

**Audit & Standards Committee****29 April 2014****Committee Work programme Update****Report : IP-09-14-F****Performance & Improvement Adviser****Corporate Services****1 Summary**

- 1.1 This report is a standing item on the Audit & Standards Committee agenda. It provides Members with an update on items from previous meetings, items raised by Members and any forthcoming or overdue "Work Programme" items.

**2 Decision Required**

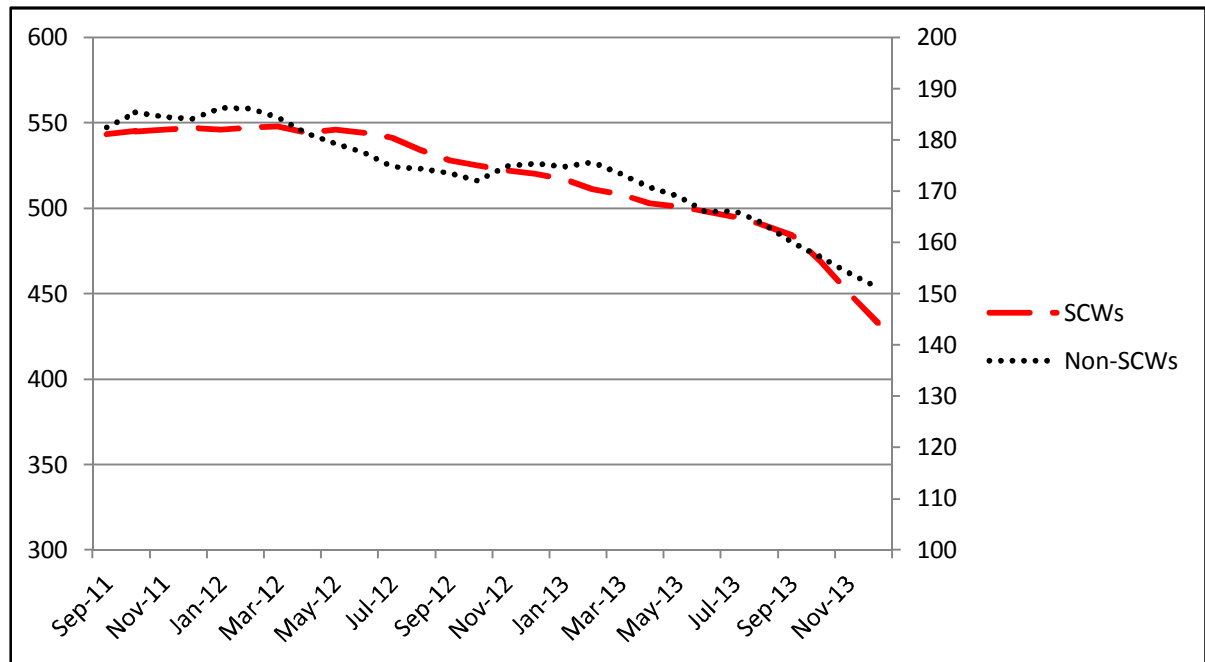
- 2.1 The Audit and Standards Committee should consider the contents of this report and highlight any issues that they feel should be monitored or further addressed through this Committee, other Committees or Council management.

**3 Previous Items****Senior Social Care Workers and Social Care Workers re-employed**

- 3.1 The 20 February 2014 meeting of the Audit & Standards Committee considered historical Social Care Worker numbers [Min. Ref.: 02/14]. A question was asked on numbers of Social Care Workers re-employed since the Early Retirement/Voluntary redundancy exercise that took place in 2013.
- 3.2 In the period 1 July 2013 to 31 January 2014, 60 Social Care Workers (including Seniors) ended their contracts through Early Retirement or Voluntary Redundancy. Since 1 July 2013, 19 individuals have been "selected to enter the bank of relief staff for relief work within Community Care" as relief Social Care Workers on lower grades.

## Non-Social Care Workers employed

- 3.3 The 20 February 2014 meeting also enquired about non Social Care Workers employed by the Community Care Directorate, and their comparative reductions in numbers.
- 3.4 The following graph plots the reduction in Social Care Worker numbers against Non-Social Care workers in the Community Care Directorate since re-organisation in September 2011. It can be seen that the shape of both graphs are comparable.



## Sumburgh Airport

- 3.5 The 20 February 2014 meeting of the Audit & Standards Committee requested a "Report on the Sumburgh Airport project" to be added to the work plan.
- 3.6 A report will be presented at a future meeting.

## 4 Implications

### Strategic

- 4.1 Delivery On Corporate Priorities – This report is in line with Section 4 of the Council's 2012/13 Improvement Plan, "We ensure the Council exhibits good governance and maintains strong internal accountability".
- 4.2 Community /Stakeholder Issues – NONE
- 4.3 Policy And/Or Delegated Authority – As outlined in Section 2.6 of the Council's Scheme of Administration and Delegations, the remit of the Audit and Standards Committee includes promoting good internal control,

financial management, risk, governance and performance management.

- 4.4 Risk Management – Failure to undertake a robust approach to Audit & Standards may risk the Council not following its own improvement plan.
- 4.5 Equalities, Health and Human Rights – NONE.
- 4.6 Environmental – NONE.

#### Resources

- 4.7 Financial – No direct implications.
- 4.8 Legal and Administration – No direct implications.
- 4.9 Human Resources – No direct implications.
- 4.10 Assets And Property – No direct implications.

## **5 Conclusions**

- 5.1 This report gives the Members of the Audit & Standards Committee an update on outstanding items and an opportunity to suggest items for the 2013/14 “Work Programme”.

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For further information please contact:

Jim MacLeod – Performance & Improvement Adviser  
01595 744672  
james.macleod@shetland.gov.uk

17 April 2014

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**Audit and Standards Committee****29 April 2014****Audit Scotland Reports****Report No: IP-08-14-F****Report from: Performance and Improvement  
Adviser****Corporate Services****1.0 Summary**

- 1.1 This report contains links to ALL public reports produced by Audit Scotland, that are not part of separate reports to this Committee. It covers all reports issued since the last meeting of the Audit and Standards Committee.

**2.0 Decision Required**

- 2.1 The Audit and Standards Committee should consider the linked reports in Appendix A and highlight any issues that they feel should be monitored or further addressed through this Committee, other Committees or by Council management.

**3.0 Detail**

- 3.1 Representatives of Audit Scotland will be at the meeting to answer questions from Members directly.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – Improved external engagement and sharing best practice are both elements of the Council's Improvement Plan.
- 4.2 Community /Stakeholder Issues – NONE
- 4.3 Policy And/Or Delegated Authority – As outlined in Section 2.6 of the Council's Scheme of Administration and Delegations, the Audit and Standards Committee remit includes consideration of all reports from Audit Scotland.

- 4.4 Risk Management - Failure to deliver effective external engagement and learn from best practice elsewhere increases the risk of the Council working inefficiently.
- 4.5 Equalities, Health And Human Rights – NONE
- 4.6 Environmental - NONE

#### Resources

- 4.7 Financial – No direct implications
- 4.8 Legal – No direct implications
- 4.9 Human Resources - No direct implications
- 4.10 Assets And Property – No direct implications

## **5.0 Conclusions**

- 5.1 The linked reports provide valuable information for Committees and officers throughout the Council.

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For further information please contact:  
*Jim MacLeod, Performance & Improvement Adviser*  
*01595 744672*  
*17 April 2014*

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#### List of Appendices

Appendix A – List of Linked Reports

END

## Appendix A – List of Linked Reports

<b>Report Title</b>	<b>Appropriate Body</b>	<b>Officer</b>	<b>Excerpt</b>
<a href="#"><u>Audit Scotland Corporate Plan 2012-15 Priorities for 2014</u></a>	Audit & Standards Committee	Executive Manager – Performance & Improvement	We will invest in support to make our audits more efficient and effective through our core corporate projects, including streamlining the annual audit and developing our audit intelligence system. We will deliver the next phase of audits of Community Planning Partnerships for the Auditor General and the Accounts Commission, alongside our programme of Performance and Best Value audits.
<a href="#"><u>South Ayrshire Council Targeted Best Value audit work 2013</u></a>	Audit & Standards Committee	Executive Manager – Performance & Improvement	Scrutiny and performance management arrangements are ineffective. Councillors must ensure that the council's scrutiny arrangements are fit for purpose and transparent. They must also insist on receiving comprehensive information that is accurate, timely and consistent across services. Officers must ensure that performance reports support effective scrutiny and that the underpinning management processes support service improvements.
<a href="#"><u>Modern Apprenticeships</u></a>	Executive Committee	Executive Manager – Human Resources	The Scottish Government has set a target to provide 25,000 new modern apprenticeship places each year from 2011/12 to 2015/16. In 2012/13, 25,691 people started a modern apprenticeship. As at 31st March 2013, a total of around 36,000 apprentices were in training. Since 2008/09, modern apprenticeship funding has grown by 24 per cent in real terms (ie, allowing for inflation) and now amounts to around £75 million a year.

## Appendix A – List of Linked Reports

Report Title	Appropriate Body	Officer	Excerpt
<a href="#">Options appraisal: are you getting it right?</a>	Executive Committee	Director of Corporate Services	<p>An effective council will:</p> <ul style="list-style-type: none"> <li>• Consider a wide range of options for services: <ul style="list-style-type: none"> <li>– what services it wants to deliver</li> <li>– how services are delivered (in-house, in partnership, by others).</li> </ul> </li> <li>• Have a robust process in place to: <ul style="list-style-type: none"> <li>– define the objectives of any options appraisal process</li> <li>– identify options</li> <li>– analyse the options.</li> </ul> </li> <li>• Make clear and transparent decisions based on good-quality information.</li> <li>• Implement the decision it has taken effectively.</li> <li>• Have robust performance management arrangements in place to monitor service performance (regardless of whether the service is being delivered in-house, in partnership, or by another service provider).</li> <li>• Review the effectiveness of its decision – to check that objectives are being delivered.</li> </ul>



## Appendix A – List of Linked Reports

Report Title	Appropriate Body	Officer	Excerpt
<a href="#">An overview of local government in Scotland 2014</a>	Full Council	Chief Executive	<p><b>Key priorities for councillors in 2014:</b></p> <ul style="list-style-type: none"> <li>• Understanding the changing context and the crucial role of councillors</li> <li>• Maintaining a clear understanding of the financial position.</li> <li>• Understanding the public reform agenda, including the impact of welfare reform.</li> <li>• Preparing for changes in health and social care.</li> <li>• Keeping up to date through training and development.</li> <li>• Meeting user demands and the financial challenges</li> <li>• Appraising the options for delivering services and charging for services.</li> <li>• Requiring good-quality cost and performance information for decisions and scrutiny.</li> <li>• Making better use of benchmarking to support service improvement and public reporting.</li> <li>• Providing strong leadership and governance to support change</li> <li>• Maintaining good professional working relationships and providing strong political leadership.</li> <li>• Getting assurance that governance is sound, including where arm's-length external organisations (ALEOs) are in place.</li> <li>• Providing stronger leadership of CPPs and working with partners to make the best use of the overall public resources available in the area.</li> </ul>



**Audit & Standards Committee****29 April 2014****Internal Audit – Operational Plan 2014/15****Report No: IA-02-14-F****Report Presented by Executive Manager –  
Internal Audit****Executive Services – Internal Audit****1.0 Summary**

- 1.1 This report is being presented to the Audit & Standards Committee, as one of the Committee's roles is to act as the Audit Committee of Shetland Islands Council.
- 1.2 This report presents the Committee with the Operational Plan (Appendix 1) for 2014/15. The Operational Plan is derived from the six-year Strategic Audit Plan (Appendix 2) initially approved by Executive Committee on 24 June 2003 and reviewed annually by Internal Audit.
- 1.3 The Committee is asked to approve the planned coverage for 2014/15 as set out in the Operational Plan. This plan has been approved by Corporate Management Team. A six-monthly report will be presented to the Audit & Standards Committee to monitor progress against the Operational Plan.
- 1.4 Internal Audit's annual report and Operational Plan are normally reported as one report. However the annual report will be presented as a separate report to Audit & Standards Committee on 18 June 2014.

**2.0 Decision Required**

- 2.1 That the Audit and Standards Committee RESOLVE to approve the planned coverage for 2014/15.

### 3.0 Detail

- 3.1 The purpose of Internal Audit, as defined in the Audit Charter, 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 systems of internal control, corporate governance and risk management are both sound and effective so that its assets are safeguarded and its performance reporting can be accepted with confidence.

#### Audit Planning

- 3.2 All Internal Audit assignments are performed in accordance with the annual operational 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.
- 3.3 The Strategic Audit Plan was drawn up using a formal risk assessment model which was refreshed in 2012/13. The following risk factors were considered:

#### Risk Assessment for Strategic Audit Plan

<b>Risk Category</b>	<b>Brief Description</b>
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

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

- 3.4 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 2014/15 in order to prioritise staff resources as required during the year. The Corporate Management Team are in agreement with the content of the plan.

#### Internal Audit Resourcing

- 3.5 Internal audit is currently undergoing a staffing restructure which short term will have a significant effect on the capacity of Internal Audit, long term benefits will be a small reduction in Internal Audit budget costs, continued staff development and hopefully long term stability coupled with the potential for future further staff progression.
- 3.6 The planned coverage for 2014/15 reflects the staffing changes which will occur this financial year.

### **4.0 Implications**

#### Strategic

- 4.1 Delivery On Corporate Priorities – Although not 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.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy and/or Delegated Authority – The Audit and Standards Committee remit includes consideration of audit matters and one of its roles is to serve as the Council's Audit Committee.
- 4.4 Risk Management – Whilst no specific risk can be attributed to this report, Internal Audit facilitates reduction of risks identified as a result of work undertaken.
- 4.5 Equalities, Health And Human Rights – None
- 4.6 Environmental – None

#### Resources

- 4.7 Financial – Minor savings in staffing costs for 2014/15.
- 4.8 Legal – None
- 4.9 Human Resources – A small restructure is underway within Internal Audit. This has been put in place in consultation with Human Resources and is in line with the Council's HR policies and procedures.
- 4.10 Assets And Property – None

## 5.0 Conclusions

- 5.1 Members are asked to approve the 2014/15 audit plan.

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For further information please contact:

*Crawford McIntyre – Executive Manager – Internal Audit*

01595 744546

[crawford.mcintyre@shetland.gov.uk](mailto:crawford.mcintyre@shetland.gov.uk)

14 April 2014

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### List of Appendices

Appendix 1 - Internal Audit Operational Plan 2014/15

Appendix 2 - Six-year Strategic Plan

END

## Appendix 1

### **INTERNAL AUDIT - 2014/15 PLAN**

#### **A. INTERNAL AUDIT ASSIGNMENTS**

<b>New Assignments (Service)</b>	<b>Risk</b>	<b>Est. Staffing Days</b>	<b>Comments</b>
<b>Audits</b>			
Youth Services c/fwd	M	25	1 <sup>st</sup> Quarter Risk based audit.
Local Taxation c/fwd	H	10	Finalise 1 <sup>st</sup> quarter
Environment – Environmental Health	M	25	1 <sup>st</sup> Quarter Risk based audit.
Energy	L	15	1 <sup>st</sup> Quarter Risk based audit.
Waste & Burial Grounds	M	70	2 <sup>nd</sup> Quarter Risk based audit.
Finance – Benefits / Rents	H	30	2 <sup>nd</sup> Quarter Risk based audit.
Sport & Leisure	M	40	2 <sup>nd</sup> Quarter Risk based audit.
Environment – Trading Standards	M	10	3 <sup>rd</sup> Quarter Risk based audit.
Economic Development / Development Trust	M	60	3 <sup>rd</sup> Quarter Risk based audit.
Shetland College	M	22	4 <sup>th</sup> Quarter Risk based audit
Members Allowances	M	20	4 <sup>th</sup> Quarter Risk based audit
		<b>327</b>	
<b>Annual Reviews</b>			
SUMS		10	3 <sup>rd</sup> Quarter in accordance with SLA.
Hardship Fund		2	3 <sup>rd</sup> Quarter in accordance with SLA.
LEADER		10	3 <sup>rd</sup> Quarter in accordance with SLA.
AXIS 4		5	3 <sup>rd</sup> Quarter in accordance with SLA.
Performance Indicators		5	2 <sup>nd</sup> Quarter in conjunction with Performance & Improvement.
		<b>32</b>	

# Appendix 1

<b>Corporate Reviews</b>			
Travel		20	c/fwd from 13/14 due to ongoing policy review
Register of Interests		5	1 <sup>st</sup> Quarter
Disclosures / PVG		20	2 <sup>nd</sup> Quarter
Purchasing / Invoice Payment including review of new invoice authorisation controls		20	3 <sup>rd</sup> Quarter
Voluntary Severance		10	4 <sup>th</sup> Quarter
		<b>75</b>	
<b>IT Reviews</b>			
HR 21 Project Management and Post Implementation Review		18	2 <sup>nd</sup> Quarter
IT Related Risk Management		4	3 <sup>rd</sup> Quarter
Network Security		16	4 <sup>th</sup> Quarter
Project Boards		10	Ongoing
Systems Access		15	CHRIS21 , Capita, Civica & Covalent
		<b>63</b>	
<b>Other Issues for 14/15</b>			
Follow Up Audit Monitoring		10	Ongoing
Community Care Banked Hours		10	2 <sup>nd</sup> Quarter
Key Fob Security at North Ness		2	2 <sup>nd</sup> Quarter
Proof Reading Annual Accounts		2	2 <sup>nd</sup> Quarter
Annual Leave / Public Holidays recorded on CHRIS 21		3	2 <sup>nd</sup> Quarter
		<b>27</b>	



## Appendix 1

### B. INVESTIGATIONS ADMINISTRATION & MANAGEMENT

Subject	R/Order	Staffing Days	Comments
Service Management		120	
Administrative Duties		30	
Disciplinary Investigations / Other Investigations		120	Up to 8 assuming averaging 15 days per investigation.
<b>Estimate</b>		<b>270</b>	

TOTAL STAFFING DAYS REQUIRED	794
TOTAL STAFFING DAYS AVAILABLE	786

	<b>C/fwd Audit Plan 13/14</b>		
	Youth Services		25
	Travel		20
	Local Taxation		10
			55

## Appendix 1

### Criteria used for Staffing Day Availability

			Staff Days
Total Staffing Days	(52 x 5)	= 260 x 4.38	1139
Additional days			12
			<u>1151</u>
Less:			
Holiday Entitlement	(34 x 4.38 + 8 c/fwd)		(157)
Training / SLACIAG & CASG / CIPFA Study/ New Start	10 + 20 + 30 + 100		(160)
Public Holidays	(6 x 4.38)		(26)
Sickness (est.)	(5 x 4.38)		(22)
			365
Staffing Days available	(per annum)		<u>786</u>

**STRATEGIC AUDIT PLAN  
6 YEAR CYCLE**

Appendix 2

DEPARTMENT	AUDIT UNIT	Risk Category	Cycle	Last Audit	Next Audit	Staff Days	Annualised
Chief Executive	Executive Manager / Communications	<i>Low</i>	6	N/A	2015/16	10	2
	Members Allowances	<i>Medium</i>	5	2009/10	2014/15	20	4
Corporate Services	Finance - Accountancy (inc Treasury)	<i>Medium (F)</i>	4	2012/13	2016/17	65	16
	Finance-Payroll & Pensions	<i>High</i>	3	2013/14	2016/17	40	13
	Finance-Payments	<i>Medium(F)</i>	4	2013/14	2017/18	28	7
	Finance-Local Taxation	<i>High</i>	3	2013/14	2016/17	35	12
	Finance-Income & Recovery / Cashiers	<i>Medium(F)</i>	4	2012/13	2016/17	35	9
	Finance-Benefits / Rents	<i>High</i>	3	2011/12	2014/15	30	10
	Governance & Law - Safety & Risk	<i>Medium</i>	5	2010/11	2015/16	50	10
	Governance & Law - Legal	<i>Medium</i>	5	2013/14	2018/19	20	4
	Governance & Law - Administration	<i>Low</i>	6	2007/08	2015/16	22	4
	Capital Programmes - Procurement	<i>Medium</i>	5	2013/14	2018/19	25	5
	Capital Programmes - Asset & Properties	<i>Medium</i>	5	2009/10	2015/16	20	4
	Capital Programmes - Arch & Surv / Gateway	<i>Medium</i>	5	2013/14	2018/19	10	2
	ICT	<i>High (NF)</i>	4	2013/14	2017/18	35	9
	Human Resources	<i>Medium</i>	5	2012/13	2017/18	50	8
	Performance & Improvement	<i>Low</i>	6	N/A	2015/16	10	2
Infrastructure Services	Environment - Trading Standards	<i>Medium</i>	5	2009/10	2014/15	10	2
	Environment - Environmental Health	<i>Medium</i>	5	2009/10	2014/15	25	4
	Energy	<i>Low</i>	6	N/A	2014/15	15	3
	Building Services	<i>Medium</i>	5	2010/11	2015/16	50	10
	Waste & Burial Grounds	<i>Medium</i>	5	2009/10	2014/15	70	14
	FMU & Bus Services	<i>Medium</i>	5	2013/14	2018/19	25	5
	Airport	<i>Medium</i>	5	2013/14	2018/19	20	4
	Roads inc (Laboratory )	<i>Medium</i>	5	2012/13	2017/18	80	16
	Ports & Harbours Operations	<i>High (NF)</i>	4	2013/14	2017/18	75	19
	Ferries	<i>High</i>	4	2012/13	2016/17	65	16

**STRATEGIC AUDIT PLAN  
6 YEAR CYCLE**

Appendix 2

DEPARTMENT	AUDIT UNIT	Risk Category	Cycle	Last Audit	Next Audit	Staff Days	Annualised
Development Services	Planning - Building Standards	Medium	5	2010/11	2015/16	15	3
	Planning - Development Management	Medium	5	2010/11	2015/16	15	3
	Planning - Development Plans & Heritage	Low	6	2012/13	2018/19	20	3
	Coastal Zone	Low	6	2010/11	2016/17	5	1
	Transport Planning	Medium	5	2012/13	2017/18	25	5
	Housing	Medium	5	2011/12	2016/17	60	12
	Economic Development / Development Trust	Medium	5	2009/10	2014/15	60	12
	Community Planning & Community Work	Medium	5	2009/10	2015/16	20	4
	Adult Learning	Medium	5	2012/13	2017/18	20	4
	Grants	Medium	5	2012/13	2017/18	15	3
	Shetland College	Medium	5	2009/10	2014/15	22	4
	Train Shetland - Short Courses	Low	6	2010/11	2015/16	20	3
	Train Shetland - Vocational Training	Low	6	2010/11	2015/16	20	3
Children's Services	Children's Resources inc Child & Families	High (NF)	4	2011/12	2015/16	50	13
	Schools inc Quality Improvement	High (NF)	4	2011/12	2016/17	140	35
	Library	Low	6	2008/09	2015/16	30	5
	Sport & Leisure - Facilities / Islesburgh	Medium	5	2009/10	2014/15	40	8
	Youth Services	Medium	5	2008/09	2014/15	25	5
	Catering & Cleaning	Medium	5	2010/11	2015/16	30	6
	Janet Courtney Halls	Medium	5	2010/11	2015/16	15	3
Community Care	Community Care	High (NF)	4	2010/11	2015/16	100	25
	Criminal Justice	Medium	5	2011/12	2016/17	20	4
						<b>1707</b>	<b>377</b>
Annual Corporate Reviews est.							<b>93</b>
Corporate Improvement							<b>30</b>
Annual ICT Reviews							<b>63</b>
Annual LEADER / AXIS 4 Review							<b>15</b>
Annual SUMS Hardship Review							<b>12</b>
Performance Indicators							<b>5</b>
Sub Total							<b>595</b>
Disciplinary & Other Investigations							<b>120</b>
Follow up work							<b>10</b>
Management & Administration							<b>150</b>
<b>Total Days</b>							<b><u>875</u></b>

## CORPORATE AUDIT

	Cycle	Last Audit	Next Audit	Staff Days	Annualised
Absence Management	4	2012/13	2016/17	10	3
Contracts	2	2013/14	2015/16	20	10
Specific Capital Project - annual	1	2013/14	2015/16	20	20
Register of Interests	5	2010/11	2014/15	5	1
Flexitime	4	2010/11	2015/16	30	8
Flexible Relocation Policy	5	2010/11	2015/16	10	2
Performance Reviews	4	2012/13	2016/17	30	8
Disclosures/PVG	3	2011/12	2014/15	10	3
Recruitment (including Chief Officials administered at Town Hall)	4	2011/12	2015/16	20	5
Credit Cards / Cash Security	2	2013/14	2015/16	10	5
Purchasing / Invoice Payment	3	2011/12	2015/16	25	8
Asset Register	5	2013/14	2018/19	10	2
Data Protection / Retention & Destruction of Records	4		2015/16	30	8
Mobile telephone bill payments	5	2012/13	2017/18	5	1
Travel	3		2014/15	20	7
Driver Development Training / Insurance	4	2012/13	2016/17	15	4
					<b>93</b>

## Other Potential Audit Universe Areas

Community Care Banked Hours		2014/15
Preventing Illegal Working		2015/16
Annual Leave		2014/15
Corporate Improvement e.g. BV 2 Preparation	2013/14	
Voluntary Severance		2014/15
Revenue Security Buses		2015/16

## ICT Audits

	Cycle	Last Audit	Next Audit	Staff Days	Annualised	Actual
Project Boards /Teams	1	annual	annual	10	10	
Systems Access - 2/4 per annum	1	annual	annual	15	15	25
						25
NW Security	5	2009/10	2014/15	16	3	
HR21 Project Management and Post Implementation Review	6	new	2014/15	18	3	
IT Related Risk Management	6	new	2014/15	4	1	63
Service Desk, Incident Problem Management	5	new	2015/16	20	4	
Asset Management (Inventory)	2	2014/15	2015/16	10	5	
ICT Strategy & Policy	6	new	2015/16	8	1	63
Disaster Recovery & Business Continuity	6	2011/12	2016/17	12	2	
ITIL - Change Management	4	2013/14	2016/17	14	4	
Payment Card Industry standards (PCI/online transactions)	6	2010/11	2016/17	12	2	63
Physical & Environmental Security	6	2012/13	2017/18	10	2	
Laptop Encryption / Media Handling	6	2012/13	2017/18	15	3	
ITIL- Capacity Management	6	new	2017/18	12	2	62
Audit Logs (NW) -	5	2013/14	2018/19	18	4	
Back Up Systems	5	2013/14	2018/19	20	4	63
					<b>63</b>	
<b><u>Project Boards / Teams</u></b>	10					

**ITIL Roadmap / GSX Security Improvement Plan**

Service Level Management	2014/15
Capacity Management	2017/18
IT Continuity Management	
Availability Management	
Service/Help Desk	2015/16
Incident Management	2015/16
Problem Resolution	
Configuration Management	
Change Management	2016/17
Release Management	

**Systems Access Controls - 2 per annum (approx)**

Talis	2008/09
Swift	2009/10
Webroster	2010/11
Axis Cash/Recepting (ACR)	2013/14
Flare	2010/11
Network Access	2011/12
Orchard	2011/12
Seemis	2011/12
Integra	2012/13
Chris	2012/13
Servitor	2012/13
Axis Income Management 9AIM)	2013/14
Benefactor	2012/13
Amos	2013/14
Chris 21	2014/15
Capita Open Housing System	2014/15
Civica Open Revenues System	2014/15
Covalent	2014/15