CITY OF Lincoln COUNCIL

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City of Lincoln Council
Appendix A
Progress Report – December 2017

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Introduction

1. The purpose of this report is to:

   - Advise of progress made with the 2017/18 Audit Plan
   - Provide details of the audit work undertaken since the last progress report.
   - Provide details of the current position with agreed management actions in respect of previously issued reports
   - Raise any other matters that may be relevant to the Audit Committee role

Key Messages

2. The 2017/18 audit plan is progressing well; ten audits have been completed, five are in progress and three are being prepared. As at the end of November 65% of the revised plan has been delivered. Appendix 2 provides details on the current status of the audits within the plan.

3. Details on High priority recommendations can be found in Para 7 and for Medium priority recommendations see Appendix 5.

4. At the six month stage the audit remaining resources have been compared to the work plan and some amendments have been made, with the approval of the interim Chief Finance Officer – see para 8 for details.

Internal Audit Reports Completed September - November

5. The following final reports have been issued since the last progress report;

High Assurance	Substantial Assurance	Limited Assurance	Low Assurance	Consultancy
Housing Benefit (key controls)	Code of Corporate Governance	Housing Repairs – Stores	None	None
NNDR (key controls)	IT – Disaster Recovery			
	Customer Experience Strategy			
	IT - Applications			

Note: The Audit Committee should note that the assurance expressed is at the time of issue of the report but before the full implementation of the agreed management action plan. Definitions levels are shown in Appendix 4.

Below are summaries of the audit reports issued.

Housing Benefits (Key Controls) – High Assurance

We found that the expected key controls were in place and working well;

- There is an adequate separation of duties between the administration of Housing Benefit claims and processing payments.
- System access is restricted to appropriate users
- Performance is regularly monitored and reported to the Shared Revenues & Benefits Joint Committee and includes a wide range of measures.
- Management checks are recorded and undertaken in accordance with the Quality Control policy which was introduced in August 2016. Any errors in processing are addressed and training needs identified.
- Overpayments are raised promptly; additional work in recovering overpayments has recently been introduced to provide assurance that overpayments are being proactively managed.
- Housing Benefit payments are reconciled to BACS reports.
- Checking and authorisation of payments is undertaken at each stage of processing.
- Discretionary Housing Payments are correctly awarded and authorised

We identified one minor area for improvement.

NNDR (Key Controls) – High Assurance

We found that the expected key controls were in place and working well;

- There is an adequate separation of duties between the between day to day NNDR work and income collection.
- Access to system parameters is restricted and changes are independently checked and evidenced.
- System access is controlled and restricted to appropriate users.
- Valuation Office changes are actioned promptly and property details are reconciled to Northgate.
- As part of annual billing the number of bills produced is reconciled to the number of properties on the system.
- Sample bills are checked for accuracy before being printed and posted.
- Income is posted daily and reconciled, and suspense accounts are regularly reviewed
- A process is in place to guard against fraudulent refunds; refunds are appropriately authorised.

We did not identify any areas requiring improvement.

Code of Corporate Governance – Substantial Assurance

The Council approved a new Code of Corporate Governance in 2016/17, based on good practice guidance. The purpose of this review was to focus on the key policies and processes that support each area of the Code and ensure that they are in place and working effectively. This was a short health check review.

We found that overall arrangements were in place and working well. There are a number of ongoing actions which will continue in 2017/18 and beyond.

We identified some areas where the Code "statements" need to be reviewed;

- Consider the future direction for the (Corporate) Asset Management Plan
- Amend the Committee template to include environmental impact – suggested change to Community Impact and / or environmental impact
- Undertake a review of the Terms of reference for Corporate Management Team / Corporate Leadership Team, approve it and also consider inclusion of Corporate Governance "Code" areas (e.g. risk)
- Update the Council's Value for Money statement and re-publish it on the website
- Upload the latest version of the Constitution on to the website

IT Disaster Recovery – Substantial Assurance

IT disaster recovery planning is an important component of wider business continuity planning. As the Council relies on IT systems for its operations it is critical that disaster recovery is appropriately planned for and considered within the context of the organisations wider business continuity strategy.

This is a current AGS issue. Progress on the construction of a secondary data centre at Hamilton House is ongoing but largely complete and Stage 1 of an IT DR Test Plan completed. Some daily Backups are now running at Hamilton House with some issues still to be resolved. The Draft DR Plan is almost complete and the The plan is being considered alongside BC plan reviews with other service areas.

We sought to provide assurance on the effectiveness of IT disaster recovery planning and links to Corporate Business Continuity. The agreed scope was;

- Management arrangements
- Disaster recovery testing
- Training and awareness
- Technical aspects
- Infrastructure
- DR plan
- Staff accommodation / equipment.
- BCP linkages

The Audit was undertaken by a specialist IT security auditor.
The Councils IT DR arrangements have improved significantly since the project was commenced to provide a DR capability at Hamilton House, and create a separate IT DR

plan linked to the Councils business continuity planning arrangements. These arrangements are almost complete.

The IT DR plan has recently been reviewed and agreed by CMT.

The plan is well developed; there are further changes that could be made to increase the speed at which IT could be recovered but there are costs attached to these – there is a trade-off between further expenditure and quicker response times. Six out of the 19 audit recommendations were not agreed. CMT have considered the full audit report alongside the IT DR plan.

This review found that there were some areas where improvements could be made. Some actions will be delivered through the newly formed Business Continuity Group.

Customer Experience Strategy – Substantial Assurance

The new Customer Experience Strategy (CES), with new projects, has replaced the Channel Shift programme which consisted of four key projects aimed at delivering tangible channel shift and was resourced with officers from all directorates and key service areas. The CES continues with a Project Board and regular reporting to High Performing Services (monthly) and ToFS (quarterly).

The review considered the following risks;

- Customer Experience Strategy is not delivered/effective
- The programme is not managed effectively (includes programme / project management, performance, risk management, business continuity)
- Systems are not secure
- Contractors fail to produce the expected/contracted outputs
- Customer feedback/engagement not effective
- Finances are not managed effectively
- Regulatory requirements are not complied with
- Risks are not managed
- Business continuity arrangements not in place

We have given substantial assurance based on our overall findings against the risks examined.

There is a new customer experience strategy and detailed action plan which is monitored by the CES Board and reports into the HPS/TOFS Board. The action plan provides a good basis to deliver linked projects and is kept up to date by the project officer. System security is well managed. Business Development provide a highly skilled development and support service for many of the CES projects. We also undertook a review of four linked applications – the Website, My-info, Forms and IQ Post Me.

There are customer feedback options in place, for example on the website and on the Forms (system). These could be reported further to the Board. Relevant contracts are in place and contract meetings held. Officers are satisfied with contractor performance.

There is budget available through an invest to save allocation; there has been some use of this to date. The Board has a savings target of £50,000 this year and is finding it it hard to identify savings that will reach this target, however, efficiency savings have been made and in some areas budgets have been overspent so cash savings cannot be taken. HPS have been made aware and further discussions are taking place with officers to see if efficiencies can be translated into cash savings. The Board consists of legal and IT skills which helps ensures that regulatory requirments are met. Whilst risks are recognised there is no formal risk register.

We have made the following recommendations;

- Project planning and monitoring processes
- Formally considering whether each project requires an Equality Impact Assessment
- Reviewing the arrangements for Digital Champions
- Further improve the Self-serve arrangements
- Improve the use of statistical information to help Boards monitor trends and identify specific issues
- Review how efficiencies (time saved) can be captured and reported
- Determine internal and external communication requirements
- Formalise the reporting of feedback and complaints
- Introduce a risk register
- Produce a plan for "Forms" system development in the future

IT Applications – Substantial Assurance

The Council has a range of core IT applications that support service delivery. A list of applications was compiled from discussions with IT and using the Business Continuity / DR plans. The scope of the review was to focus on key application security areas. Discussions were held with system administrators and system owners. This report covers;

- Agresso (financial ledger, creditors & debtors)
- My-Info
- Website
- Forms
- IQ Post Me (Critiqom)

We have given substantial assurance based on our overall findings against the risks examined.

Many of the weaknesses identified across the applications are similar;

- System administrators were not aware of the System Administrators guidance (produced 2015) and were provided with a copy. This document will be reviewed in due course and may be tailored to different levels of super user / system administrator.
- The process for how movers and leavers are captured and reported to application administrators requires review, as there was concern that this information was not always received and therefore the system user lists may not be up to date.

- System owners will authorise/sign off all staff with higher level access including system administrators; those with super user / privileged application access / server access / database access. Any new access at this level will be authorised by the system owner.
- System administrators will undertake at least a six monthly review of user accounts to ensure up to date
- System administrators will review event logging options to determine what areas can be reviewed in line with guidance.
- In some cases there was not a current written annual support and maintenance agreement and these will be chased up.

Housing Repairs Stores – Limited Assurance

The Councils Housing Repairs Service entered into a new contract for the supply of materials with Travis Perkins from the 3rd April 2017. The contract runs until 2nd April 2020 with an option to extend for a further 12 months. In the current financial climate it is important that resources are maximised and the focus of the service is to see savings over time from the new contract.

We have given a limited assurance based on the current position with the servitor application which requires an upgrade that has not yet been approved. Due to this the housing repairs servitor application and the Travis Perkins servitor application are unable to interface. The result is that the system for managing the purchase and job allocation of materials is not as efficient and a number of processes have to be undertaken manually, for example:

- Ensuring prices charged for materials agrees to the agreed contract price
- Credit notes have been actioned
- Processing of invoices through an interim solution developed in house
- Managing van stocks electronically, now having to use a paper process

The interface through the upgrade is critical to increase control, reduce the risk of error and ensure processing is undertaken in the most efficient and effective way.

See Appendix 1 for full details.

Other Significant Work

County Council Elections – Claim for Expenses

6. An audit of the submission of the final claim for expenses for the County Council elections held in May 2017 has been undertaken. We found that;

- Staff payments had been paid at the correct rates
- Claims for election expenses were clearly referenced and supported by invoices
- Expenditure was appropriate and necessary
- The total amount claimed did not exceed the maximum amount recoverable.

Choice Based Lettings

An audit of this area in 2016/17 gave a Low assurance and a formal follow up of the recommendations made will be undertaken during December / January. The findings will be reported to CMT and the next Audit Committee.

Audits in Progress

7. The following audits are in progress;

    - Landlord Services – fieldwork in progress
    - Elections (Parliamentary expenses claim) – fieldwork in progress
    - Creditors key controls – fieldwork in progress
    - Debtors key controls - fieldwork in progress
    - Planned Maintenance - fieldwork in progress
    - Vision 2020 monitoring – being prepared
    - Parking Income - being prepared
    - Boultham Park restoration (variations & final account) – being prepared

    Other work in progress;

    - Updating whistleblowing policy*
    - National Fraud initiative matches – continued review with officers
    - Updating the Fraud risk register
    - Liaison with LCFP – Lincs counter fraud partnership
    - GDPR working group and information governance healthcheck
    - Fraud e-learning roll out

Audit Plan Amendments

8. With the approval of the interim Chief Finance Officer the following amendments have been made to the Audit Plan;

    - Housing Investment (new build projects) – moved into 18/19
    - Growth Strategy (risk based audit) – removed and to be considered for 18/19
    - Risk management (key controls) - removed and to be considered for 18/19 – Strategic risk management remains in the 17/18 plan.

Audit Recommendations

9. There is a formal process for tracking Internal Audit recommendations; they are recorded on the Council's performance management system, IMPS, and management can record progress updates at any time. Performance DMT's and Portfolio Holders monitor progress quarterly. Prior to each Audit committee Internal Audit will obtain a status report and review progress with management.

Internal Audit undertake formal follow up on all High priority recommendations and all recommendations made in audits where the overall assurance is Limited or Low; evidence of implementation will be requested and examined.

The table below shows all High priority recommendations, completed, due, overdue and not yet due.

Audit	Agreed action & original target date	Revised target date	Progress since previous Committee
2015/16			
ICT Mobile Devices (Substantial) PH CMCS AD SD (CX)	Audit of ICT assets (linked to corporate inventory check) (Mar 16)	Mar 18 Sep 17	With the current review of Financial Procedure Rules (October 17 approval) the inventory check will be updated taking into account any revised procedures.
Creditors (Substantial) PH CMCS AD CFO (CX)	Review & update Purchase Order project (Sept 16)	Mar 18 *Prev Sept 17*	This is a current project/has commenced. Target date revised to 31/3/18 for completion
2016/17			
Information Governance – Revenues & Benefits (Limited) PH CMCS AD SD (CX)	Finalise the COLC-NKDC-WLDC ICT service level agreement (Jun 17)	Dec 17	Ongoing
	All staff to undertake DP e-learning (Apr 17)	Mar 18 Oct 17	Improving percentage
	Establish regular reviews of system access on R&B systems, my-info and information at work (Jan 17)	Sep 17 *July 17*	Complete
	Restrict access to Information at Work where a declaration of interest is declared (Mar 17)	Sep 17 *July 17*	Complete
	Review the requirements and application of system administrator guidance (Feb 17)	Sep 17 *July 17*	Complete
Housing Strategy New Build (Substantial)	An appropriate Board will be determined for oversight of the New Build Strategy (Sep 17)	Sep 17	Complete - Housing Theme /strategy group will take on this role *(awaiting revised TOR)*

PH Housing AD H (Hous)	Review the LPMM and clarify its application for these sorts of projects (Sep17)	Mar 18 *Dec 17*	Extended due to capacity & other priorities; SPIT role is likely to move to another group which is part of the changes needed to LPMM.
Choice Based Lettings (Low) PH Housing AD H (Hous)	Undertake additional testing (Sept 17) Detailed annual reviews and additional bid cycle testing	Sep 17 Jun 18	Completed Commenced
2017/18			
Sickness Absence PH City Sol (CX)	Remind Managers / Admin teams to always conduct advice and guidance meetings where they fall due, complete documentation and follow up with correspondence, set targets and undertake reviews	Dec 17	Completed
Stores PH Housing AD H (Hous)	Instigate a regular sample check on material prices charged (Oct 17) Make a decision on the resourcing of an upgrade to the Servitor system (April 18)	Oct 17 April 18	Update requested Not Yet Due
Customer Engagement Strategy	Project planning and monitoring processes Review how efficiencies (time saved) can be captured and reported	Feb 18 Apr 18	Not yet Due

Appendix 5 provides details of all outstanding Medium priority recommendations.

Performance Information

10.   Our performance is measured against a range of indicators and we are pleased to report a good level of achievement against our targets. Appendix 4 shows our performance as at end of November 2017.

Other Matters of Interest

11.   The following guidance will be circulated separately;

- CIPFA Better Governance Forum - Audit Committee update on;

  - 2017 edition of the Public Sector Internal Audit Standards
  - Understanding the risks and opportunities from Brexit
  - Recent developments and resources

- National Audit Office guidance to Audit Committees on cyber security and information risk

12. At the last Audit Committee meeting the Chair requested that Audit Committee be updated on resourcing issues within the Finance Team as we progressed through the year. Since the September audit committee meeting, Financial Services now has a full key staffing compliment. The Capital Accountant has returned to work and the Financial Services Manager has become the Interim Chief Finance Officer (until March 2018). The Financial Services Manager post is being resourced through joint acting up arrangements between the two Group Accountant's. A full audit debrief meeting has taken place to reflect on the issues at year-end and a critical review of processes and procedures has been conducted to ensure that robust procedures are back in place for the 2017/18 year-end. These include revised spreadsheets for key information calculated within the accounts (asset register/ capital financing etc.), as well as improvements to the general working paper quality.

Appendix 1 – Details of Limited / Low Assurance Reports

Housing Repairs – Stores (Limited Assurance)

Background and Context
The Councils Housing Repairs Service entered into a new contract for the supply of materials from the 3rd April 2017. The contract runs until 2nd April 2020 with an option to extend for a further 12 months.

One of the key changes with the new contract is the provision of a store facility at the housing repairs Hamilton House site. With around 32,000 repairs a year this facility is envisaged to save operatives time and increase the efficiency of the service, as operatives do not have to go off site on a regular basis to obtain the materials they need.
In the current financial climate it is important that resources are maximised and the focus of the service is to see savings over time from the new contract.

Scope
The scope of the review was to provide assurance on the management of the new stores contract and considered the following risks;

- The stores contract is not managed effectively
- The contractor fails to deliver the contracted outputs
- Materials are used fraudulently
- Incorrect payments are made or payments are not made at all

We examined these risks by considering the following;

- The requirements and delivery of the contract
- Processes for obtaining materials from the store including authorisation and security
- Payment processes including ordering, goods received and invoicing
- Contract management and performance
- Transfer from the legacy contract to the new contract

The last audit was in 2012/13 of the previous stores contract with Jewson and was given limited assurance mainly due to the absence of formal contract management.

Executive Summary
We have given a limited assurance based on the current position with the servitor application which requires an upgrade that has not yet been approved. Due to this the housing repairs servitor application and the contractor's servitor application are unable to interface. The result is that the system for managing the purchase and job allocation of materials is not as efficient and a number of processes have to be undertaken manually for example;

- Ensuring prices charged for materials agrees to the agreed contract price
- Credit notes have been actioned
- Processing of invoices through an interim solution developed in house
- Managing van stocks electronically, now having to use a paper process

The interface through the upgrade is critical to increase control, reduce the risk of error and ensure processing is undertaken in the most efficient and effective way.

The stores contract supports the housing repairs service to deliver not only reactive repairs, it covers void properties and aids & adaptations. It is also an important factor in the commercialisation of the service and the potential to operate other contracts so is crucial to effective delivery.

Lessons learnt from the previous contract with Jewson have been built into the new contract which is much clearer and tighter on expected performance.

At the time of the audit review the contract had only been in place for around 4 months so some of the processes required to operate the contract were still developing, and recommendations were made in respect of;

- Sample checks on prices charged by the contractor against agreed prices
- Maintenance of the core stock list and approval of new core stock items
- Regular review, and clearance, of the suspense account within servitor
- Accounting and payment for goods obtained from stores by non-housing repairs service areas
- Reviewing the spending limits assigned to operatives
- A periodic check of van imprest stock
- Developing an exit strategy
- Undertaking a fraud risk assessment
- Managing deliveries to site by third party suppliers
- Collection of a financial contribution from the contractor for use of the stores building
- Documenting and communicating a process for tool purchase and staff discounts
- Reviewing compliance with regulations for the operation of CCTV in the stores area
- Putting a timetable in place for making a decision on upgrading the servitor system

It is clear from contract and management meetings and from discussion with staff in housing repairs and the contractor that there is awareness of the developments and we have confidence that these processes will be implemented.

All indications from the review are that there are controls in place or being developed to effectively manage the stores contract. The contractor is working with the Housing Repairs Service to develop delivery.

The following controls are operating to effectively manage the contract;

- Regular monthly contract management meetings, with clear agenda's, minutes and actions
- Comprehensive performance information provided by the contractor which can be interrogated to provide data to challenge areas of potential non performance by the contractor or housing repairs
- Draft procedures have been produced by the contractor and are currently being evaluated

- Goodwill process implemented by Travis Perkins to issue gift cards to Tenants who have received a poor service due to un-availability of materials or other stores issues
- Identification of operatives before materials are issued through the contractor card and job numbers

Appendix 2 – Audit Plan Schedule

Area	Indicative Scope	Planned Start Date	Actual Start Date	Final Report Issued	Current Status / Assurance Opinion
Public conveniences	Income collection	Q1	May	Aug	Completed Substantial
Western Growth	Governance	Q1-4	May		Risk Register updated May & Aug + advice work Report stage Possible review Q4
NNDR	Key controls	Q1	May	Nov	Completed High
Housing Benefits	Key controls	Q1	Jun	Nov	Completed High
Emerging Legislation	Progress on implementing new legislation	Q1	April	Jul	Completed Substantial
Housing Benefit Subsidy	Testing on behalf of External Audit	Q1-2	May	Aug	Completed
Human Resources	Sickness Absence	Q1-2	June	Aug	Completed Substantial
Housing Allocations	Additional testing	Q1/2	June	Aug	Completed
Counter Fraud	Strategy, Fraud Risk Register, NFI, Counter Fraud Partnership	Q1-4	Apr		In progress NFI FRR
Corporate Governance	2016 Code compliance	Q2	May		Completed Substantial
ICT	IT Disaster Recovery	Q2	July		Completed Substantial
Housing Repairs Service	New stores contract	Q2	July		Completed Limited
ICT	Systems administration Applications	Q2	Oct		Completed Substantial
Landlord Services	Risk Based Audit on tenancy management	Q2	Sept		In progress
Corporate Governance	Ethical Governance	Q4	Jul	Oct	Framework in place for 18/19 audit
Elections	Expenses claims for County & Parliamentary	Q2	Sept		County – completed Parliamentary – in progress
Creditors	Key controls	Q2	Oct		In progress
Debtors	Key controls	Q2	Oct		In progress
ICT	Channel Shift	Q2	Oct		Completed Substantial

Area	Indicative Scope	Planned Start Date	Actual Start Date	Final Report Issued	Current Status / Assurance Opinion
Housing investment	Planned maintenance	Q3	Nov		In progress
Business Strategy	Vision 2020 monitoring & Social Policy	Q3			Being prepared
Parking Services	Income collection & Residents Parking extension	Q3			Being prepared
Boultham Park Restoration	Contract variations & final account	Q3-4			Being prepared
Transport Hub	Project management	Q3-4			
Procurement	CPR compliance	Q3-4			
Council Tax	Risk Based Audit	Q3-4			
Private Sector Housing	Risk Based Audit	Q4			
Risk Management	Risk mitigation	Q4			
Housing Company	Governance arrangements	Q4			
Work Based Learning	Finance & risks	Q4			
Partnership Management	Governance & outcomes	Q4			
Combined Assurance	Update of the Combined Assurance Map	Q4			
Bus Station	Operation of new facility	Q4			
Housing Investment	New build projects				Moved to 18/19 at half year review
Growth Strategy	Risk Based Audit				Removed at half year review
Risk Management	Key controls				Removed at half year review

Appendix 3- Assurance Definitions[1]

High Assurance	Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance. The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.
Substantial Assurance	Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance. There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.
Limited Assurance	Our critical review or assessment on the activity gives us a limited level of confidence on service delivery arrangements, management of risks, and operation of controls and / or performance. The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.
Low Assurance	Our critical review or assessment on the activity identified significant concerns on service delivery arrangements, management of risks, and operation of controls and / or performance. There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.

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[1] These definitions are used as a means of measuring or judging the results and impact of matters identified in the audit. The assurance opinion is based on information and evidence which came to our attention during the audit. Our work cannot provide absolute assurance that material errors, loss or fraud do not exist.

Appendix 4 - Performance Details 2017/18 Planned Work

Performance Indicator	Annual Target	Profiled Target	Actual
Percentage of plan completed.	100%	25% end June 50% end Sept 75% end Dec 100% end Mar	65% at end November
Percentage of key financial systems completed.	100%	100% end Mar	0% However all pieces of work are in progress
Percentage of recommendations agreed.	100%	100%	92% (67 out of 73) 6 IT DR recs were not agreed
Percentage of High priority recommendations due implemented.	100% or escalated	100% or escalated	50% (1 out of 2)
Timescales: Draft report issued within 10 working days of completing audit.	100%	100%	100% (8 out of 8)
Final report issued within 5 working days of closure meeting / receipt of management responses.	100%	100%	100% (8 out of 8)
Period taken to complete audit –within 2 months from fieldwork commencing to the issue of the draft report.	80%	80%	100% (8 out of 8)
Client Feedback on Audit (average)	Good to excellent	Good to excellent	Average of 27 out of 32 (or 84%). Good-Excellent 5 issued and 3 returned.

Appendix 5 – Medium Priority Recommendations Overdue and Not Yet Due (at 30th November 2017)

Audit Area	Date	Assurance	No of Recs	Impl'd	Outstanding		Not Yet Due	Agreed Action & Original Target Date	Revised Target Date	Progress since previous Committee
					H	M				
CX - Assistant Director Strategic Development										
Performance Management

PH CMCS | June 16 | Substantial | 4 | 2 | | | 2 | Review reporting from the CBL system to establish if WLDC / NKDC data can be extracted from prime reports (Sept 16) | Mar 18 (Sep 17) | Now received "in principle" approval from the Director to upgrade the system. We hope to have it implemented by end of March 2018 in readiness for the Homelessness Reduction Act. |
| | | | | | | | | Policy Unit to work with Service Managers to support them validate a sample of indicators each year (Mar 17) | Mar 18 | Extended Not yet due |
| Customer Services

PH CMCS | Oct 16 | Substantial | 6 | 5 | | | 1 | Consider using annual satisfaction surveys (Feb 17) | Sep 17 | In progress Update to follow |
| IT Applications

PH CMCS | Nov 17 | Substantial | 7 | 0 | | | 7 | BDIT will review how movers and leavers are captured and reported to application administrators | Mar 18 | Not yet due |

								System owners will authorise/sign off all staff with higher level access Plus IT application recommendations for: • Website • Forms • Agresso • IQ-Post me • My-info		
Customer Experience Strategy	Nov 17	Substantial	10	0			10	• Formally considering whether each project requires an Equality Impact Assessment • Reviewing the arrangements for Digital Champions • Further improve the Self-serve arrangements • Improve the use of statistical information to help Boards monitor trends and identify specific issues • Determine internal and external communication requirements • Formalise the reporting of feedback and complaints • Introduce a risk register	April 18	Also see High Priority Recs above (x2) None due yet

								Recommendation	Date	Status
								• Produce a plan for "Forms" system development in the future		
Malware PH CMCS	Nov 16	Substantial	8	7		1		Include IT Security within HR training system (Mar 17)	Dec 17	Extended two months– course - being drafted
Housing Benefits PH CMCS	May 16	Substantial	9	8		1		Consider the way forward for CTR counter fraud work (Sep 16)	Oct 17 *Aug 17*	Completed Successful delivery of the Council Tax Reduction (CTR) exercise identified revenue of around £500k from fraud & error. The approach will be rolled out across the other districts in 2018/19 – the estimated net revenue gain is £724k
Revenues and Benefits – Support Services PH CMCS	Jul 16	Substantial	5	4		1		Commence discussions on the apportionment of support costs at Operational Board to open the way for a report to Joint Committee (Aug 16)	Mar 18 (prev Dec 2017)	Awaiting further NKDC support costs information to allow full analysis to be considered. HoSRB meeting with NKDC Finance 11.12.17 to determine way forward. This review is now likely to be completed in Q4 2017/18.

Revenues & Benefits – Information Governance PH CMCS	Feb 17	Limited	15	9	5	1		Complete the R&B Info Gov actions (Jun 17) Also see High priority recs at para 7.	Feb 18	Not Yet Due
Recovery PH CMCS	Mar 17	Substantial	11	9		2		Use a second enforcement agent at COLC when the next procurement exercise is completed (Sep 18) As part of the review of the Fair Collection & Debt Recovery Policy determine whether the data used to monitor the Policy (sec 10) are all relevant & appropriate (Jan 18)	Sep 18 Jan 18	Procurement to take place in readiness for 18/19 Review to be done later in the year – Review date is September-Nov
Corporate Governance Code	Oct 17	Substantial	6				6	Update the Council's VFM statement & republish (Dec 17)	Dec 17	Completed
IT Disaster Recovery	Oct 17	Substantial	13	3			10	• Seating in the event of the DR plan • Contractor requirements (Housing) • LAN connection (Hamilton House) • Property Services to review utility requirements • ICT Disaster Recovery Plan -		All 31/03/2018 except as stated

									presented to the CMT for formal 'approval' • Produce Business Continuity Plans for the remaining service areas • Ensure that the approach used to assess risks is clearer • Address RPO in the Business Continuity Plans for the Service Areas • Have the Service Areas plan for 'loss of IT services' for up to two (2) weeks • Liaise with representatives from NKDC (and WLDC) to ensure that they understand the recovery timescales to which the IT department at CoLC are working to. • CMT to ensure that the BCG meets regularly • Ensure that the next BCP desk-top exercise includes the IT DR plan • Review the arrangements for wider staff education and awareness	Oct 17	Completed

									Oct 17	Completed
								• Fire Service (BCP) to review the IT DR plan • The IT department and Service Areas to meet to consider the issues and requirements pertaining to the 'return to normal service' • A test plan be produced and thereafter implemented • Ensure the (IT) room is "clear" other than IT equipment • Check usage of fire extinguishers (only CO_2 to be used) • Review security of racking		Oct 17	Completed

Audit Area	Date	Assurance	No of Recs	Impl'd	Outstanding		Not Yet Due	Agreed Action & Original Target Date	Revised Target Date	Progress since previous Committee
					H	M				
CX - Chief Finance Officer										
Accountancy PH CMCS	June 15	Effective	3	3				Review Financial Procedure Rules & update the budget holder manual (Dec 15)	Jan 18 Sep 17	Audit Committee 19th December Exec to follow
Risk Management PH CMCS	May 17	Substantial	9	8		1		Improve guidance & deliver further training CLT/Members (Sept 17)	Mar 18	Guidance improved Further training to be scheduled. Approach being developed.
Corporate Governance Code	Oct 17	Substantial	See above					Consider the need for a detailed AMP (Mar 18) Review & approve the terms of reference for CMT / CLT (Dec 17)	Mar 18 Dec 17	Not Yet Due Not Yet Due Reviewed – final sign off 12th December.

Audit Area	Date	Assurance	No of Recs	Impl'd	Outstanding		Not Yet Due	Agreed Action & Original Target Date	Revised Target Date	Progress since previous Committee
					H	M				
CX – City Solicitor										
Sickness Absence PH	Aug 17	Substantial	6	1			5	Issue guidance on the RTW process & monitor performance Review the processes for calculating performance & consider other measures Provide sickness management training & guidance Verify that pregnancy related sickness is being correctly dealt with Include reference to stress / mental health in guidance & procedures See also High priority rec at para 7.	Dec 17	Completed Completed Completed Feb 18 Extended – further stress training to be provided
Corporate Governance Code	Oct 17	Substantial	See above					Upload the latest version of the Constitution onto the website (Oct 17)	Oct 17	Update requested

Audit Area	Date	Assurance	No of Recs	Impl'd	Outstanding		Not Yet Due	Agreed Action & Original Target Date	Revised Target Date	Progress since previous Committee
					H	M				
DHR - Assistant Director Housing										
Vehicle Fuel Management PH Housing	Feb 2013	Limited	8	7		1		Update the Driver Code of Practice (Aug 13)	Jan 18 Dec 17 *Aug 17*	Draft agreed with Unions and final should be completed by end December
Control Centre PH Housing Paula is getting back on these	Oct 16	Substantial	8	5		2	1	Establish a data sharing agreement with Age UK (Mar 17) Ensure up to date agreements are in place with agencies (Sep 17)	April 18	Complete Working on the first contract that will form the basis of all others – new target April 18
Responsive Repairs PH Housing	Jun 17	Substantial	6	2		4		Use text messaging to advise tenants of repair appointments (Aug 17) Record planned repairs on UH (Nov 17) Align the level of post inspections required by the Repairs Service Standard and the Quality Service Manual (Nov 17) Ensure post inspections are spread evenly across teams and repair types (Nov 17)		Completed Updates requested

								Take before & after photos (Nov 17)		
Stores	Nov 17	Limited	11	2	1	2	6	Agree a process for adding items to the core stock list (Mar 18)	Mar 18	Not Yet Due
								Develop a process for paying TP for goods used by other service areas (Nov 17)	Nov 17	Updates requested
								Establish a process to ensure that staff are on site to receive any third party deliveries (Dec 17)	Dec 17	
								Implement, document & communicate a process for tool purchase and staff discount (Oct 17)	Oct 17	
								Introduce a 6-monthly review of the store card limits (Oct 17)	Oct 17	
								Undertake a fraud / theft risk assessment (Dec 17)	Dec 17	Not Yet Due
								Ensure that the operation of CCTV cameras is in accordance with DP requirements (Dec 17)	Dec 17	Not Yet Due
									Oct 17	

							Agreed Action & Original Target Date	Revised Target Date	Comments / Progress
							Review out of hours security and access (Oct 17)	Jan 18	Not Yet Due
							Undertake a regular stock-check of materials on vans (Jan 18)	Dec 17	Not Yet Due
							Clear the unallocated materials suspense account on a regular basis (Dec 17)		
							Also see High priority recs at para 9.		

Audit Area	Date	Assurance	No of Recs	Impl'd	Outstanding		Not Yet Due	Agreed Action & Original Target Date	Revised Target Date	Comments / Progress
					H	M				
DCE - Assistant Director Health and Environmental Services										
Empty Homes PH Housing	Sept 13	Limited	6	5			1	Review the Private Sector Housing Enforcement (Apr 14)	Apr 18 Oct 17	We have a target date to update the Housing Enforcement Policy, to include new legislative powers and a review of fees and penalties, by April 2018.
Health & Safety Development Plan	Mar 17	Substantial	2	1			1	Resolve the remaining RO cases (Aug 17)	Oct 17	Prev 7 now 1 O/S; by 31/03/2018
								Develop a resource plan for the H&S	Oct 17	Completed

PH CMCS								Development Plan projects (May 17)		

Audit Area	Date	Assurance	No of Recs	Impl'd	Outstanding		Not Yet Due	Agreed Action & Original Target Date	Revised Target Date	Comments / Progress
					H	M				
DCE - Assistant Director Communities & Street Scene										
Boultham Park Refurbishment PH RSH PH PPER	Jun 17	High	2	1		1		Complete the revised partnership agreement (Jul 17)	Dec 17	Meeting December to finalise
Transport Hub PH CMCS PH PPER	April 17	Substantial	2	1		1		Financial and operating costs – approval and review (Jul 17)	Oct 17	Complete

Audit Area	Date	Assurance	No of Recs	Impl'd	Outstanding		Not Yet Due	Agreed Action & Original Target Date	Revised Target Date	Comments / Progress
					H	M				
MDD – Major Developments Directorate										
Transport Hub PH CMCS PH PPER	April 17	Substantial	10	6		4		Review Thub health and safety file CHS (Jul 17)	Jan 18	In progress
								CE's finalized and marked off financial report (Jul 17)	Jan 18	In progress Revised date
								CE documentation (Apr 17)		Update requested (Links to above)

								Project manager classed as budget operator (Apr 17)		Not being progressed on this project