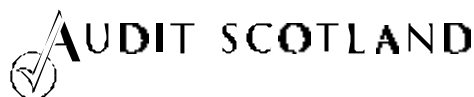


**ITEM 5**



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**REPORT TO:        AUDIT AND RISK MANAGEMENT SUB-COMMITTEE**

**REPORT ON:        EXTERNAL AUDIT REPORTS**

**REPORT BY:        PETER TAIT, CHIEF AUDITOR**

**REPORT NO:        65 - 2005**

**1        PURPOSE OF REPORT**

To submit to Members of the Audit and Risk Management Sub-Committee External Audit Reports finalised since the last Sub-Committee.

**2        RECOMMENDATIONS**

Members of the Sub-Committee are asked to consider each of the individual reports.

**3        BACKGROUND**

3.1        The following reports relating to the 2003/04 audit have been finalised.

- Statutory Performance Indicators
- Valuation of Council Housing Stock
- Modernising Government and Project Management

3.2        The Executive Summary in each report sets out the principal focus of the review and summarises the main audit findings. The Action Plans contain detailed recommendations on the areas where further improvement could be achieved. The agreed Action Plans will be followed up as part our future audits.

PETER TAIT  
CHIEF AUDITOR

13 January 2005

# **Dundee City Council**

## **2003/04 Audit**

### **Statutory Performance Indicators**

**14 December 2004**

John Philp CPFA, Senior Audit Manager  
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## Executive Summary

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### Introduction

- 1.1 The Council has a statutory duty under the Local Government Act 1992 to ensure that arrangements are in place for collecting, recording and publishing Statutory Performance Indicators (SPIs) and so far as practicable, that the information is accurate and complete.
- 1.2 The external auditor is required to review the Council's arrangements to collect, record and publish the directed information. The external auditor is also required to return details of the SPIs, and give an opinion on their reliability, to Audit Scotland to enable compilation of national reports.
- 1.3 As part of our 2002/03 audit a review of the Council's arrangements was carried out. The 2002/03 report identified scope for improvement in a number of areas and appropriate recommendations were made.

### Audit scope

- 1.4 As part of our 2003/04 audit we have reviewed the actions taken by the Council to implement the recommendations made. We also undertook our normal annual review of the SPIs prior to publication.

### Audit findings

- 1.5 Progress had been made on all of the recommendations made in our 2002/03 report, however our follow-up work revealed that:
  - the list of officers involved in compiling the SPIs, provided to assist our audit, was incomplete
  - assurance sheets had not been completed by all departments
  - some assurance sheets did not provide explanations of year on year movements above the set materiality level
  - analytical review was restricted to 'headline' performance indicators with the result that some published contextual information was not reviewed by the Council
- 1.6 As in previous years, we have not been able to assess all of the performance indicators provided by the Council for the 2003-04 financial year as 'reliable'. Sixty out of sixty-four were deemed to be reliable with four being assessed as follows:

#### ***Housing:***

- |                    |            |
|--------------------|------------|
| • Response repairs | Unreliable |
| • Re-letting times | Unreliable |

#### ***Benefits Administration:***

- |  |                  |
|--|------------------|
| • The time for processing applications   | Unreliable       |
| • Accuracy and security of processing - percentage of recoverable overpayments | Failed to report |

- 1.7 In addition, four SPIs required to be revised prior to final submission to Audit Scotland.

## **Management action**

- 1.8 Detailed recommendations on those areas where further improvement could be achieved are summarised in the action plan at Appendix A.
- 1.9 This report to management sets out our findings from the review carried out. The weaknesses outlined are only those which have come to our attention during the course of our audit work and are not necessarily, therefore, all of the weaknesses which may exist.
- 1.10 The contents of this report have been discussed with relevant officers to confirm factual accuracy. The assistance and co-operation we received during the course of our audit is gratefully acknowledged.

John Philp CPFA  
Senior Audit Manager

## Action Plan

No.	Finding/Recommendation	Priority	Responsible Officer	Management Response	Action Date
1	<p>In 2003/04 the Council failed to report one SPI and three were found to be unreliable. Four SPIs also required to be revised prior to final submission.</p> <p><b>Recommendation:</b></p> <p><i>The Council should put arrangements in place for collecting, recording and publishing all the directed information, and ensuring that the information is accurate and complete.</i></p>	High	<p>Duncan McDonald (Principal Housing Officer)/</p> <p>Trevor Bailey (Head of Revenues)</p>	Steps are being taken to correct the unreliable indicators but it is unclear if this will be possible for 04/05. The FTR item is due to software problems which affect other authorities as well as DCC.	1 April 05

No.	Finding/Recommendation	Priority	Responsible Officer	Management Response	Action Date
2	<p>Progress had been made on all of the recommendations made in our 2002/03 report, however, our follow-up work revealed that:</p> <ul style="list-style-type: none"> <li>the list of officers involved in compiling the SPIs, provided to assist our audit, was incomplete</li> <li>assurance sheets had not been completed by all departments</li> <li>some assurance sheets did not provide explanations of year on year movements above the set materiality level</li> <li>analytical review was restricted to 'headline' performance indicators with the result that some published contextual information was not reviewed by the Council</li> </ul> <p><b>Recommendation:</b></p> <p><i>Officers involved in the SPI process should be reminded of the need to comply with the agreed procedures.</i></p>	High	Rod McKay (Principal Accountant)	<p>A list of main contacts and telephone numbers is maintained and is updated each year, but it is perfectly possible that additional members of departmental staff get drafted in to assist with compilation.</p> <p>The assurance sheets were introduced at short notice for the first time this year and were completed to varying degrees of accuracy/satisfaction. The intention was always to tighten up on these the in year two.</p> <p>The analytical review carried out by DCC has to be seen in the context of delays particularly by Social Work in submitting data. Finance will be trying to ensure that all information is submitted on time this year. The contextual information has never been regarded as significant by definition.</p>	<p>31 Mar 05</p> <p>31 Mar 05</p> <p>3 June 05</p>

# **Dundee City Council**

## **2003/04 Audit**

### **Valuation of Council Housing Stock**

**14 January 2005**

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## Executive Summary

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### Introduction

- 1.1 At 31 March 2003 the Council owned and managed 16,673 dwellings which were valued at £213 million.
- 1.2 The Council undertook an annual valuation exercise for council dwellings based on the value of dwellings sold under 'Right to Buy' legislation. This 'desk-top' review fell short of the Code of Practice on Local Authority Accounting in the United Kingdom (ACOP) requirement of a 'full revaluation' of all Council assets to be undertaken at least every five years. The Depute Chief Executive (Finance) undertook to review the methodology during 2003/04
- 1.3 A different methodology was adopted for determining the value of the housing stock at 31 March 2004, based on the Department of the Environment, Transport and the Regions (DETR) Guidance on Stock Valuation. This values social housing at open market value, adjusted for tenants' accumulated right to buy discounts. The methodology involves the following steps:
- collecting housing stock information;
  - dividing housing stock into categories of similar property types;
  - identifying a representative beacon property that will be used to provide a proxy valuation for each category;
  - valuation of each beacon property with reference to recent open market sales;
  - comparing the beacon property valuation with properties in the category to ensure that it is broadly representative;
  - identifying variant properties within the category and quantification of the scale of the variance from the value of the beacon property;
  - calculation of the value of housing categories;
  - adjusting valuations for sitting tenants enjoying rents at less than open market rents and tenant's rights, including right to buy discounts.

### Audit scope

- 1.4 As part of our 2003/04 audit we carried out a review of the process used to value the Council's housing stock as at 31 March 2004, to ensure that:
- housing stock is valued in accordance with relevant guidance;
  - the valuer is appropriately qualified;
  - data for the calculation has been accurately extracted from Council systems;
  - calculations have been accurately performed.

### Audit findings

- 1.5 Our audit work confirmed that the valuation has been carried out broadly in line with the DETR guidance and therefore provides a satisfactory measure of the current value of housing stock. As such, the valuation is in line with ACOP and is acceptable for the purpose of financial reporting.

1.6 There are, however, a number of areas which give scope for improvement:

- some dwellings may not have been valued in line with the DETR guidance;
- the audit trail was insufficient to enable us to link property valuations to beacon properties. This issue was addressed, however, during our audit.

1.7 We also noted that beacon properties were not always valued with reference to three recent open market sales, although we were advised that this was due to the fact that there had not been three recent sales to base the valuation on.

### **Management action**

1.8 Detailed recommendations on those areas where further improvement could be achieved are included in the action plan that follows.

1.9 This report to management sets out our findings from the review carried out. The weaknesses outlined are only those which have come to our attention during the course of our normal audit work and are not necessarily, therefore, all of the weaknesses which may exist.

1.10 The contents of this report have been discussed with relevant officers to confirm factual accuracy. The assistance and co-operation we received during the course of our audit is gratefully acknowledged.

John Philp CPFA  
Senior Audit Manager

## Action Plan

No.	Finding/Recommendation	Importance	Responsible Officer	Agreed	Management Response	Action Date
1	<p>All dwellings have been valued based on the sales value of the property adjusted for the average right to buy discount.</p> <p>Chapter 5 of the DETR guidance includes sections on properties in the second and final stages of decline. Alternative methods of valuation are suggested for such properties. In certain circumstances properties may have a nil value.</p> <p><b>Recommendation:</b></p> <p><i>The Council should identify such stock and ensure that this is valued in line with the DETR guidance.</i></p>	High	J.D. Dobbie FRICS	Agreed	<p>I have applied market sales evidence to all areas and using, exclusively, second or third hand sales of former Council owned properties, where possible.</p> <p>I felt this reflected the market demand and supply.</p> <p>Chapter 5 of the guidance deals with estates in severe or terminal decline and, based upon the evidence, in April 2004, Dundee did not appear to have such areas, managed by the Housing department.</p> <p>I will review the valuations annually in April and update as necessary to reflect any decisions taken by the Housing Committee in the previous year that significantly affect the figures.</p>	Next Review Date
2	<p>The audit trail was insufficient to enable us to link property valuations to beacon properties. This issue was addressed, however, during our audit.</p> <p><b>Recommendation:</b></p> <p><i>For future valuations, a cross-referenced audit trail should be maintained.</i></p>	High	J.D. Dobbie FRICS	Agreed	<p>The audit trail was based upon the following</p> <ol style="list-style-type: none"> <li>1. market evidence</li> <li>2. applied to beacons</li> <li>3. applied to all properties similar to beacons.</li> </ol> <p>At 01 April 2004 the document was in draft form. It is now in place.</p>	In Place

# **Dundee City Council 2003/04 Audit**

## **Modernising Government – Project Management Review**

**20 September 2004**

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## Executive Briefing

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### Introduction

1. As part of our 2002/03 audit of Dundee City Council a review was held in order to establish the level of on-going preparedness towards achieving the Government's commitment on "information age government", and to gauge the level of provision made for controlling the introduction of new electronic services.
2. It was established that the Council had secured Modernising Government Funding (MGF) for the local development of four projects:
  - Dundee Discovery Card, a smartcard which would be used in schools (cashless kitchens and attendance registration) and for concessionary transport;
  - Master Address Database integrated with other Council applications;
  - Dialogue Youth, a partnership between Young Scot, COSLA, the Scottish Executive and all local authorities to create and provide training to local Dialogue Youth Units;
  - ScotXed, the exchange of education data with the Scottish Executive Education Department (SEED).
3. Besides these four projects, the Council is also systematically working towards an agreed list of services aimed at improved transaction capability on the Council's website under the caption Electronic Service Delivery (ESD).
4. As part of the 2003/04 audit, we revisited the four projects as well as the progress with the ESD target. We have held interviews with Council staff and examined evidence provided in order to establish the Council's provision of project management arrangements. The areas examined were:
  - Organisation and Project Management;
  - Planning;
  - Technical and Business Assurance;
  - Controls; and
  - Exception and Change Management.
5. The assistance and co-operation of all staff interviewed during the course of this review in March and April 2004 is gratefully acknowledged.

## Main findings

### Dundee Discovery Card

6. The Dundee Discovery Card project was initially conceived when changes in concessionary travel legislation were made and the Council had to rethink the ways and means to deliver this. The Council have since become involved in the Scottish Citizen Account Smartcard Consortium (SCASC) and the Council's Project Manager chairs the SCASC Project Team. In Dundee the smart card was successfully introduced in schools' cashless kitchens and for controlled access to certain premises. It has been recognised, however, that the rollout for travel purposes will require a national approach.
7. Although thus far, the project has not been run on a formal project management basis such as Prince 2, the following elements of good practice are evident:
  - recently, a review of the project was completed by an external consultant. The main recommendations from this review were that the management of the project should be moved onto a more formal footing and the involvement of all interested parties should be sought. The Council is committed to make changes to the project management process in line with these recommendations;
  - the total project is subdivided into a number of Work Packages with clearly defined objectives, work descriptions and deliverables.
8. On a few issues, however, we feel that improvements could be made that would improve the Council's control of the project and would help delivery of Best Value:
  - the Council has not defined the success criteria for the smartcard uptake. If criteria were set for each projected use of the card, it would be easier to establish whether the introduction of the card in a particular area is successful or whether changes, or even abandoning developments in a certain area, are warranted. Definition of success criteria would also help to address the risk of scope creep, where the card may be seen as a way to deliver services beyond the original remit of the project, thereby extending it without proper assessment of need or business justification;
  - although an extensive schools card introduction package has been prepared, this appears to be the only area in which attention has been given to moving the card issue and support process to business-as-usual. Specifically enrolment of card users and revocation of cards when users do not meet the criteria anymore is a major issue to consider, since the card will entitle citizens to certain services and could be vulnerable to abuse or even identity theft.

***Refer Action Plan 1, 2 & 3***

### Master Address Database

9. When the Council put in a bid for MGF2 for the Master Address Database, this was done to help implement a Corporate Address Gazetteer. On a national level, however, it was decided that the project (called Definitive National Addressing (DNA) Scotland) should also include rationalisation of back-office processes and planning and assessor portals. The Council considered that the relatively small amount of money they received from MGF2 would not be sufficient to cover the expenditure for the extended project.

10. The Project Board, up until recently acting in a relatively informal manner, has a large input from ICT staff which shows that the Council has recognised the importance of ICT, along with the Planning and Transport Division, as a driver in the production and implementation of the Master Address Database.
11. We feel, however, that improvements can be made in the Council's project management arrangements. Specifically, the project should be moved onto a more formal footing, whereby a project management methodology is used to identify clear lines of responsibility and accountability. A more formal approach would also help identify the deliverables under each theme of the project and therefore assist in analysing the requirements and depending resources.

**Refer Action Plan 4 & 5**

## **Dialogue Youth**

12. Dialogue Youth is a national program designed to bring young people and government together. The Young Scot brand, one of the deliverables of the national programme, is integrated in the Dundee Discovery Card. The main deliverables for the Council are the Dialogue Youth units, the National Youth Portal on the Internet and the organisation of discounts for young people.
13. Although the project is not set up under a recognised project management methodology, a number of areas of good practice can be recognised. For example: a project plan has been prepared that identifies the project baseline, project targets with quantitative and qualitative measuring points, a responsible officer and a timeline for delivering the target.
14. We feel, however, that improvements can be made, especially in those areas that could be contradictory to Council policy and to ensure that all involved have common terms of reference, for example:
  - consideration should be given to preparing a risk assessment, identifying the risks involved with a long term project and establishing best practice in dealing with these risks;
  - the problems with the consultation pages of the National Youth Portal need to be resolved prior to utilising the product, otherwise the Council may lose credibility and experience reputational impact.

**Refer Action Plan 6 & 7**

## **ScotXed**

15. ScotXed is a national programme that deals with the collection of education data by the Council and sharing this information with SEED. Within Dundee City Council, the Management Information section of the Council's Education Department is responsible for the collection and transfer of data.
16. The ScotXed project is driven as business-as-usual by the Management Information Section.
17. We feel that improvements can be made in dealing with data sharing issues. For example:
  - it has so far not been possible to test the software that collects the shared data from the Management Information System Phoenix. This method of working presents a risk to the Council, as acceptance by users should depend on the software providing the functionality required and the data collected should require as little intervention as possible prior to sharing with SEED;



- there should be a data sharing protocol that identifies the business need for sharing data, the data to be shared and addresses issues such as Data Protection.

**Refer Action Plan 8 & 9**

## **Electronic Service Delivery**

18. The Management Support Department within the Council co-ordinates the efforts against the national Electronic Service Delivery targets. The targets are grouped into 91 headings, but priorities in addressing the possible deliverables under each of these headings are set locally. It is understood that the process for reporting progress against delivery of the targets is under review and will be refined in the coming year.
19. Within each of the Council services, representatives were requested to list the 5 priority services that could be made available electronically. Service representatives were also required to identify how ESD would improve the service and how much traffic would be expected. On the basis of this information, the ESD Management Board carried out prioritisation of the development work. At present a number of services are already available on the Council web site, such as payment of Council Tax or Non-Domestic Rates, requests for copies of birth, marriage or death certificates, payment of parking fines, etc.
20. At present, the Council feels that meeting the targets defined under the 91 national headings by 2005 does not appear feasible. Staff from the Council stated that reasons for this are, amongst others:
  - a total of approximately 640 individual services have been identified under the 91 national headings;
  - available ICT resources for development of web based applications are scarce.
21. We feel that improvements in the management of the ESD project could be implemented that would help the Council achieve its targets. The project would benefit from being put on a more formal project management footing in order to establish and maintain an appropriate level of Corporate and ICT Governance. This would help formalise the targets and foster a consistent approach to streamlining of back-office processes and help set priorities for dealing with the scarcity of ICT resources.

**Refer Action Plan 10**

## **Management action**

22. Detailed recommendations on those areas where further improvement could be achieved are summarised in the action plan that follows.



Gerry O'Neill  
Senior Audit Manager (ICT)

## Action Plan

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
	<b>Dundee Discovery Card</b>					
1.	<p>Even though the Council set no success criteria at the start of the project, the commitment to modernising government at the highest level in the Council and the drive of the national programme is such that the project is considered to be a success, whatever the uptake by citizens. However, as the project progresses, the Discovery Card is being considered as a major element of the delivery of certain services such as parking fees and controlled access to premises. Defining success criteria would help establishing the feasibility of further development of the Discovery Card and the business justification for delivering services through the card or through other means.</p> <p><i>The Council should establish success criteria for the use of the Discovery Card, which would help motivate choices in service delivery and address issues of scope creep.</i></p>	High	Director of Planning & Transportation	Agreed	<p>Report (364-2004) to the Policy and Resources Committee 14 July 2004 specifically establishes a new governance structure for the scheme including its breadth of scope and project management resource. This was in response to the consultant's assessment of the project's sustainability.</p> <p>The project had previously engaged consultants to provide a specific user requirement capture process. This is now being rolled out across all of the applications that will go on the smartcard.</p> <p>The consultant's report also itemises a step by step process for the design and implementation of each new application, which concludes with an investment decision business case which will be evaluated post implementation.</p> <p>It is intended that the proposed discovery card operations group will enter a formal service level agreement between the service management for each application and the card scheme. These actions will be rolled out from August 2004 to June 2005.</p>	October 04

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
2.	<p>Except for the implementation of the Discovery Card in schools, for the cashless kitchens and subsequently for attendance registration, no documentation has been prepared for when (parts of) the project move to business-as-usual. For example, the enrolment of card users may be straightforward in schools, this is not necessarily so with other target groups. Also the revocation of cards, when users no longer qualify, is not straightforward, for example students who leave school no longer need the card for the cashless kitchens, but may be still entitled under the Young Scot programme. The Discovery Card is an entitlement card, which makes the card vulnerable to abuse or even identity theft.</p> <p><i>The Council should prepare documentation for moving (parts of) the project to business-as-usual. Amongst others, this should deal with issues such as enrolment of new card users and revocation of cards and / or change in entitlement.</i></p>	Medium	Dundee Discovery Card Manager	Agreed	<p>Documentation is being prepared for moving the process to “business as usual”. The terms and conditions issued with the card include card replacement, revocation of cards and change in entitlement.</p> <p>The scheme has not to date pro-actively marketed the card to the general population and focussed instead on the specific secondary school and senior citizen market. However it is intended to market the card to the whole population and these specific issues will be further clarified as a key part of the schemes development. Action date August 2004 to August 2005.</p>	October 04

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
3.	<p>As was identified by the external consultant, there is a need to move the project to a more formal project management arrangement. Although project objectives and deliverables have been well defined, sound ICT Governance requires that responsibilities, both in the user and in the corporate environment, are clearly defined in order to achieve business goals. One process that can help achieving this is to hold implementation or evaluation reviews for completed parts of the project.</p> <p><i>The Council should support the move to a more formal project management arrangements.</i></p> <p><i>The Council should consider holding project implementation / evaluation reviews for completed parts of the project.</i></p>	High	Director of Planning & Transportation	Agreed	<p>The report to the Policy and Resources Committee 14 June 2004 sets out the new project management arrangements.</p> <p>Evaluation on the project to date included the consultant's report referred to in the audit report.</p> <p>Specific application implementation reviews will be included in the process for each new application. The appointment of a full time project manager with dedicated staff in the scheme will further improve the project planning and supervision of implementation. Action October 2004.</p>	October 04

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
	<b>Master Address Database</b>					
4.	<p>The Council received MGF2 funding for a project that was initially designed to create the Corporate Address Gazetteer only. However, in the National Programme, the DNA Scotland project has acquired a number of other themes as well, such as Back Office System Integration and the Assessor Portal. MGF2 funding and the Council's matching funding will not be adequate for the Council to meet the requirements of the National Programme.</p> <p><i>The Council should consider redefining the requirements for delivering the Master Address Database and identifying the financial and staff resources required.</i></p>	Medium	Assistant Chief Executive (Management)	Agreed	<p>The MGF 3 bid includes additional resources to incorporate the other project themes. Report to the Policy and Resources Committee (303-2004) including project management resources for this project. With respect to that action the Council is awaiting the outcome of the MGF bid. Regardless of the bid the Council does intend to complete the corporate address gazetteer and a project board and full time officer have been appointed to that end.</p>	October 04

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
5.	<p>As the project was initially started with a limited scope, the need for formal procedures (establishing a Project Board, taking minutes of project meetings, etc) was not recognised. However, as the scope of the project has widened, there is a need for tighter control in which all parties involved are aware of their responsibilities and lines of communication are established through the Council.</p> <p><i>The Council should consider adopting a formal project management methodology that would help control the expenditure on the project as well as establishing clear areas of responsibility and deliverables.</i></p> <p><i>The Council should risk assess the need for a full-time project manager, dedicated to delivering the themes of the Master Address Database project.</i></p>	High	Assistant Chief Executive (Management)	Partly Agreed	<p>There is a formal project board, a project plan and a project officer has been appointed. The appointment of a full time project manager will be assessed upon the outcome of the MGF 3 bid. In the meantime the scale of the project does not warrant a full time manager.</p> <p>Similarly at this point the use of formal project management methodology is not considered necessary to add value to the current arrangements.</p>	October 04

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
	<b>Dialogue Youth</b>					
6.	<p>There are several participants in the project, including Community Services, Police and the Health Service. In practice, risks encountered during the development of the Dialogue Youth initiative tend to be addressed as they come along. If risks are not considered sufficiently beforehand, each participant could set different priorities or make decisions that are ultimately against Council policy. An example of this would be the association of the Young Scot brand with organisations that have conflicting objectives with the Council. A risk assessment, identifying the key risks within the project and establishing a framework for dealing with risks and exceptions may help defining common terms of reference for all participants.</p> <p><i>The Council should prepare a risk assessment and establish a framework for dealing with risks and exceptions in a consistent fashion.</i></p>	Medium	<p>Communities Department</p> <p>Section Leader (Young People)</p>	Partly Agreed	The Council is aware of these issues and to date has been satisfied that the mutual governance of the project between Young Scot, COSLA and the participating local authorities reduces and manages the risks.	Ongoing

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
7.	<p>The Council's local pages on the National Youth Portal will be used by various services and other stakeholders such as Police and Health, to hold consultations amongst young people. There would appear to be a lot of interest in these consultations as services see this as the preferred way to get in touch with young people. However, the information entered on these pages can currently not be used efficiently and effectively as the information is provided as a long text string instead of a table or document format. If a consultation is held, participants would expect that something was done with its results, which would at this moment be time consuming. Although the Council is responsible for the maintenance of its local pages on the National Portal, the national programme is responsible for the technical aspects of the site.</p> <p><i>The Council should seek to resolve the problems with and test the consultation application on the National Youth Portal, prior to holding formal consultations.</i></p>	Medium	<p>Communities Department</p> <p>Section Leader (Young People)</p>	Agreed	<p>The Council used this data in May and were able to resolve the problems. This is a skill issue related to analysis of unstructured data and skills will improve with each use. The national youth portal is also improving the software related to recording comments given in consultations and the Council are engaged with them on this.</p>	October 04



No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
	<b>ScotXed</b>					
8.	<p>The Council's management information software provider (Phoenix) is involved at the national level with the development of the ScotXed exchange application. To date, the Council has not been able to test the developed software, as the software was delivered just prior to the training of the schools' staff and the preparation of the data collection returns. The result was that the Management Information section in the Education Department had to spend a lot of time cleaning the data supplied by the schools in order to make the required return to SEED. As new types of data collections are required each year, insufficient user acceptance testing will lead to continuous and extensive involvement of staff in Education to prepare information.</p> <p><i>Prior to implementing additions to the software, provision should be made for adequate user acceptance testing. Alternatively, information could be provided by third party testers that would give assurance about the adequacy of the software.</i></p>	High	<p>Education Department</p> <p>MIS Support Officer</p>	Agreed	<p>Nationally, improved timescales have been set to include time for testing. Some of these have been met and some have not.</p> <p>Collection Sept 2004 has had time to allow MIS section to provide training on 2 of the 3 collections. The third collection is being piloted via the MIS section and comprehensive notes will be issued to schools to allow them to carry out the collection.</p> <p>SEED have also provided us with software which allows Local Authorities to test their returns to SEED to ensure acceptability at that end.</p> <p>Local Authorities continue to stress to SEED that changes to collections need to be added with increased timescales to give software providers time to produce the software and Local Authorities' time to test and train.</p>	Ongoing

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
9.	<p>No evidence has been supplied for a data sharing protocol between SEED and the Council. The SEED Data Transfer Guide clearly indicates that the data collected and shared with SEED is of a personal and sensitive nature. As SEED expands the number of data collections gradually, it can be called into question whether all the information required is necessary for adequate management of the education sector and whether violation of Data Protection or other legislation may be the case.</p> <p><i>The Council should insist on the preparation of a data sharing protocol.</i></p>	High	<p>Education Department</p> <p>MIS Support Officer</p>	Agreed	<p>Local Authorities have asked SEED to provide a national training/conference on data protection issues to discuss a number of issues and establish procedures to ensure compliance. Dundee City Council will propose a data sharing protocol.</p>	Nov. 2004

No	Recommendation	Importance	Responsible Officer	Agreed	Audited Body's Comments	Action Date
	<b>Electronic Service Delivery</b>					
10.	<p>An ESD Management Board is in place that reviews progress against the targets of the 91 nationally defined headings. Minutes of the meetings, where choices are made about the priorities are not formally prepared; instead summaries of progress are produced. Individual services have established their own priorities, but limited ICT development capacity means that not all tasks can be taken up at the same time. Therefore the ESD Management Board decides which services to develop first. As meetings are not minuted, it is unclear how decisions are made and who is actually responsible for setting the priorities. This may lead to conflicts with Council Services. If the ESD project would be set on a more formal footing, this would help provide a framework for accountability, setting priorities for utilising scarce ICT resources and exception criteria.</p> <p><i>The Council should adopt a more formal project management methodology for delivering the Electronic Service Delivery targets. This would provide the required governance framework and help in resolving conflicts arising over the input of scarce resources.</i></p>	High	Corporate Planning Manager	Agreed	<p>The meetings referred to in the audit report are solely concerned for the purposes of monitoring progress. Priorities are set out in a report to the management team.</p> <p>A new ICT strategy will be prepared that will aim to prioritise the overall strategy and resources dedicated to the electronic service delivery project within the context of a long-term strategy for customer services. This new strategy will review the extent to which projects contained in it will be governed by a formal project management standard. Action October 2004.</p>	October 04