess and report to SMT on how effective the dedicated HR assistants have been to their service.	31 July 22 31 December 22	absence cases supported and outcomes. Delayed and Rescheduled	
ROADS & INFRASTRUCTURE SERVICES – Fleet Management	Management of Pool Cars A high level analysis of the use of pool cars suggests the	VFM	The pool car module will be released through Tranman. The pool car module offers a centralised	30 September 20 31 December 20 30 June 21 31 December 21 30 April 22	Delayed and Rescheduled	Procurement/Technical Officer

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	Council could generate considerable savings through more efficient use of pool cars. Fleet Services should explore this further via a more detailed review which should consider the potential benefits of: <ul style="list-style-type: none"> · a more centralised approach to the administration and booking of pool cars. 		approach to bookings and visibility. The Council's internal communications department will be contacted to highlight the use of the pool cars. Work will be undertaken to increase usage.	29 July 22 30 September 22 31 December 22		
ADULT SERVICES (OLDER ADULTS & COMMUNITY HOSPITALS) – HSCP Care Programme Approach	CPA Procedures There are no agreed CPA written procedures, including client assessment processes, to ensure a consistent approach to CPA service provision across the HSCP.	High	Processes and procedures will be developed across Argyll & Bute to improve consistency and ensure service provision is appropriate across the region. This is subject to the recruitment of key posts within the	30 June 22 31 December 22 28 February 23	Implementation has been further delayed due to inability to recruit a member of staff to complete the work. The post has now been offered, start date to be confirmed. End February 2023 now a realistic implementation date. Delayed and Rescheduled	Consultant Nurse

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
			service which are currently vacant.			
ADULT SERVICES (MENTAL HEALTH LEARNING DISABILITY, ADDICTIONS & LIFELONG CONDITIONS/CSW O) – H&SCP – Impact of New Legislation	<p>NMAHP Implementation Group reporting</p> <p>The NMAHP Implementation Group is accountable to the NMAHP Workforce Planning & Development Group, which in turns reports to NMAHP Professional Leadership Committee and the Programme Board.</p> <p>Risk</p> <p>There is a risk that compliance with the Staffing Act is not being monitored and reported on with sufficient frequency, and</p>	High	<p>Recommendation</p> <p>The NMAHP Implementation Group should provide a work plan and update reports to the NMAHP Workforce Planning & Development Group in accordance with its Terms of Reference. Required actions arising from the reports should be clearly recorded on the NMAHP Implementation Group's action plan.</p> <p>Management Action.</p> <p>The NMAHP Implementation Group has been disbanded. All actions will be picked up by the NMAHP Oversight</p>	<p>31 May 21</p> <p>30 June 22</p> <p>31 December 22</p> <p>1 April 24</p>	<p>Nursing aspect complete. AHP aspect with NHS Highland for consideration. Legislation now expected to come into force in April 2024 (link provided below) https://www.rcn.org.uk/scotland/Influencing-On-Your-Behalf/SafeStaffingScotland.</p> <p>Delayed and Rescheduled</p>	Lead Nurse

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	<p>appropriate actions are not being taken where necessary.</p> <p>The NMAHP Implementation Group's Terms of Reference states that the group will provide an annual work plan and bi-monthly update reports to the NMAHP Workforce planning & development group in respect of:</p> <ul style="list-style-type: none"> • Adherence to the Common Staffing Methodology • Completion of establishment reviews (following SOP for establishment reviews) for all clinical areas with access to validated 		<p>Group. This group will report on actions to the IJB to provide the requisite assurance.</p>			

Action Plan Points Due After 30 September 2022 - Delayed & Rescheduled/Evidence Required						
Service / Report	Finding	Priority	Agreed Action	Dates	Comment	Responsible Officer / Status
	<p>tools by February 2020</p> <ul style="list-style-type: none"> • Develop schedule for annual tool run to be implemented from 2020 • Development of a Risk Register • Development of an Issues Log • Monitoring monthly any change to current establishments <p>However, whilst some oral updates have been provided at meetings of the NMAHP Workforce Planning & Development Group, the reports have not been provided to the group.</p>					

