

Appendix D

Investigation Outcomes – Action Plan

Recommendation	Action Taken	Next Steps
Introduce a robust case management system	<ul style="list-style-type: none"> • Identified a need for a Data Management System (DMS) • Capital funding Business Case to support procurement of a DMS has been presented to and agreed by Executive Board • Project team set up to support 	<ul style="list-style-type: none"> • Develop project plan • Develop specification • Carry out soft market testing
Improve response times between services (Legal/Property)	<ul style="list-style-type: none"> • New process introduced to initiate instructions to Legal Services • Monthly meetings are being held (between Legal and Property) to include current caseload discussion and progress against each 	<ul style="list-style-type: none"> • Service Level Agreement to be developed to support working arrangements between Legal and Property Services • Continuation of monthly meetings to ensure effective monitoring and caseload management is ongoing
Provide consistent leadership to the team	<ul style="list-style-type: none"> • New interim arrangements in place for existing HoS to provide leadership and management to the team. • Interim arrangements also in place to provide technical / professional support and direction. • Service / structure review has been approved by Executive Board • Informal discussions underway with Unison • Revised JDs have been drafted to reflect new structure. 	<ul style="list-style-type: none"> • Last remaining new JDs due to go to evaluation panel. • Carry out Managing Change processes to recruit to new posts • Recruit to other posts that are vacant until team fully resourced • Personal Development Plans to be further developed for existing staff to ensure requisite skills are gained • Personal Development Plans to be developed as part of Induction process for new staff joining the service

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	<ul style="list-style-type: none"> • Four new JDs have been evaluated 	
Introduce robust policies and procedures	<ul style="list-style-type: none"> • Started to identify policies that need review / development • Initially secured assistance to develop Debt Recovery Policy • Debt Recovery Policy now drafted and in use • Vetting process (for prospective tenants) now drafted and in use 	<ul style="list-style-type: none"> • Continue work on other policies to ensure robust governance is in place
Improve accounting information to increase confidence in data held	<ul style="list-style-type: none"> • Will be addressed once Data Management System is in place • Work with Finance Business Partner to improve existing processes as appropriate 	<ul style="list-style-type: none"> • As above, improvements will result from the installation of a new DMS
Develop an Asset Management Strategy and Plans	<ul style="list-style-type: none"> • Policies and plans under development that will inform and shape strategy, eg Disposals Policy and Repairs & Maintenance Policy 	<ul style="list-style-type: none"> • Work already started will continue in this area.