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## Manchester City Council Report For Resolution

**Report to:** Audit Committee – 9 December 2010

**Subject:** Implementation of External Audit Recommendations  
Monitoring Report – September 2010 to December 2010

**Report of:** Carol Culley, Assistant Chief Executive  
(Finance and Performance)

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### Purpose of Report

To report progress on the implementation of recommendations arising from external audit work conducted across the Authority by the Audit Commission and Grant Thornton.

### Recommendations

Audit Committee is requested to:-

1. Note the report and advise on any further action to be taken.
2. Consider the removal of those recommendations now implemented as identified in Appendix 2 and reported on at the meeting.

### Financial consequences for the Capital and Revenue Budgets

None identified.

### Contact Officers

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### Wards Affected

N/A

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### Implications for Key Council Policies

Anti-Poverty	Equal Opportunities	Environment	Employment
None	None	None	None

### Background Documents

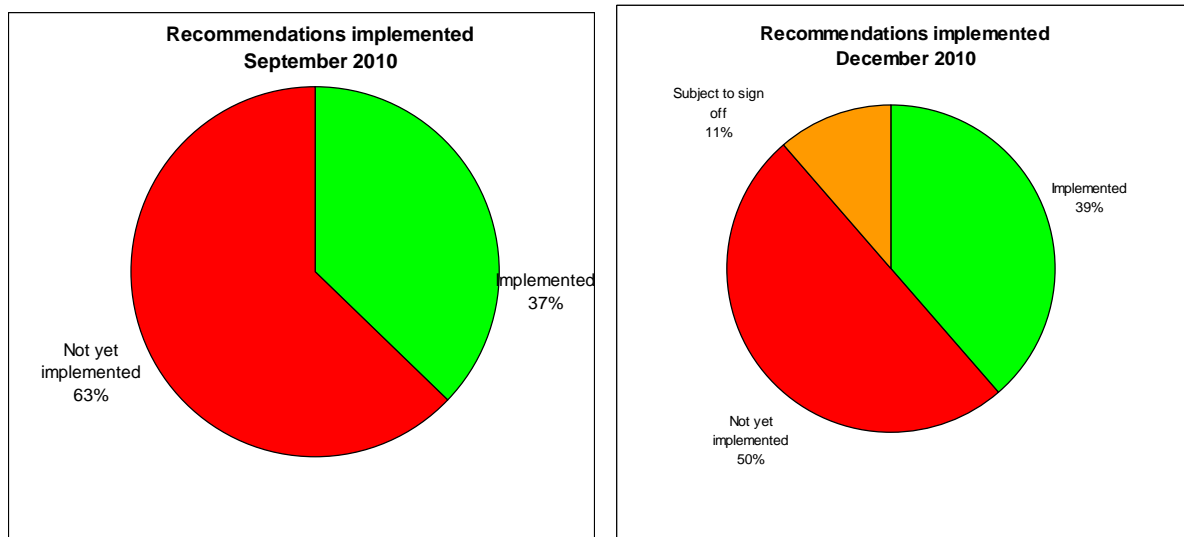
Audit Reports listed in Appendix 1

## Introduction

- 1.1 The implementation of recommendations arising from external audit reports is monitored by the Corporate Performance Group and progress is reported to Audit Committee. At its meeting on 30 September 2010, the Committee received a progress report for the period June to September 2010. The report highlighted the successful completion of many areas of work, although a number of recommendations relating to ICT had yet to be signed off by Grant Thornton.
- 1.2 It was agreed to hold a special meeting jointly with the members of the Resources and Governance Overview and Scrutiny Committee to consider a report on the current state of the Council's ICT management, governance, risks and audit findings. This meeting was subsequently held on 2 December 2010.

## 2 Progress against recommendations

- 2.1 The September Audit Committee meeting agreed to remove from the monitoring schedule those items determined to have been implemented. The monitoring report now presented is compiled from updates submitted by lead officers for each of the remaining recommendations and it details action underway to implement them within agreed timescales. A summary is set out in Appendix 1.
- 2.2 Since the Committee's September meeting the number of recommendations implemented from the 62 currently being monitored has risen from 23 (37%) to 24 (39%). A further 7 (11%) have been implemented subject to sign off by Grant Thornton, which will be reported on at the meeting.



- 2.3 Appendix 2 provides more detail, so that members can refer to areas they are interested in or may have concerns about. This Appendix details the recommendations that are proceeding towards completion and their timescales for implementation.
- 2.4 The Committee may wish to note that recommendation 1.3 of the Partnership Working report (regarding community services integration as part of the Transforming

Community Services (TCS) programme), which had been omitted from Appendix 2 of the September monitoring report, has now been included and progress towards implementation reported.

### **3 Next monitoring report to Audit Committee in 2010/11**

3.1 The next monitoring report is scheduled for submission to Audit Committee on 24 March 2011.

3.2 That report will also include monitoring information on two further external audit reports issued in September 2010 by Grant Thornton :-

- Audit of Accounts 2009-10, Annual Report to those Charged with Governance
- Project Management Review

**SUMMARY OF AUDIT REPORTS WITH OUTSTANDING RECOMMENDATIONS**

**APPENDIX 1**

<b>Audit Report</b>	<b>Issued</b>	<b>Recommendations Implemented as at September 2010</b>	<b>Recommendations Implemented as at December 2010</b>	<b>Overall Assurance</b>
SAP Follow Up Report 2008/09	July 2009	3/4	3/4	The remaining action is being implemented towards completion by the end of November 2010.
Information Systems Controls	November 2009	6/14	6/14	The remaining actions are being implemented towards completion by the end of December 2010.
Information Security Management 2009/10	April 2010	2/7	3/7	Recommendation 3 has been implemented subject to sign off by Grant Thornton. The remaining actions are being implemented towards completion by early 2011.
IT Governance 2009/10	April 2010	1/7	2/7	Recommendation 7 has been implemented, subject to sign off by Grant Thornton. The remaining actions are being implemented towards completion by March 2011.
Interim Accounts 2009/10	May 2010	5/10	5/10	The remaining actions are being implemented towards completion by June 2011.
Partnership Working	June 2010	2/10	5 /10	Recommendations 1.3, 1.4 and 2.2 have been implemented, subject to sign off by Grant Thornton. The remaining actions are continuing to be implemented.
SAP Utilisation	April 2010	4/10	7/10	Recommendation 5 has been implemented. Recommendations 1 and 4 have been implemented, subject to sign off by Grant Thornton. The remaining actions are continuing to be implemented.

**PROGRESS AGAINST OUTSTANDING AUDIT RECOMMENDATIONS**

**APPENDIX 2**

**Report: SAP Follow Up Report 2008/09 (July 2009)**

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p>R3 (Medium Priority) We recommend that documentation of the SAP Security Policy is undertaken so that security administrators have appropriate understanding of security controls and procedures for SAP. A SAP Team Lead should also be appointed as soon as possible to ensure that all risks are appropriately managed and controlled. MCC will outsource the production of a SAP Security Policy. This will be completed within 3 months</p>	<p>Phil Burke</p>	<p>August 2010</p>	<p>End of November 2010</p>	<p>The SAP Security Policy has now been compiled and is presently undergoing a final review - this will be completed before the end of November 2010.</p>

**Report: Information Systems Controls (November 2009)**

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R3. (High Priority)</b> We recommend that the IT Security Policy is updated as soon as the partnership with Ernst and Young comes into effect.</p>	<p>Stephan Conaway</p>	<p>End of June 2010</p>	<p>January 2011</p>	<p>The Policy was taken to the ITIM Board and is being revised to reflect changes in requirement for Government Connect. The revised document will go back to the newly formed ITIM board and be available for the SME shortly thereafter. Target date for the ITIM board meeting is January 2011.</p>
<p><b>R5. (High Priority)</b> We recommend that IT management complete the IT centralisation project and develop centralised IT policies, to cover:</p> <ul style="list-style-type: none"> <li>• Setup/modification and removal of user access for the network and applications;</li> <li>• Program change requirements for the application systems development process that includes quality assurance, testing, and migration to the 'live' environment;</li> <li>• Software development,</li> </ul>	<p>Stephan Conaway</p>	<p>Work ongoing</p>	<p>March 2011</p>	<p>It is anticipated that all ICT functions will be consolidated by the end of 2010-11. The consolidation of the Revenues and Benefits team has been intentionally postponed to allow time to complete the Council's Code of Connection submission, which has a heavy reliance upon the Revenues and Benefits team.</p> <p>The Security Framework Information Security Policy (currently out for consultation) will be followed by a series of scheduled detailed security policies.</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p>acquisition and implementation policy;</p> <ul style="list-style-type: none"> <li>• Virus management policy;</li> <li>• Firewall policy;</li> <li>• Data Security policy;</li> <li>• Domain policy (including audit policy, password policy and account lockout policy);</li> <li>• System backups and recovery policy;</li> <li>• Disaster Recovery and Business Continuity policy; and</li> <li>• Physical Security policy.</li> </ul> <p>Once developed, the policies should be approved by senior management and applied across the Council.</p>				

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R6. (High Priority)</b> We recommend that lists of access levels that require individual authorisation be identified. The list should be issued to the Service Support team for reference. This will help ensure that any separately requested access to systems is not copied over from the template account and that approval is properly obtained for the system as required.</p>	Stephan Conaway	End of June 2010	End of December 2011	The new Active Directory (AD) currently being designed with Microsoft which is due for implementation end at the of 2011 will incorporate a separate template design based on roles and responsibilities following which user profiles will no longer be copied. Discussions with the Head of Personnel are continuing regarding how this will be implemented operationally.
<p><b>R7. (High Priority)</b> We reiterate our original recommendation to implement a formal and regular process to review users and access. This should be done as a matter of priority.</p>	Stephan Conaway	End of June 2010	End of December 2011	This is linked to the actions associated with recommendation 6 above.
<p><b>R9. (High Priority)</b> We recommend Management take measures to reassess the vacant roles and the ICT security requirements of the Council as soon as possible, in order to ensure that all of the required IT security roles are undertaken and achieve a</p>	Stephan Conaway	July 2010	April / May 2011	The proposed ICT structure incorporating strategic security as part of the IT Architecture Group is currently being presented to Senior Management. The operational security team (Access and Security Management) is now a separate team and continues to be recruited to. The Team Lead (recruited in March 2010) is now assigned permanently following the

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
clearer distinction between IT security management and IT operations.				<p>completion of other ICT projects. The Service Delivery Manager was not appointed to following advert. This is currently being fulfilled by a contract resource whilst recruitment is reviewed.</p> <p>The post of Standards Manager to ensure adherence to security and governance standards was appointed and commenced at the end of May 2010.</p> <p>The new ICT Service management structure deals with the security roles and a strategy of how these will be filled is being discussed with Corporate Personnel. Currently recruiting to the 3 posts which directly to the CIO and will then move on to fill other vacancies within the service including the security roles currently filled by contract staff. Permanent staff should be in place by April/May 2011.</p>
<p><b>R10.</b> (Medium Priority) We recommend the following to be considered during further development of the Disaster Recovery Plan:</p> <ul style="list-style-type: none"> <li>Define a minimum acceptable recovery configuration for key businesses and systems; and</li> </ul>	Stephan Conaway	September 2010	Mid 2011	<p>A site away from the city centre has been identified to host the new data centre, which is a key part of the Council's ICT disaster recovery planning. The Disaster Recovery Plan will be re-issued in line with the go live of the Sharp Data Centre towards mid 2011. Timing is completely dependent upon receipt of funding for data centres and current funding is insufficient to allow a fixed date to be determined at this time.</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<ul style="list-style-type: none"> <li>Outline a testing strategy</li> </ul>				
<p><b>R12.</b> (Medium Priority) We recommend the screensaver password be enabled within the domain security settings to enforce users to log in again after 15 minutes of inactivity.</p>	Stephan Conaway	May 2010	December 2010	Screen saver passwords to enforce valid log-in after 15 minutes are now in live 'test' with all ICT staff. Implementation to the business will commence in early December 2010 following adequate testing of exclusion procedures to minimise business impact e.g. screens used for display purposes in public facing areas.
<p><b>R14.</b> (Medium Priority) We recommend a review of the life cycle for software licences, including their purchase, installation, reallocation and reconciliation. Although it is acceptable for different members of staff to be responsible for different licences, IT needs to clearly establish which staff are responsible for each stage of the life cycle. This should be centrally documented and managed by a small number of staff. Management may also consider taking measures to restrict users to being able to</p>	Stephan Conaway	End of June 2010	End of December 2010	<p>Software Change and Configuration Management (SCCM) implementation is dependent on the implementation of the new Active Directory (AD) which is being delivered in conjunction with Microsoft. Anticipated date for Phase 1 AD is end of 2010.</p> <p>Software discovery and license reconciliation will be in 2011-12 as part of the Desktop Strategy.</p> <p>Individual software licensing arrangements are being reviewed during renewal cycles by the Contracts and Supplier Manager e.g. SPSS licenses centralised rather than Directorate based resulted in a potential corporate saving of £10k – implemented Aug 2010.</p> <p>Local administrator rights continue to be reviewed and account for approximately 5%</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
install their own software. This may also coincide with the removal of local administrators.				of the user base. Active Directory implementation will ensure greater control, as will the continual review of procurement and installation procedures..

**Report: Information Security Management 2009/10**

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<b>R1. (Medium Priority)</b> We recommend ICT management ensure that plans to firm up ICT governance structures are followed through, specifically the formal establishment and designation of information security responsibilities.	Stephan Conaway	31 May 2010	Early 2011	The key element of change in ICT governance remains the formation of an effective ITIM Board. A new remit for this board, including a non-ICT officer chair, is under discussion. Re-constitution of the board and the next formal meeting should happen shortly into the new year.
<b>R2. (Medium Priority)</b> We recommend ICT Management update the policies to include significant changes to the structure as well as the introduction of new technologies within ICT. We also recommend ICT and Council Management consider developing and implementing a	Stephan Conaway	April 2010	Mid December 2010	The initial draft of the ICT Information Security Policy was presented to the first meeting of the ITIM board. The documents require updating to reflect recent changes made to ICT Security arrangements after further discussions with the Siemens Government Connect auditors. The revised document should be available to take forward for approval by mid-December.

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p>more effective policy communication method that would educate all users on security and related risk.</p>				
<p><b>R3.</b> (Medium Priority) We recommend that Management establishes a team for handling information security matters.</p>	Stephan Conaway	30 June 2010	Implemented (Subject to sign off by Grant Thornton)	<p>The proposed ICT management structure incorporating strategic security has been agreed by the Director of Transformation and was submitted to Personnel Committee on 15 September 2010.</p> <p>The operational security team (Access and Security Management) continues to be recruited to. The Team Lead (recruited in March 2010) is assigned permanently following the completion of other ICT projects.</p> <p>The post of Standards Manager to ensure adherence to security and governance standards was appointed and commenced at the end of May 2010.</p>
<p><b>R4.</b> (Medium Priority) We recommend ICT management push through with plans to formally establish the role of security compliance within the information security team and to provide a formal process to monitor internal and external network security via planned penetration testing</p>	Stephan Conaway	30 June 2010	December 2010	<p>As for recommendation 3 and will be incorporated into Phase 1 of the recruitment process anticipated for December 2010.</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
exercises.				
<p><b>R5. (Medium Priority)</b> We recommend ICT Management establish a formal information security event reporting procedure which allows for security events to be reported to ICT as quickly as possible.</p> <p>Together with the incident reporting procedure, an incident response and escalation procedure should also be established, setting out the action to be taken on receipt of a report of an incident.</p> <p>Given that the original target date to acquire SCOM in December 2009 has already been delayed, interim procedures need to be robust to ensure all critical alerts from existing network monitoring tools flow through to the Service Desk system for timely resolution.</p>	Stephan Conaway	31 May 2010	January 2011	<p>This work is on-going and is dependent on the implementation of the Active Directory (AD) which is currently in delivery with remediation work due to be completed by end of 2010, followed by Phase 1 of the new AD in January 2011.</p> <p>The new Problem and Incident Reporting Procedure was signed off in August 2010. A Proof of Concept (POC) on network monitoring is being undertaken with our third party suppliers which will provide pro-active monitoring at an operational level with the intention to feed System Centre (SCOM) when implemented. The POC is anticipated to be live in January 2011.</p> <p>The Service mapping for Service Desk (ITBM) / SCCM / SCOM is currently underway and due for completion as follows: ITBM – January 2011 SCOM/SCCM – January 2011</p>

**Report: IT Governance 2009/10**

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R2. (Medium Priority)</b> We recommend ICT management:</p> <ul style="list-style-type: none"> <li>• Continues with plans to ensure the ICT strategy is appropriately updated and aligned with the business plan;</li> <li>• Develops tactical plans to achieve the goals and objectives of the ICT strategy, once it has been formally documented and approved by the Council Management</li> <li>• Reviews the ICT portfolio of projects to ensure the portfolio supports the overall ICT strategy and the requirements of the Council.</li> </ul>	Stephan Conaway	Ongoing	Continuing	<p>Planning continues to re-instate the IT Information Management Board as a governance vehicle for ICT Strategy and development planning within the Council. Until the ITIM Board is reconvened, ICT Strategy and the direction of ICT development continues to be address within the service itself. The role of the Portfolio Management unit is under continuous review.</p>
<p><b>R3. (Medium Priority)</b> We recommend ICT management:</p> <ul style="list-style-type: none"> <li>• Develops a formal ICT policy to communicate the requirement for all ICT services</li> </ul>	Stephan Conaway	Ongoing	End March 2011	<p>The ITIM Board with a revised remit is being reconvened. At the moment, no fixed date has been set for the next meeting. An appropriate non-ICT chair for the board is being sought. Planning for the consolidation of the residual</p>

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<p>and purchases to be routed through the ICT governance process. The policy should be formally approved by the Council and communicated to the Directorates as part of the strategy to consolidate.</p> <ul style="list-style-type: none"> <li>Continues with the project to consolidate ICT services and personnel.</li> </ul>				<p>ICT staff currently located in the directorates continues and is scheduled for completion for the end of March 2011.</p>
<p><b>R4. (Medium Priority)</b> We recommend ICT management:</p> <ul style="list-style-type: none"> <li>Formalises the ICT structure and communicate it to the ICT department. The amount of change required, for example, reorganisation of teams under Operations, will take time to embed and may be necessary before governance processes to function adequately as intended.</li> <li>Works with HR to determine which other avenues for advertising the open positions might be possible to attract quality ICT management to</li> </ul>	Stephan Conaway	April 2010	March 2011	<p>A new structure for ICT has been created and is now being introduced. The recruitment of the four key posts reporting to the CIO is underway with the initial interviews held on 12 November. Interviews for external applications, as required, will take place as soon the HR process allows.</p> <p>Initial discussions with the ICT staff have taken place. As soon as the full structure has been costed and agreed with HR and management, consultations with staff on the changed structure will begin. The end date for all required changes is March 2011.</p>

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support the ICT structure.				
<p><b>R5. (Medium Priority)</b> We recommend ICT management continue with plans to formally introduce the Business Leads to the Directorates to establish the lines of communication into ICT and begin building relationships with the Directorates to support the consolidation strategy. Firm completion dates should be assigned to this process.</p>	Stephan Conaway	July 2010	Continuing	An interim structure for the ICT Portfolio Management was put in place in September. This included the project management, business analysis and business liaison functions. Designed to improve communications with the directorates and to improve collaboration on ICT strategy, development and service delivery, the Portfolio Management remit will continue to be reviewed as we move forward.
<p><b>R6. (Medium Priority)</b> We recommend ICT management:</p> <ul style="list-style-type: none"> <li>• Continues with plans to hold the risk management workshops with the Council. The output of this process should be a formally documented ICT risk register which is maintained by ICT and feeds into the Council's risk management process</li> <li>• Links the high level ICT risk</li> </ul>	Stephan Conaway	Ongoing	Continuing	The channel for coordination of ICT risks with the Council management would be through the ITIM board with its revised remit. A key agenda item for the initial meeting will be risk management. Until the ITIM Board is reconvened, risks will continue to be handled at the weekly ICT Management Meeting and escalated as required.

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<p>register, which feeds into the overall Council risk register, to the operational risk register, both of which should be reviewed on a regular basis.</p>				
<p><b>R7. (Medium Priority)</b> We recommend ICT management:</p> <ul style="list-style-type: none"> <li>• Continues with plans to develop a formal set of KPIs to be monitored and reported to the Council. Once identified, the KPIs should be presented to the Council with reporting frequencies and performance targets to be formally approved</li> <li>• Monitors the approved KPIs regularly with results reported to the Council in the agreed timeframes</li> </ul>	Stephan Conaway	July 30 2010	Implemented (Subject to sign off by Grant Thornton)	<p>ICT Services is currently engaging with SOCITM to deliver benchmarking on user satisfaction with regards to the ICT Service. The Problem and Incident Manager reports regularly to ICT Management on outstanding actions and resolutions derived from the Problem and Incident procedure. Strategic partners Ernst &amp; Young are developing in conjunction with ICT Services a 'Dashboard' by which Management and customers can review ICT performance via a suite of KPI's. First release was introduced in September 2010. Improvements are anticipated.</p>

**Report: Interim Accounts 2009/10**

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R3.</b> (Medium Priority) The Council should continue to prepare for 2010/11 International Financial Reporting Standards (IFRS), restatement. Significant areas which the Council needs to complete are:</p> <ul style="list-style-type: none"> <li>• Assessment of the accounting for property leases</li> <li>• Review of contracts for embedded leases.</li> </ul>	Karen Gilfoy	June 2010	June 2011	The Council is continuing its preparations for 2010/11 IFRS implementation which includes discussions with Grant Thornton on various issues. The 2009/10 re-statement should be completed by the end of December 2010 and the first IFRS compliant accounts will be submitted to Audit Committee in June 2011.
<p><b>R4.</b> (Medium Priority) For all significant delegated decisions, the Council should document:</p> <ul style="list-style-type: none"> <li>• The basis of delegating the decision under the Council's constitution</li> <li>• The background to the decision, and key factors to be considered including financial and value for money considerations</li> <li>• Details of relevant legal advice supporting the</li> </ul>	Susan Orrell	August 2010	March 2011	SMT has been reminded of the need to properly evidence decisions including consultation with Executive Members where this is appropriate. Further work to communicate this advice to managers is underway, including a refresh of the Handbook for Leaders which covers the Council's governance arrangements.

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<p>decision</p> <ul style="list-style-type: none"> <li>• Formal 'sign off' by appropriate statutory officers.</li> </ul>				
<p><b>R5. (High Priority)</b> Following the Penetration Test review of Internal Audit in November 2009, the Council should:</p> <ul style="list-style-type: none"> <li>• Follow up the agreed actions reported and resolve the weaknesses identified.</li> <li>• Purchase a vulnerability scanning tool to enable regular penetration testing.</li> </ul>	Keith Traverse	<p>DMZ – June 2010 Internal – August 2010 Network – November 2010</p>	December 2010	<p>The requirement for an independent external vulnerability test to be carried out monthly has been tendered for and the initial meeting with the successful supplier took place on 8 November 2010. Planning for the initial test has commenced with an implementation date of late November / early December 2010. The requirement for an internal vulnerability test to be carried out quarterly is currently out to tender (issued September 2010) and it is anticipated that implementation will be during December 2010 following award of the contract.</p> <p>Third party suppliers are currently installing the Proof of Concept (POC) on network monitoring which is awaiting the installation of an ADSL communications line. This is expected to be implemented late November / early December 2010. An itemised list of network devices has been identified as part of the process and plans devised to mitigate risk. Progress on this will be highlighted following the independent internal penetration test as described above.</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R6.</b> (Medium Priority) The Council should produce and document a SAP Security Policy and appoint a SAP team lead to ensure all risks are appropriately managed and controlled.</p>	Phil Burke	August 2010	November 2010	The SAP Security Policy has now been compiled and is presently undergoing a final review - this will be completed before the end of November 2010.
<p><b>R10.</b> (Medium Priority) The Council should implement actions to address previous recommendations raised in our 2008/09 SAP report and November 2009 follow up review.</p>	Phil Burke	August 2010	End of November 2010	<p>Re-design of SAP support roles (to remove inappropriate access to sensitive SAP transactions) is now complete and implementation of the new roles is well underway. A further 3 weeks (to the end of November 2010) is anticipated to complete this task.</p> <p>In line with the recommendations, the SAP table of Common Passwords has now been fully implemented across the SAP landscape (i.e. all systems and environments) such that SAP backend passwords are now checked against a table of 'common words'.</p> <p>It is anticipated that secure external access to ICT systems (including SAP) will be addressed through the adoption of dual-factor authentication (DFA) and this is being progressed as a distinct project. Recent decisions to seek to provide DFA through a managed service approach are now being taken forward by the project manager. New processes are also presently being</p>

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				developed to tighten controls on Virtual Private Network (VPN) access, the access method used by support partners to connect to MCC's SAP systems.

**Report: Partnership Working**

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R1.1. (High Priority)</b> Agreeing the level of resources required from both organisations and the areas where the Council can most effectively provide officer input and practical assistance to the PCT</p>	David Regan	July 2010	November 2010	<p>The Securing our Shared Future (SOSF) Programme Board has now agreed to devolve the programme management structure to three Practice Based Commissioning (PBC) localities with appropriate representation from MCC. The Citywide SOSF Programme Board will continue to meet until April 2011 prior to the establishment of a shadow statutory Health and Wellbeing Board for Manchester.</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R1.2.</b> (High Priority) Developing detailed project plans for work streams which overlap with services provided by the Council, i.e. Integrated Care, Children's Services, Continuing Health Care and Estates</p>	<p>Liz Bruce/ Pauline Newman</p>	<p>July 2010</p>	<p>December 2010</p>	<p>The Project Initiation Document (Adults) has been developed and was signed off on 22 September 2010. The blueprint is still in production but there is no current slippage from timescales.</p>
<p><b>R1.3.</b> (High Priority) Working together on community services integration as part of the Transforming Community Services (TCS) programme</p>	<p>Liz Bruce/ Pauline Newman</p>	<p>July 2010</p>	<p>Implemented (Subject to sign off by Grant Thornton)</p>	<p>Joint working arrangements are in place. The transformation of community health services is a cross partnership piece of work across health and social care and the Urgent Care Programme has been prioritised. The cross partnership involves the PCT in transition to abolition. The Practice Based Commissioning (PBC) group leads and involves the Adults and Children's Services Directors. The integration of the Urgent Care Programme is being led citywide by Julian Hartley, Chief Executive UHSM and Liz Bruce, Strategic Director Adults, and is implemented locally through transformation clinical boards (one established centrally and one established at Wythenshawe; the North is in negotiation) and currently still reports to the SOSF programme board, which will evolve in due course to shadow the Health and Wellbeing Board.</p>

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<p><b>R1.4. (High Priority)</b> Strengthening the link between the SOSF programme and integrated commissioning across the Council, the PCT and Practice Based Commissioners.</p>	<p>Liz Bruce</p>	<p>August 2010</p>	<p>Implemented (Subject to sign off by Grant Thornton)</p>	<p>SMT on 15 October 2010 considered a report on Integrated Commissioning and agreed the following proposals:</p> <ul style="list-style-type: none"> <li>• A single high level forum be established with a high level governance arrangement that holds the coalition to account.</li> <li>• Consideration be given to how we will adopt a new organisational culture and leadership style in order to fulfil and embrace the challenges created by Integrated Commissioning.</li> <li>• A piece of work be undertaken to set out how the aims of the community strategy dovetails into Integrated Commissioning principles. To be undertaken by the Integrated Commissioning Programme Board.</li> <li>• A locality integrated commissioning framework be developed; this will need to target and align resources around individuals and families to deliver the specified outcomes.</li> <li>• Commission a critical friend to carry out a peer review and scrutiny – the Strategic Director for Adults to approach IPC (Institute of Public Care at Oxford Brooks) with a view to a critique of the current approach to Integrated Commissioning.</li> </ul>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R2.1. (High Priority)</b> Greater involvement of officers from both organisations and discussion of strategic priorities as part of the joint planning process to ensure that potential 'planning gains' are recognised and acted on.</p>	Julie Connor	September 2010	Continuing	New terms of reference prepared. However progress has slowed until the consequences of NHS Reforms becomes clear with regard to the future responsibility for NHS Primary Care Estate provision
<p><b>R2.2. (High Priority)</b> PCT engagement with the Council on potential development opportunities, localities, adjacencies, etc. within the joint estate as part of the Transforming Community Services programme.</p>	Ged Devereux	August 2010	Implemented (Subject to sign off by Grant Thornton)	The Primary Care Estate Task and Finish Group is now embedded and work is ongoing to determine implications of TCS and the NHS Reform agenda for the provision and development of NHS primary care estate provision.
<p><b>R2.3. (High Priority)</b> Disposal of surplus properties, more co-location and shared use of properties, better utilisation of existing properties within the joint estate and greater sharing of information such as the Council's ward mapping data.</p>	Lydia Morrison	August 2010	Completed	Corporate Property and NHS are just beginning a project to look at co-location opportunities within Health Centres. This will link into the work currently being completed within the council around Neighbourhood based services.

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R2.4.</b> (High Priority) The PCT make use of the Council's Gateway process for approving and delivering large capital schemes such as new premises.</p>	Julie Connor	July 2010	November 2010	The review of the Capital Programme including the Gateway is continuing. Further discussions will be held with the PCT at the end of the review in late November 2010.
<p><b>R3.</b> (High Priority) The Council and PCT should consider whether there would be benefit in reinstating a more formal advisory group on estates strategy within the partnership framework in place of the Built Environment Group, or reviewing the terms of reference of the Capital Development Group to give it more focus.</p>	Julie Connor / Ged Devereux	September 2010	Continuing	New terms of reference for the Capital Development Group are being developed. This links to recommendation 2.1 above. The group is awaiting the outcomes of national consultation feedback re the NHS Reform agenda to determine the future estate function and where it sits within proposed new commissioning arrangements for primary care.

**Report: SAP Utilisation June 2010**

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p><b>R1. (Low Priority)</b> We recommend that management conduct an exercise to formally identify costs incurred and benefits achieved from the SAP system implementation project, in order to formally identify whether value for money has been achieved. Additionally, a lessons learned analysis should be completed for reference on future projects.</p>	<p>Janet Smith</p>	<p>September 2010</p>	<p>Implemented (Subject to sign off by Grant Thornton)</p>	<p>The exercise has been completed and a “lessons learned” document produced. The Business Support Board members have been requested to comment on the paper , any amends will then be incorporated and signed off at next Board meeting on 24 November. The document will then be used as a reference by the Board moving forward.</p>
<p><b>R3. (Medium Priority)</b> We support management's decision to upgrade the reporting application and the analysis performed to determine the reports required.</p>	<p>Janet Smith/Louise Crewdson/ Andy McBeath</p>	<p>November 2010</p>	<p>Continuing</p>	<p>The review of users is complete and discussions have been held to agree who has access to what reports. Revised roles have now been agreed for Business Warehouse users. Reports have been reviewed and categorised. Those not working correctly and are no longer needed have been removed from view. Only reports in use are now visible to users. Obsolete reports will be deleted after an agreed time. Some reports have minor changes required which are being progressed through the normal development</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
				<p>routes. The Business Objects strategy has been identified as a key deliverable by a Reporting Working Group made up of key officers from ICT and Business Support. The Budget Monitoring Report Pilot has been extended due to issues with delivery of the reports. Until the pilot is finished this action is unable to be completed.</p>
<p><b>R4. (Low Priority)</b> We recommend that a Change Management Policy is defined which includes the following, as a minimum: Segregation of duties;  <ul style="list-style-type: none"> <li>• Testing methodology, Impact and priority ratings</li> <li>• Timelines for change milestones,</li> <li>• Review and approval of the Change Management Policy</li> <li>• Monitoring and reporting change management performance.</li> </ul>           Further, we recommend that a review of the revised Change Management Policy and Procedures is conducted within</p>	<p>Dave Ainsworth</p>	<p>December 2010</p>	<p>Implemented subject to sign off by Grant Thornton  24 November 2010</p>	<p>Following delivery of the document on 19 November 2010, it was reviewed and signed off by the Business Support Board on 24 November 2010.</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
<p>the suggested timescale. The policy should subsequently be reviewed on an annual basis, to ensure it is in line with the requirements of the Business. Following the approval of the policy, formal training should be given to all existing staff and new starters. This includes an introduction to the policy and procedures as well as templates. Example templates should be made available to staff within a shared drive, for guidance. The policy will ensure consistent practices are applied for all changes within the Council.</p>				
<p><b>R5.</b> (Medium Priority) We fully support management's decision to implement the automated leaver process as a matter of priority. Further, we recommend that HR communicate a list of all leavers to the SAP Security team on a monthly basis, in order to ensure all leaver</p>	<p>Alastair Cumming</p>	<p>October 2010</p>	<p>Implemented</p>	<p>The automated program has now been switched on in the live system and is working effectively. It is not felt that reviewing a report of leavers per month would bring any additional benefits but random checks will take place to ensure the program is continuing to work as planned.</p>

Recommendation	Responsible Officer	Recommended Implementation date	Revised date	Progress update
access is disabled on a timely basis.				
<p><b>R6.</b> (High Priority) We recommend that a data cleansing exercise is conducted by management to ensure old, duplicate or redundant supplier codes are identified and removed as a matter of priority.</p>	Lol Nugent	November 2010	Continuing	<p>There have been delays in implementing the archiving strategy as there are outstanding technical issues as to how some of the requirements will work. The problem has been escalated to the Council's partners and a response is awaited.</p> <p>Work is continuing on the manual cleansing of vendor records including missing data and highlighting duplicate vendors and blocking for future use.</p>
<p><b>R10.</b> (Medium Priority) We support management's decision to replace e-recruitment with software more closely in compliance with their needs.</p>	Stephen Forrest	To be confirmed	To be confirmed	<p>Whilst the project manager, Stephen Forrest has left, Manchester is still continuing to explore using Tribal to advertise its external vacancies (limited scope to that originally proposed). Timeline and person responsible for this to be confirmed by HR. As the amount of external recruitment has reduced dramatically Manchester will not continue to explore using Tribal to manage its whole recruitment process and will continue to use SAP for the foreseeable future.</p>