

**Report To:** Corporate Governance Committee

**Date of Meeting:** 4 September 2013

**Report Author:** Head of Strategic HR / Head of Internal Audit Services

**Title:** Strategic HR Internal Audit Report - Update

---

**1. What is the report about?**

This joint report provides the Committee with an update on progress within Strategic HR on the action plan included in the Internal Audit report from October 2012.

**2. What is the reason for making this report?**

Corporate Governance Committee has been monitoring progress on the implementation of the improvement actions that Strategic HR identified as a result of the Internal Audit review. The Committee asked for a further update at this meeting.

**3. What are the Recommendations?**

The Committee acknowledges the progress made and agrees:

- a) whether it is assured that Strategic HR is making sufficient service improvement; and
- b) whether and, if so, when, it requires a further progress report.

**4. Background**

- 4.1 Internal Audit reviewed various areas of Strategic HR during 2012/13, issuing its report in October 2012. The action plan within the report raised 11 issues, for which Strategic HR identified 45 actions with various timescales for implementation.
- 4.2 When Internal Audit followed up the action plan in February 2013, it found that, while some progress had been made, the level of progress was “disappointingly slow”, therefore this Committee was informed and asked Strategic HR to report latest progress to it in July 2013.
- 4.3 At this meeting, Strategic HR reported significant progress, but the Head of Internal Audit suggested that, while specific actions identified in the action plan had been completed, the effectiveness of these actions in addressing the issues in the Internal Audit report could not yet be gauged.
- 4.4 Following that meeting, the two services met to discuss the outstanding issues and agreed to work closer together to provide assurance to this

Committee that the improvements are being made and are addressing the issues effectively.

- 4.5 The Committee should also note that Strategic HR is going through a significant period of change and improvement and that the actions discussed in this report are part of a larger improvement action plan that is being project managed through the Council's project management methodology process on Verto.

## **5. Latest Progress**

- 5.1 For easier reference, Appendix 1 provides a table showing the latest position for all 45 actions that Strategic HR identified to address the Internal Audit report action plan. The table shows:

- the issues to be addressed
- the actions identified to address the issues
- Strategic HR's update on latest progress
- comments - including an opinion on whether the actions are addressing the issue

- 5.1 Overall, Strategic HR has made significant progress in addressing the issues that Internal Audit raised. Although virtually all of the actions have now been implemented, in some cases it will take time to assess whether these have been fully effective and some success depends on compliance within other services.

- 5.2 To provide additional assurance to elected members and management, Internal Audit will carry out a further review of the Strategic HR improvement project during April 2014, which will include an assessment of the effectiveness of some of the longer term actions identified in Appendix 1. In particular, the review will look at:

- whether employee data accuracy has improved;
- the successful implementation of new processes and procedures as part of the Systems Thinking process reviews;
- compliance with HR policies and procedures within services;
- accuracy of data sent to Payroll by HR;
- the effectiveness of the Civica Helpdesk in improving customer service;
- successful implementation of the new recruitment framework; and
- development of succession plans for key posts in services.