



MINUTE

A & B

Audit and Scrutiny Committee
Council Chamber, Town Hall, Lerwick
Wednesday 30 April 2008 at 10am

Present:

F B Grains	A G L Duncan
R S Henderson	A J Hughson
C H J Miller	C L Smith
J W G Wills	

Apologies:

A T Doull

In attendance (Officers):

G Johnston, Head of Finance
S Cooper, Head of Environment and Building Services
D Williamson, Building Services Manager
D Coupe, Area Engineer, Maintenance
M Gordon, Human Resources Advisor
P Peterson, Performance Management Co-ordinator
S Pearson, Safety and Risk Manager
L Adamson, Committee Officer

Chairperson

Mrs F B Grains, Chairperson of the Committee, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

None.

Minute

The minute of the meeting held on 5 March 2008, was confirmed.

09/08 – Information on Capital Projects Past and Present

The Committee noted that Officers were undertaking detailed investigations into a number of projects and this information would be presented to a future meeting.

12/08 – Disabled Access to Ferry Terminals

In response to a query from the Chairperson regarding an alternative solution for disabled toilets at Grutness Pier, the Head of Environment and Building Services agreed to follow this up.

Min. Ref.	Subject	Action/Info
13/08	<p><u>Education and Social Care Directorate – Requested Detailed Budgets 2007/08</u></p> <p>The Committee noted a report by the Head of Finance (Appendix 1).</p> <p>In response to a question from the Chairperson relating to recruitment costs, the Performance Management Co-ordinator advised that the Council would be joining a national recruitment portal at the end of June. This portal would allow individuals to link to one central site to obtain information on all vacant local government posts in Scotland. Regarding costs, the Performance Management Co-ordinator advised that during the first year, there would be no charge to the Council to use the portal, and thereafter the cost would be £500 per month, for unlimited use. This should result in substantial savings, as some of the larger advertisements in national newspapers cost in the region of £1,000. The proposal would be that smaller advertisements would be placed in national newspapers/relevant supplements, informing of the link to the portal.</p> <p>Referring to training costs, the Chairperson said it was important that Council staff were highly trained, and therefore training should not be cut. Mr C L Smith suggested that more use should be made of the excellent training facilities in Shetland, and instead of several individual staff travelling to the mainland for training, one training provider could travel to Shetland.</p> <p>Mrs C H J Miller referred to the overtime and inlands allowance costs for staff at Islesburgh, and stated that for a facility that recharges for the use of its facilities, these were extraordinarily high. Mrs Miller requested that a more indepth report be prepared advising on the services that Islesburgh offers, and how the charges equate to the actual costs. During the discussion, Dr J W G Wills said that the Community Centre was an important facility, particularly for children and young people, however he accepted that there could be scope for savings. Some discussion took place regarding the facilities associated with Islesburgh, however the Committee agreed that the report would provide clarity, and the information requested would be reported to a future meeting.</p>	
14/08	<p><u>Private Use of Council Vehicles</u></p> <p>The Committee considered a report by the Performance Management Co-ordinator (Appendix 2).</p> <p>The Performance Management Co-ordinator introduced the report and outlined the information contained in Appendix 1, which provided detail on the investigation into the use of</p>	

Min. Ref.	Subject	Action/Info
	<p>Council vehicles to date.</p> <p>In response to a question from Mr A G L Duncan, the Performance Management Co-ordinator advised that the proposals to reduce fuel consumption were covered in Section 6.3, which included suggestions that employees share vehicles wherever possible. In response to a further question from Mr Duncan regarding fuel additives, the Performance Management Co-ordinator referred to the bullet point in Section 6.1.1, and suggested that the "Committee could endorse the pilot studies and recommend to Council that a report be prepared for Infrastructure Committee showing the results and the plans to fully develop the potential for fuel additives".</p> <p>Dr J W G Wills commented that this was a clear and comprehensive report, and he was pleased to note the involvement of the Unions, in addition to management. Dr Wills said that detailed investigations could be carried out on the staff that take Council vehicles home, however he considered that Managers could take on board the concerns raised, and be trusted to follow and implement the Private Use of Council Owned Vehicles Policy. He suggested that a follow-up report could be prepared after a year, and should no improvements be reported at that time, the Committee could request that further investigations be undertaken.</p> <p>In response to a query, the Performance Management Co-ordinator advised that the Council's Fleet Management Unit are responsible for the procurement of fuel. Mrs Miller stated that as the cost of fuel was absolutely crucial to the Council, she suggested that an investigation be carried out as soon as possible to find out whether sourcing fuel from outside Shetland would be a cheaper option.</p> <p>Mrs Miller referred to Section 6.1.1, and commented that the proposal to fully develop the potential of fuel additives was an excellent suggestion. She added that alternative fuels should be seriously considered, and when purchasing new vehicles fuel consumption should take priority.</p> <p>Mr A J Hughson stated that with the rising price of fuel, the practise of staff taking lorries home at night was a luxury that could not continue. He also considered that some larger vehicles could be downsized.</p> <p>In referring to the increasing costs for fuel, Mr C L Smith questioned whether this issue could be left for a year as suggested by Dr Wills. Mr Smith stated that there was a need to look at vehicle use and consider efficiencies, and suggested that management attend a meeting to provide further</p>	

Min. Ref.	Subject	Action/Info
	<p>information to Members.</p> <p>Mr A G L Duncan referred to the points raised by Mr Hughson and Mr Smith, and stated that he would like to see the recommendations in 6.1.1 and 6.1.2 fulfilled.</p> <p>Mr R S Henderson advised of instances when larger lorries, getting 8 miles to the gallon, were being driven home at night. He said it would be more economical to transport a number of employees in a van. Mrs Miller suggested that management should look closely at whether workers should be taking lorries home at night.</p> <p>Mr Smith advised that this investigation was not targeted at any particular member of staff, but was to look to make savings. He said that it was necessary for management to attend a meeting so that they are aware of the issues of the Committee. The Performance Management Co-ordinator noted that a number of issues had been highlighted for further investigation, and he agreed to arrange a meeting with the relevant managers to meet with Members of the Committee.</p> <p>Dr J W G Wills referred to the recommendation in the report and moved that the Committee approve the report, and that the practical measures are implemented as soon as possible. Mrs F B Grains seconded.</p>	PP
15/08	<p><u>Insurance Claims</u></p> <p>The Committee noted a report by the Safety and Risk Manager (Appendix 3).</p> <p>The Safety and Risk Manager provided Members with an illustration and explanation of an unplanned incident, and how the indirect costs can mount up, with other jobs delayed and overtime costs incurred.</p> <p><i>(Mr A J Hughson left the meeting).</i></p> <p>The Safety and Risk Manager then introduced the report, and advised that Appendix A contained information on the breakdown by Policy type of all insurance claims in 2007/08. She provided some explanation on a number of the individual claims in Appendix 2, and advised that Appendix 3 illustrated the variances in the claim patterns during the past three years.</p> <p>In response to questions from Mr C L Smith, the Safety and Risk Manager advised that the Council's risk management procedures were working well to keep incidents to a minimum, and the recent European tendering process has assisted in reducing insurance premiums still further. She advised that the Council's insurance policy was a 5 year contract, with an</p>	

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	<p>annual renewal. She added that the benefit of the 5 year contract was that the insurer would understand the business of the Council, and the work being done to control risks and therefore had the confidence to offer good premium rates.</p> <p>In response to a question from Dr J W G Wills, the Safety and Risk Manager advised that as the Council has a good risk management structure in place, which meant that the Council could self insure the first £1,000,000 on property claims and the first £25,000 on liability claims which produces a significant saving in premium.</p> <p>Dr Wills then enquired whether the Council would be covered for compensation claims by Lerwick Port Authority. The Safety and Risk Manager advised that it would depend on the basis of their claim but that if liability was demonstrated then it would.</p> <p><i>(Mrs C H J Miller declared an interest, as a Member of the Lerwick Port Authority).</i></p> <p>Dr Wills said that this would be an opportune time to refer to his letter to the Chair of Audit and Scrutiny Committee, which proposes that the Committee investigate the costs being incurred on the Bressay Bridge Project.</p> <p>The Chairperson stated that she had received the letter from Dr Wills.</p> <p><i>(Mrs F B Grains declared an interest, and therefore vacated the chair. Mr A Duncan, Vice-Chairperson took the Chair).</i></p> <p>Mr Duncan said that having read the letter, he considered that the Committee could follow up point No. 4, however he proposed that Members stay behind after this meeting to consider the content of the letter, to hear their views and to proceed from there. Dr Wills said that he had wished to notify the Committee of this request, and the issue would be for discussion in public, at a future meeting of this Committee. Mr Duncan reaffirmed that the matter would be discussed following this meeting and taken forward.</p> <p><i>(Mrs F B Grains assumed the Chair).</i></p> <p>The Safety and Risk Manager clarified that the costs of the claims associated with “Fire – Housing” included all damages to Council housing. Regarding malicious damage, she advised that the Council has an agreement with the Sheriff Court that the Council’s costs would be added to any fine handed down to the perpetrator.</p> <p>In response to a question from Mr Duncan, the Safety and Risk</p>	
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	<p>Manager advised that the Council deals with three main insurance companies – one providing the general package, another to cover ferries and the third for Sellaness (tug boats/operations/properties, etc.).</p> <p>The Chairperson noted that the number of insurance claims appeared to remain quite constant each year, however the value of the claims change. The Chairperson then thanked the Safety and Risk Manager for the information provided.</p>	
16/08	<p><u>Personal Injury Notifications (PIN) Incidents</u></p> <p>The Committee noted a report by the Safety and Risk Manager (Appendix 4).</p> <p>The Safety and Risk Manager summarised the main terms of the report, and advised on the importance of monitoring PIN incidents as reoccurring incidents can be addressed and preventative measures taken. Referring to Appendix 1, the Safety and Risk Manager explained that the increase in PIN incidents predominantly related to improved reporting procedures. Appendix 2 provided a breakdown of PIN incidents by Department for the past three years, and Members noted that not surprisingly, as they are front line services, the highest number of PIN forms had been submitted by the Education and Social Work departments. Members noted with concern the high number of incidents relating to ‘assaults’.</p> <p>The Safety and Risk Manager explained that the main proportion of ‘assaults’ related to individual clients at Social Care, and to children in playgrounds/gyms or those with additional special needs. She went on to advise that the Safety and Risk Service regularly get involved with these issues and a lot of work is being done to try to improve the situation.</p> <p>Dr J W G Wills stated that the reported figures on instances of ‘assault’ on staff were appalling, and he questioned whether new procedures should be developed to protect staff. The Safety and Risk Manager explained that often the clients are not aware of their behaviour and the incidents were most often not a deliberate attack. Staff often view these incidents as “going with the job” and can become desensitised to these types of situation, however there may well come a point in time when the situation becomes too much to bear for a member of staff and they find themselves under stress and no longer able to cope.</p> <p>Mr R Henderson referred to the reported incidences in the ‘Hit/Stabbed’ category, and asked whether any offensive weapons had been used. The Safety and Risk Manager</p>	

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	<p>reported that these instances referred to being poked at with any type of implement, no instances involving an individual being stabbed with a knife had been reported, although staff have received verbal threats of this kind.</p> <p>In response to questions from Mrs C H J Miller, the Safety and Risk Manager advised that Social Care staff were very good at assessing situations, however there have been instances in the past when care has had to be withdrawn/altered as a client has repeatedly abused their carers. She said she believed it is also possible for clients to be provided with the funding necessary to source their own care. She added that whilst the Council has a duty to its clients, it also has a duty to provide a safe working environment for its staff and it was really a case of trying to ensure that both duties were met. Mrs Miller suggested that this issue could be raised at the Performance Review Sessions.</p>	
17/08	<p><u>Occupational Health/Promoting Attendance</u></p> <p>The Committee noted a report by the Human Resources Manager (Appendix 5).</p> <p>The Human Resources Advisor summarised the main terms of the report, advising that the Service Plan had highlighted the increasing levels of absenteeism across the Council. Members noted that absenteeism was a matter that the Council takes very seriously, and the Human Resources Service would be working to improve absenteeism levels, to rank among the top eight Councils in Scotland, in line with the Council's corporate target.</p> <p>The Human Resources Advisor then provided an update on the Council's occupational health provision, advising of the proposal to carry out research with previous users of the occupational health service, to ascertain where improvements can be made to best promote the health of the workforce and to improve attendance statistics. She added that a new post of Senior Occupational Health Nurse had been established by NHS Shetland, and the newly appointed Senior Nurse would be taking up post at the end of June. This would assist in the development of the occupational health service, and it is anticipated that the health surveillance process would improve.</p> <p>In response to a question from Mr Duncan, the Human Resources Advisor advised that the health surveillance appointments were compulsory for certain staff and also for night workers.</p> <p>In response to a further question, the Human Resources Advisor reported that Shetland currently ranks quite low in the statutory performance indicators relating to absence rates,</p>	

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	<p>however, the Council has set a challenging target and all Services in the Council will work towards achieving improvements in attendance levels.</p> <p>Mrs C H J Miller said it was important to focus on preventative measures rather than cure, particularly with stress related issues. The Human Resources Advisor said that the Council's Staff Welfare Officer arranges confidential counselling for staff, and it is proposed that statistical information will be gathered regarding staff that have had support through the counselling/welfare service.</p> <p>Members noted that an update on the work to promote attendance across the Council, and the review of the occupational health provision, would be reported to a future meeting.</p> <p>Dr J Wills advised that he had provided the Performance Management Co-ordinator with a number of suggested areas for investigation by this Committee. It was reported that the current work programme was scheduled until the summer, when the suggestions could be considered for addition to the programme.</p>	

The meeting concluded at 11.45am.

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F B Grains
Chairperson



REPORT

To: **Audit and Scrutiny Committee
Shetland Islands Council**

**11 June 2008
25 June 2008**

From: **Performance Management Co-ordinator
Executive Services**

CE-25-F

Annual Audit and Scrutiny Committee activity report

1 Introduction

- 1.1 When the original Scrutiny Committee was established back in 2006, a requirement was established for a report to be produced for the Council each year, outlining the areas that the Committee had covered during the past 12 months and any outcomes that had arisen as a result of its activity.
- 1.2 The last activity report that was produced was in February 2007, prior to the Council elections and the restructuring of the Committee to include the audit function.
- 1.3 As well as reviewing Audit and Scrutiny Committee activity, this report also seeks to suggest ways in which its effectiveness could be enhanced, in light of feedback that has been gathered from Members and officers.

2 Links to Corporate Priorities

- 2.1 This report does not directly contribute to the priority areas set out in the Council's Corporate Plan 2008-11. However, the audit and scrutiny function is an important part of ensuring that the Council is challenging itself and delivering continuous improvement.

3 Areas covered

- 3.1 The following areas have been covered during the first year of Audit and Scrutiny Committee activity.
 - 2006-07 Statutory Performance Indicators, including comparison with Orkney Islands and Western Isles Councils;
 - Council's annual Efficiency Statement;
 - Audit Scotland report on SIC Statutory Performance Indicators;
 - Abstract of Accounts;

- Internal Audit - Six Monthly Internal Audit Progress Report - 2007/08;
- Disabled Access to Ferry Waiting Rooms;
- 'Abandoned' Vehicles in Shetland;
- Human Resources Internal Audit - Key Issues;
- Private use of Council Vehicles;
- Consideration of the Council's Risk Registers;
- Soft Road Verges;
- Capital Projects Past and Present;
- Education and Social Care Directorate budgets;
- Risk Management Board and Current Strategic Issues;
- Insurance Claims;
- Personal Injury Notification (PIN) Incidents;
- Occupational Health provisions / Promoting Attendance Strategy.

3.2 Members may wish to reflect on these areas and discuss how effective they feel the Committee has been.

4 Feedback received on effectiveness

4.1 Managers that have attended Audit and Scrutiny Committee meetings were asked to provide feedback on things they felt were working well. The responses indicated the following as being positives for the Committee.

- The fact there is an avenue to explore issues is welcome and the subject areas seem appropriate;
- The spirit of enquiry is alive and well within this Committee;
- It provides somewhere to discuss concerns that apply across several services (e.g. vehicle use);
- Increasing level of interest, awareness and knowledge amongst Council Members of a broad range of issues;
- Improving officer-Member working relationships by increasing contact and communication with those who may not otherwise have this;
- Committee members taking their role seriously, through both challenging and supportive behaviour;
- Informal pre-meetings work well to explore issues and discuss reports.

Members may wish to reflect on these and comment, as considered appropriate.

4.2 Feedback was also gathered on ways in which the Committee could improve the way it works. These can be summarised under the following themes:

Improved questioning

- Sometimes unclear as to the reasons why particular areas are being focused on and what the expected outcome of the scrutiny activity is;
- If specific questions are to be made it would be helpful if these could be advised in advance. Pre meetings with the Chair & Vice Chair of the Committee have helped in this respect, however this does not always address specific questions Members may wish answered. Advance

questions would be useful in that Members would receive an answer at the meeting and therefore help Officers provide professional answers to legitimate concerns instead of having to defer to a future meeting.

Better definition of lines of enquiry

- There was a feeling that there's a need to avoid a query becoming a major piece of work by other things being added in (perhaps through setting of clear terms of reference for officers to follow in gathering the required information);

Audit and Scrutiny role in relation to other Council Committees

- Need to be clear about the role and remit of the Audit and Scrutiny Committee – this being about ensuring the proper functioning of the Council, proper implementation of policy, and pursuit of better performance. It does not have a remit to provide specific instructions to officers or formulate policy;
- It has been suggested that there is a need for Members to be clearer on what is appropriate for the Audit and Scrutiny Committee to discuss and when an item needs to be referred to a separate Committee for a decision;

Selection of areas for scrutiny

- Need to select what they consider to be important issues and focus on them; not to try to pick up on every query anyone raises, or to try to fix everything in the Council at once.

Work Programme and communications

- Framework/schedule of services/issues for following 12 months should be publicised more widely. The notification of the need for a report for Committee does not always provide much time to be planned in to existing schedule of work.
- Feedback from committee following discussion on relevant issues or notice of items on agenda affecting/impacting on specific services. This would help to ensure that officers are aware of Audit and Scrutiny Committee members' interest and have a better picture of the context in which report has been requested.

Members are invited to reflect on these areas and discuss the way in which they could be taken on board to improve the effectiveness of the Audit and Scrutiny Committee.

5. Financial Implications

5.1 There are no financial implications arising from this report.

6. Policy and Delegated Authority

- 6.1 As described in Section 11 of the Council's Scheme of Delegations, the remit of the Audit and Scrutiny Committee includes reviewing Council performance information. However, as this report is reviewing the performance of the Audit and Scrutiny Committee, it is being referred to the Council for consideration.

7. Conclusion

- 7.1 This report has summarised the key areas of Audit and Scrutiny Committee activity during the first year of this Council. It has also sought to set out some feedback that has been gathered from Members and officers on the way the Committee is operating, in the spirit of continuous improvement.

8. Recommendations

- 8.1 I recommend that the Committee discuss the information in this report before it is then passed on to the full Council for further consideration.

May 2008

CE-25-F

INTERNAL AUDIT - 2008/09 PLAN**A. INTERNAL AUDIT ASSIGNMENTS**

New Assignments (Service)	Risk	Est. Staffing Days	Comments
Audits			
Capital Programme Service	H	60	1 st Quarter – Risk based audit
Roads – Network & Design	M	50	1 st Quarter – Risk based audit
Library	L	40	1 st Quarter – Risk based audit
Legal & Admin - Legal	M	40	2 nd Quarter - Risk Based Audit
Ferries	H	60	2 nd /3 rd Quarter – Risk based audit
Finance – Financial Accountancy	L	20	3 rd Quarter – Risk based audit
Ports & Harbours	H	80	2 nd /3 rd Quarter – Risk based audit
Transport	M	60	3 rd Quarter – Risk based audit
Finance – Income & Recovery / Cashiers	M	35	4 th Quarter – Risk based audit
Finance – Benefits & Rents	H	40	4 th Quarter – Risk based audit
Environment – Waste Services	M	30	4 th Quarter – Risk Based Audit
Environment – Burial Grounds	M	5	4 th Quarter – Risk Based Audit
Environment – Cleansing Services	M	30	4 th Quarter – Risk Based Audit
(Youth Work)			(2 nd Quarter – Risk Based Audit)
		550	
Reviews			
ICT		5	1 st Quarter. Specific review of key control area within ICT.
SUMS		10	Annual review on behalf of SFEFC. 2 nd / 3 rd Quarter
Performance Indicators		10	Review in conjunction with External audit 2 nd quarter
Software Review		10	Corporate Review – 2 nd Quarter
Remote Working Review		10	Corporate Review – 3 rd Quarter
		45	

F-021-Appendix 2

Follow – Up Audits			
ASN Investigation		10	1 st Quarter
Charitable Trust		10	1 st Quarter
Executive Office / Policy Unit		2	1 st Quarter
Legal & Admin - Admin		3	1 st Quarter
Human Resource Management		5	2 nd Quarter
Roads Maintenance		5	2 nd Quarter
Grants		5	3 rd Quarter
Emergency Planning		1	3 rd Quarter
Adult Learning		5	3 rd Quarter
Management Accountancy		2	4 th Quarter
Contract Compliance		1	4 th Quarter
Education		25	4 th Quarter
		74	

B. INVESTIGATIONS ADMINISTRATION & MANAGEMENT

Subject	R/Order	Staffing Days	Comments
Service Management (est)		100	
Administrative Duties (est)		50	
Investigations (est)		60	
Estimate		210	

F-021-Appendix 2

TOTAL STAFFING DAYS REQUIRED
TOTAL STAFFING DAYS AVAILABLE

879
879

C/fwd Audit Plan 07/08			
Youth Work		20	2 nd Quarter – Risk based audit
Single status review		20	To undertake after single status is implemented.
		40	

SUPPORTING NOTES

Criteria used for Staffing Day Availability

			Staff Days
Total Staffing Days	(52 x 5)	=	260 x 4.5
			1170
Less:			
Holiday Entitlement	(32 x 3) + (27 x 1.5)		(136.5)
Training / Study (est.)/	35 + 20 + 10		(65)
Policy Familiarisation			
Public Holidays	(6 x 4.5)		(27)
Sickness (est.)	(5 x 4.5)		(22.5)
C/fwd last years plan (est)			<u>(40)</u>
			291
Staffing Days available (per annum)			<u>879</u>

N.B. Training incorporates 15 days travel time



REPORT

To: Audit & Scrutiny Committee

11 June 2008

From: Service Manager – Internal Audit

INTERNAL AUDIT – Annual Report 2007/08 and Operational Plan 2008/09
Report No: F-021-F

1. Introduction and Key Decisions

- 1.1 This report is being presented to the Audit & Scrutiny Committee, as one of the Committee's roles is to act as the Audit Committee of Shetland Islands Council.
- 1.2 This report presents Members with an Annual Report (Appendix 1) of the activity of the Internal Audit Section for 2007/08. It also presents the Operational Plan (Appendix 2) for 2008/09. The Operational Plan is derived from the 6 Year Strategic Audit Plan initially approved by Executive Committee on 24 June 2003 and reviewed annually by Internal Audit.
- 1.3 The Annual Report is for noting. Members are also asked to note the planned coverage for 2008/09 as set out in the Operational Plan. This plan was presented to Executive Management Team. A six monthly report will be presented to the Audit & Scrutiny Committee to monitor progress against the Operational Plan.

2. Link to Council Priorities

- 2.1 Although not directly contributing to a specific corporate priority, this report, which provides Members with an update on audit activity, contributes to improving the arrangements for Member engagement in monitoring Council performance.

3. Background

- 3.1 The following are extracts from the CIPFA Code of Practice for Internal Audit in Local Government:
- 3.1.1 The Head of Internal Audit must produce an audit strategy. The strategy should be approved, but not directed, by the audit committee.
- 3.1.2 The Head of Internal Audit should prepare a risk-based audit plan designed to implement the audit strategy.
- 3.2 The purpose of Internal Audit, as defined in the Audit Charter attached as Appendix 3, is to reassure Council Members that:
- there is adequate monitoring of the internal control environment throughout Council operations so that serious breakdowns are avoided, and
 - the Council's system of internal control is both sound and effective so that its assets are safeguarded and its performance reporting can be accepted with confidence.
- 3.3 The role of the Audit Committee was approved by Audit & Scrutiny Committee on 31 August 2007.

4. Annual Report 2007/08

- 4.1 Appendix 1 details the Internal Audit activity for 2007/08, with a brief description of key audit issues identified since the six monthly progress report to Audit & Scrutiny Committee on 30 November 2007. Full copies of Internal Audit reports, the strategic plan and the annual plan can be found on Internal Audit's site on the Council Intranet.
- 4.2 Managers have generally undertaken to rectify issues through the agreed Action Plans to a satisfactory degree. From time to time the Audit & Scrutiny Committee may be asked for support when management are slow to respond to reports. It should be noted that tardy responses are the exception rather than the rule.
- 4.3 Within service areas subject to Internal Audit review, and assuming implementation of the recommendations made, reasonable assurance can be placed upon the controls in operation. Follow up audits will be performed during this financial year to ascertain whether recommendations have indeed been implemented in accordance with action plans.
- 4.4 The follow up audit of Social Care was disappointing. However, upon further review, I am now content with the revised Action Plan, which shows that positive solutions are being progressed.

- 4.5 Notwithstanding the issues highlighted in Appendix 1 from the work performed as part of the annual audit plan for 2007/08, Internal Audit concluded that the Council's system of internal control was adequate and effective to provide reasonable assurance that the assets were safeguarded, waste or inefficiency was avoided, reliable financial information was produced and that value for money was continuously sought.
- 4.6 Pervasive issues that continue to occur in virtually every audit is the frequent failure of staff to complete Register of Interests forms, correctly complete expense claims and observe basic purchase order and invoice procedures. In 2006/07 the prime risk identified was the lack of adequate disclosure controls within Social Care. It is pleasing that this situation has greatly improved
- 4.7 However any system of internal control can only provide reasonable, but not absolute, assurance against loss. Internal Audit can only provide reasonable comment that there are no major weaknesses in the systems they have reviewed.

5. Audit Planning

- 5.1 All Internal Audit assignments are performed in accordance with the annual audit plan. The plan is a prioritised schedule of assignments to be performed during the course of the financial year within the framework of the risk based Strategic Audit Plan. This can be located on Internal Audit's site on the Council Intranet. The annual audit plan for 2008/09 is attached as Appendix 2.
- 5.2 The Strategic Audit Plan was drawn up using a formal risk assessment model. The following risk factors were considered:

Risk Assessment for Strategic Audit Plan

Risk Category	Brief Description
Corporate Importance	Measures the potential effect on the organisation should the system catastrophically fail
Corporate Sensitivity	Measures the day to day sensitivity of the information processed, or the service delivered by the system
Inherent Risk	Measures the risk of the system or assets to error, loss, irregularity, illegality, inefficiency, etc
Control Risk	Measures the risk that weaknesses or errors will not be prevented or spotted by management's internal controls

- 5.3 The Strategic Audit Plan intends to complete audit coverage of all Council activities within a 6-year timeframe.

- 5.4 The nature of audit work is such that there needs to be a degree of flexibility built into the planning process. Audit assignments may highlight areas which require more investigation to be undertaken than was originally planned, or special investigations may be requested as a result of the identification of an area of concern. For those reasons, the audit plan may change if staff are required to reprioritise their work plan to undertake other duties. The Committee is asked to note that there may be amendments to the Operational Plan for 2008/09 in order to prioritise staff resources as required during the year.
- 5.5 The Council's Section 95 Officer (Head of Finance), statutorily responsible for ensuring proper financial administration in the Council, and the Executive Management Team are in agreement with the content of the plan.

6. Internal Audit Resourcing

- 6.1 The Internal Audit Service is now fully resourced with the new staff fitting into the team well and progressing with their individual training plans. It is therefore anticipated that the full audit plan should be achieved in 2008/09.
- 6.2 The Principal Internal Auditor has now passed her QICA (Qualification in Computer Audit) exams. The Audit & Finance Assistant has passed exams towards her AAT qualification (Association of Accounting Technicians) and the Technical Assistant has successfully achieved the ECDL (European Computer Driving Licence) qualification.

7. Strategic Audit Plan

- 7.1 The Audit Plan for 2008/09 has been prepared taking due cognisance of the 6-year plan and staffing resource which will be available within the service.
- 7.2 It should be noted that this plan will be kept under regular review.

8. Corporate Review

- 8.1 For 2007/08 it was intended that a Corporate Review of the Single Status process be undertaken. However, as this process is still ongoing this review will be undertaken in 2008/09, assuming the process is finalised.

9. Internal Audit Performance

- 9.1 For 2007/08 Internal Audit has performed 94% of their Audit Plan. This compares to 92% completion in 06/07. The achievement of 94% completion is directly attributable to the hard work of Internal Audit staff.
- 9.2 The performance target of issuing final reports within 14 days of audit testing completion was achieved in 100% of cases.
- 9.3 Internal questionnaires completed and returned by auditees indicate a high level of satisfaction with the service received. A recent independent survey of Executive Services undertaken by Organisational Development indicated all respondents were either fairly satisfied or very satisfied with the service Internal Audit provided.
- 9.4 During 2007/08 Internal Audit once again attained ISO 9001:2000 quality accreditation standard.

10. Financial Implications

- 10.1 There are no financial implications arising from this report.

11. Policy and Delegated Authority

- 11.1 As described in Section 11.0 of the Council's Scheme of Delegations the Audit & Scrutiny Committee remit includes consideration of audit matters and one of its roles is to serve as the Council's Audit Committee.

12. Recommendations

- 12.1 I recommend that the Audit & Scrutiny Committee:
 - (a) note the Annual Report 2007/08, set out at paragraph 4 and Appendix 1, which found no major control weaknesses in the systems subject to audit.
 - (b) note the annual Operational Plan for 2008/09 (Appendix 2) taking note that it may be necessary to amend this plan as required during the year in response to changing priorities.

Date: 3 June 2008
Our Ref: CMcl/DS

Report No: F-021-F

Audit	Auditee	Progress Report / Key Audit Issues
Charitable Trust	Acting General Manager	Reported to Audit & Scrutiny Nov 07.
Executive Office / Policy Unit	Administration Officer	Reported to Audit & Scrutiny Nov 07.
Emergency Planning	Emergency Planning Officer	Reported to Audit & Scrutiny Nov 07.
Legal & Administration - Administration	Administrative Services Manager	Reported to Audit & Scrutiny Nov 07.
Roads Maintenance	Roads Maintenance Manager	Reported to Audit & Scrutiny Nov 07.
Human Resource Management	Human Resources Manager	Reported to Audit & Scrutiny Nov 07.
Management Accountancy	Management Accountancy – Service Manager	<p>The key audit issue identified was that CHRIS access rights for Management Accountancy required review, as they were not appropriate. Resolution of this matter lies with ICT. Internal Audit are currently conducting testing to determine whether this issue is pervasive throughout the Council.</p> <p>Other audit issues identified were acknowledged and commitment to resolve given.</p>
Contract Compliance	Contract Compliance Manager	<p>No key audit issues were identified and commitment was made to address the issues that were identified.</p> <p>Key observations were made in relation to initiatives progressed such</p>



		as the approved contractor list which require adequate resource allocated. I understand this was to be progressed through EMT. In addition the need for training in procurement was identified. This has been progressed. The Chief Executive is currently progressing the Council's strategy in relation to procurement.
Adult Learning	Adult Learning Manager	<p>The key issue was not all staff and tutors had been Disclosure checked.</p> <p>A number of other issues were identified. Commitment has been made to address all audit issues identified.</p>
Grants	Grants Officer	No material issues were identified during the audit.
Education	Head of Schools	<p>Three key audit issues were identified:</p> <ul style="list-style-type: none"> ○ A review requires to be undertaken to make certain that all relevant employees are Disclosure checked and an escalation process introduced where existing employees are not complying. The Disclosure Policy including the 3 yearly renewable programme must be adhered to. Internal Audit possesses software which would assist in implementing an annual blanket check. ○ Council Standing Orders require to be applied in connection with all contractible services in order for best value, Council Policy and legislation to be observed. Associated documentation must be complete. ○ The responsibilities, administration, security and accountability in connection with School Funds require to be reviewed and thereafter, where applicable, appropriate guidance, training and template documentation circulated.

		A number of other issues were identified with commitment made to address the situation.
Youth Work	Youth Development Officer	Audit re-scheduled for 08/09

Follow up Audit	Auditee	Progress Report
ICT Inventory	ICT Unit Manager	ICT Manager now confident procedures being observed. It was agreed this would be incorporated within ICT Audit in 2009 / 10
Social Care	Head of Community / Head of Children's Services	Key audit issues identified within the report have either been addressed or are progressing towards resolution. However it was disappointing to note that many of the other issues identified had not been adequately resolved. The Executive Director of Education & Social Care, however, personally responded to the report which provided assurance that all matters would now be suitably progressed. It was further agreed with the Executive Director that a progress report would be requested in 6 months time.
Treasury	Treasury Accountant	All issues identified had been addressed or were being addressed.
Local Taxation	Senior Local Taxation officer	All issues identified had been addressed or were being addressed.
ASN Investigation	Head of Schools	Put forward until 08/09 at request of Executive Director of Education & Social Care



Investigations / Reviews	Requested by:	Progress Report
Corporate Review – Single Status	Strategic Audit Plan	Unable to progress until process is finalised
ICT	Strategic Audit Plan	A review of network controls operating in and outwith the Shetland Public Sector Network (SPSnet). All issues were agreed with an implementation date of May 2008.
SUMS College	Director – Shetland College	Reported to Audit & Scrutiny Nov 07..
Performance Indicators	Audit Scotland	Reported to Audit & Scrutiny Nov 07.
Procurement Checklist	Chief Internal Auditors Group	Reported to Audit & Scrutiny Nov 07.
Timesheet Investigation	Head of Finance	Staffing issue.



REPORT

To: **Audit and Scrutiny Committee**

11 June 2008

From: **Service Manager – Safety & Risk
Executive Services**

REPORT NO: LA-31-F

Update Report –Insurance Claims at “in progress” Status

1 Introduction and Background

- 1.1 The purpose of this report is to apprise Members of the number and value of “in progress” insurance claims currently being handled by Safety and Risk Services. The status “in progress” refers to insurance claims that have not yet been settled or repudiated.
- 1.2 Depending on the complexity of a claim, some can be live for a number of years before reaching settlement or repudiation stage. This is necessary in order for the claimant to have the chance to present evidence in support of their claim and also for the Council to be afforded a reasonable opportunity to put forward suitable defences, where appropriate. All claims are handled without unnecessary delay. Ongoing claims are subject to confidentiality and it is therefore not appropriate to provide more detail in this report without putting the claims in jeopardy, which would not be fair to the claimant, nor indeed to the Council.

2 Links to Corporate Priorities

- 2.1 This report supports Corporate Priorities in relation to the following sections of the Corporate Plan 2008:
 - Section 3 – Sustainable Organisation – Ensuring we are being efficient in everything we do.

3 Current Position

- 3.1 There are currently (as at 29 May 2008) 188 claims in progress with a collective value of £8,882,831. Of those 188 claims, 7 of them are individually valued in excess of £50k. The remaining 181 have an average individual value of £1642.
- 3.2 The breakdown of claims types is as follows:

Hull & Machinery	5	2003/04	3
Motor Vehicles	45	2004/05	1
Travel	12	2005/06	4
Public Liability	17	2006/07	27
Housing Properties	41	2007/08	125
General Properties	19	2008/09	28
Education Properties	27		
Industrial & commercial	1	TOTAL	188
Computers	5		
Employers Liability	5		
Hired in Plant	2		
Official Indemnity	3		
Protection and Indemnity	1		
Marine	5		
TOTAL	188		

- 3.3 The breakdown of the above list for the year to date totals 28 claims, with a collective value of £153,418. The spread of claims types for 2008-09 so far are as follows:

Hull & Machinery	1
Motor Vehicles	3
Travel	5
Public Liability	2
Housing Properties	8
General Properties	2
Education Properties	4
Industrial & commercial	1
Computers	1
TOTAL	28

4 Financial Implications

- 4.1 Provision is made within existing budgets to meet the cost of insurance policy deductibles.

5 Policy and Delegated Authority

- 5.1 The role of Audit and Scrutiny Committee is to carry out a corporate scrutiny role to evaluate the effectiveness of the Council as an organisation and ensure that effectiveness is actively monitored and measured, as detailed in Section 11 of the Scheme of Delegation.

6 Recommendations

- 6.1 I recommend that the Audit and Scrutiny Committee note the content of this report.



REPORT

To: Audit and Scrutiny Committee

11 June 2008

**From: Service Manager – Safety & Risk
Executive Services**

REPORT NO: LA-32-F

Update Report – Year to Date Personal Incident Notifications

1 Introduction and Background

- 1.1 The purpose of this report is to apprise Members of the number and type of Personal Incident Notifications (PIN's) reported to Safety and Risk Services for the year to date.

2 Links to Corporate Priorities

- 2.1 This report supports Corporate Priorities in relation to the following sections of the Corporate Plan 2008:
 - Section 3 – Sustainable Organisation – Ensuring we are being efficient in everything we do.

3 Current Position

- 3.1 From 1st April 2008 to 29 May 2008, a total of 314 PIN's have been submitted to Safety and Risk Services.
- 3.2 Of these 314 incidents, 104 of them occurred to employees, 3 incidents happened to Service users, whilst for clients and pupils it was 91 and 116 incidents respectively.
- 3.3 The 73 incidents occurring to staff were varied but 53 of them involved some kind of abuse, either verbal, physical or sexual, or a combination thereof.
- 3.4 The breakdown of PINs for this period is as follows:

Cause Description	No. of incidents
Accidental injury	5
Sporting Activities	17
Fell	67
Children's Playground	4
Slip/trip	4
Banged into someone/thing	14
Trapped in door	4
Struck by falling object	11
Cut by sharp object	1
Knife/Cutting tool	1
Defective Tools/Equipment	3
Burn	7
Fire	3
Hazardous Substance	2
Hit/Stabbed by object	8
Epileptic Seizure	1
Seizure	1
Illness	4
Medication error/problem	5
Errors & Omissions	3
Assault	44
Bitten by person	1
Kicked	2
Verbal Abuse	33
Stress	2
Theft	2
Travel	1
Vandalism	9
Wrongful Removal Of Goods	3
Wandered	32
Other	20
	314

- 3.5 As can be seen from the above chart, Falls account for the greatest number of incidents (67) and predominantly take place in schools and residential care homes. The 2nd highest number of incidents is that of Assault (44) but when grouped with the incidents of biting (1), kicking (2) and verbal abuse (33), rises to become the largest risk type at **80** incidents in total since 1st April 2008. Of these 76 incidents, 49 of them were directed against staff. The remainder involved, for example, pupils only or residents only.

4 Financial Implications

- 4.1 There are no direct financial consequences although incidents can lead to some expense when finding appropriate risk controls but all such costs are met from existing budgets.

5. Policy and Delegated Authority

- 5.1 The role of Audit and Scrutiny Committee is to carry out a corporate scrutiny role to evaluate the effectiveness of the Council as an organisation and ensure that effectiveness is actively monitored and measured, as detailed in Section 11 of the Scheme of Delegation.

6 Recommendations

- 6.1 I recommend that the Audit and Scrutiny Committee note the content of this report.

Report no: LA-32-F
Our Ref: SP/A&S

28 May 2008



REPORT

To: Audit & Scrutiny Committee 11 June 2008

From: Head of Housing and Capital Programme Services

Report No.: CPS-10-08-F

Subject: Information on Past Capital Projects

1 Introduction

- 1.1 At the Audit & Scrutiny Committee meeting on the 5 March, a request was made for information on randomly selected contracts (Min ref 09/08).
- 1.2 This report gives an update on that work.

2 Link to Council Priorities

- 2.1 It is a Corporate Improvement Plan aim that we will further develop Member engagement in systematic performance reporting, review and scrutiny. This report contributes to that aim.

3 Background

- 3.1 Six contracts were chosen by Audit & Scrutiny for attention. The Six subjects are:
 - 3.1.1 GCE3401 – Special Needs Unit
 - 3.1.2 GCL4420 – Cinema/ Music Venue
 - 3.1.3 GCY5113 – Norwick Burial Ground
 - 3.1.4 GCY7606 – Papa Stour Terminal
 - 3.1.5 HCH3704 – Pump Prime (housing)
 - 3.1.6 HCH3705 – Cruden Pilot (housing)
- 3.2 The relevant Budget Responsible Officer (BRO) was asked to look at each budget heading and provide a short written explanation of the variances for the purposes of this report.

- 3.3 As the budget identified was only looking at a single year, the Chair of Audit & Scrutiny specifically asked that where practicable the spend over several years was considered. The responses from each BRO is attached below:
- 3.3.1 GCE3401 – Special Needs Unit The figures noted are correct although the actual costs to the Council were £400k less as there was income of £400k from NHS Shetland. The approved budget was £1.154m. The tender was £0.982m. The final account has still to be finalised but it is expected that it will be greater than the tender sum due to the additional works requested.
- 3.3.2 GCL4420 - Cinema/ Music Project Budget in 2005/06 - £236k. Spent in 2005/06 - £42k. The budget for 2005/06 was set with the assumption of a favourable decision by the Scottish Arts Council Lottery on the Stage 1 submission. It assumed that following this decision work would commence on appointing the design team to take the project forward. The Stage 1 decision by the SAC was delayed. This resulted in a delay tendering for and appointing the design team and a reduced spend in 2005/06.
- 3.3.3 GCY5113 – Norwick Burial Ground The original budget was £8k for retentions. Therefore, there was no tender sum. The outturn figure was £12k, as a result of archaeology that had to be analysed and documented.
- 3.3.4 GCY7606 – Papa Stour Terminal This included work at West Burrafirth as part of the same project. The budget was £2.944m. The tender was £2.965m. The outturn was £2.962m. The additional £18k can be largely attributed to additional works relating to the linkspans.
- 3.3.5 HCH 3704 – Pump Prime (Housing) The original budget was £130k. There was no tender sum as it would normally be spent to facilitate the development of houses by other agencies e.g. Hjaltsland Housing Association. However, part way through the year SIC decided to pay for the Rudda Park Houses from reserves. The initial costs were charged to this budget in the first instance as a holding position. This was regularised by Finance Service at a later date.
- 3.3.6 HCH3705 – Cruden Pilot (housing) This was a pilot refurbishment. The budget was £310k. The tender was £235k. The outturn was £285k. The variation is due to the unknown nature of the work when undertaking pilot projects.

4 Financial Implications

- 4.1 There are no direct financial consequences from this report.

5 Policy & Delegated Authority

- 5.1 As described in Section 11 of the Council's Scheme of Delegations, the remit of the Audit and Scrutiny Committee includes reviewing Council performance information, therefore review of the way the Council monitors its Capital Programme is within this remit.

6 Conclusion

- 6.1 These examples indicate that there are often variations between the budget and the outturn. All such changes and/ or variations should be reported to the Council.

7 Recommendations

- 7.1 I recommend that the Audit & Scrutiny Committee note the contents of this report.

Report No: CM/RS/CPS-10-F

Date: 2 June 2008



REPORT

To: Audit and Scrutiny Committee – 11 June 2008

From: Assistant Chief Executive

Low Floor Buses Study CE-27-F

1. Introduction

- 1.1 The Audit and Scrutiny Committee decided at its meeting on 30 November 2007 that a study should be carried out in relation to low floor buses.
- 1.2 This report sets out draft terms of reference for agreement by members of the Committee.
- 1.3 Although the Committee has requested this study, Members should be aware that the Council's functions relating to provision of bus services, including securing services through tendering, and including the functions relating to local travel concessionary schemes and ticketing arrangements and schemes, were transferred to ZetTrans with effect from 1 November 2006.

Therefore a recommendation is being made that approval is sought from ZetTrans to gather information on areas that falls within that body's remit.

2. Link to Corporate Priorities

- 2.1 Critically reviewing how the Council performed in delivering services is part of the Corporate Scrutiny role. This report contributes to that.

3. Proposed Study

- 3.1 Members of the Audit and Scrutiny Committee raised the issue of local buses as an area where more information should be gathered. Specific issues which are considered to be relevant include:-
 - Suitability of vehicles for rural areas, in particular single track roads and where weather conditions are poor;
 - The cost of the vehicles to operate per year to include wages, fuel, insurance as part of the overall cost of the vehicles;
 - Market conditions, private sector versus public in this area;
 - Policy of supporting rural areas;

- Multiple uses – schools/disabled/public accessibility;
 - Income from vehicle ticket sales;
 - Tender specification and process.
 - Legislative changes which led to the introduction of low floor buses.
- 3.2 This is an information gathering exercise rather than an audit, and will allow Members to discuss the issues and seek to identify any potential improvements. It is not intended to identify individuals as part of this investigation.
- 3.3 A number of key people will be involved with this including the Service Manager – Transport Operations and Head of Transport, as well as the Chair of Infrastructure Committee.
- 3.4 As a result of this study it is hoped that there will be a better understanding of the reasons why low floor buses are used and, in particular, in rural areas as well as the overall cost implications of running these vehicles and the specifications set out in ZetTrans' tender documentation. This should contribute towards our goal of improving efficiency levels across the Council.
- 3.5 The Committee is asked to consider the scope of the study set out at 3.1 and to amend it as appropriate to ensure that the investigation focuses on the correct areas.
- 3.6 The findings from the investigation will be presented to the meeting of Audit and Scrutiny Committee immediately following the conclusion of the investigation.

4. Financial Implications

- 4.1 There are no financial implications arising directly from this report.

5. Policy and Delegated Authority

- 5.1 The remit of the Audit and Scrutiny Committee includes reviewing Council performance information.

6. Recommendations

I recommend that the Audit and Scrutiny Committee

- 6.1 Comments on and agree the scope for the low floor bus study; and
- 6.2 Seeks approval from ZetTrans, in so far as the study relates to what are now ZetTrans' functions,



REPORT

To: **Audit and Scrutiny Committee**

11 June 2008

From: **Performance Management Co-ordinator
Organisational Development**

CE-19-F

Efficient use of Council buildings

1 Introduction

- 1.1 Members of the Audit and Scrutiny Committee decided at their meeting on 30th November 2007 that they wanted to carry out a more in-depth study into which buildings are owned by the Council and how efficiently these are being used (min ref. 19/07).
- 1.2 The attached Terms of Reference sets out the areas that the study will cover.

2 Link to Corporate Priorities

- 2.1 This study will contribute to the Council's Corporate Plan 2008-11 aim of "being efficient in everything we do", particularly in seeking to deliver 2% efficiency savings each year in General Fund revenue spending. It is also a Corporate Plan aim to "create a single Council Campus". This study will seek to add to the discussion of how this might be achieved.

3 Areas to be covered

- 3.1 The attached Terms of Reference set out the areas to be covered, however, these include:
 - A breakdown of where Council buildings are located;
 - Council accommodation usage figures, where possible;
 - Details of vacant properties and where they are located;
 - Information on the debate into a single Council campus;
 - Identification of opportunities for efficiencies (e.g. energy/maintenance budgets); and
 - Information on the Council's Community Planning partners' asset and property management arrangements

- 3.2 A report will be submitted to the 27th August meeting of the Audit and Scrutiny Committee.

4 Financial Implications

- 4.1 There are no financial implications arising from this report.

5 Policy and Delegated Authority

- 5.1 As described in Section 11 of the Council's Scheme of Delegations, the remit of the Audit and Scrutiny Committee includes reviewing Council performance information.

6 Conclusions

- 6.1 This report has outlined draft terms of reference for a detailed look at Council buildings and how they are being utilised. Members are asked to agree these to allow the study to commence.

7 Recommendations

- 7.1 I recommend that members of the Audit and Scrutiny Committee make any changes considered necessary and then agree the attached Terms of Reference.

June 2008

CE-19-F

Appendix 1

Efficient use of Council Buildings - Terms of Reference

1. Background and rationale to investigation

It was decided at the Audit and Scrutiny Committee meeting on 30th November 2007 that a more detailed study should be carried out to provide Members with information on the buildings that the Council owns and how these are being utilised.

With the Council's Corporate Plan 2008-11 setting out a vision to create a "single campus" for services in Lerwick, it was felt that work carried out by this Committee to gather data could contribute to the debate of that vision.

'Asset Management' is also one of the Scottish Government's 5 key Efficiency themes. All Councils are required to show how they are delivering efficiencies in these areas through their annual Efficiency Statements.

2. Scope

What is going to be included?

A breakdown of where Council buildings are located, including details of the Council's Assets Register and where this is available.

Council accommodation usage figures, where possible.

Details of vacant properties and where they are located.

Information on the debate into a single Council campus and some discussion of options that have been considered/are being considered. Current issues relating to this and timeframe for potential progress.

Identification of opportunities for efficiencies (e.g. energy/maintenance budgets). Also, information on the Council's Community Planning partners' asset and property management arrangements and whether there are any possibilities of joining up service delivery to make mutual efficiency savings/improvements to service levels.

What is not going to be included?

The management of other Council assets such as plant, machinery, ferries, tugs etc.

The focus of the investigation is not particularly on Council housing or schools, although these will be mentioned wherever relevant.

3. Overarching questions

- Where are the Council's buildings located?
- How efficient is the Council in its operation and management of these buildings?

- How does the Council's Community Planning partners manage their assets and is there any way that the Council can join up with them to do things better?
- What are the current Council plans with regard to the single Council campus and how is this going to be taken forward?

4. Expected outcomes

What do we want to happen as a result of the investigation?

This study will seek to improve Members' understanding of the way the Council's buildings are managed and identify whether there are any improvements/efficiencies that can be made.

5. Who will be involved in the investigation?

We will be inviting:

Members of the Accommodation Working Group, as considered appropriate
 Assets and Properties Service Manager
 Building Services Manager
 Technical Support Manager
 Capital Programme Service Manager
 Head of Planning
 Head of Environment and Building Services
 Energy Manager

6. Methods that will be used to investigate the topic:

We will use the following approaches to investigate the issues:

Analysis of relevant strategic documents.
 Face to face interviews with Council officers.
 Comparative data from APSE, Scottish Government, Improvement Service or Improvement and Development Agency, as appropriate.

7. Evidence required:

Relevant strategic documents and when they were agreed by Council.
 Data on Council building asset usage.
 Council's Assets Register
 Relevant Council reports on asset management

8. Resources required:

Officer time:

Data will be gathered over a period of 6 weeks. However, the officer gathering the information will not be working on this full-time, so it is estimated it will take

approximately 6 days' full-time equivalent time.

Member time:

½ day Audit and Scrutiny Committee meeting to consider final report.

½ day to consider issues arising with the officers invited to attend Committee meeting.

9. Timescales

Duration:

It is expected that the findings from this investigation will be reported to the Audit and Scrutiny Committee in August.

Key milestones:

July – data gathered from relevant services.

Early August – meeting arranged to discuss draft outcomes

27th August – Report submitted to the Audit and Scrutiny Committee