

LEAD OFFICER: Georgina Ayling, Head of Finance and Business Development

AUTHOR: Marilyn Robinson, Audit & Fraud Prevention Manager

1.0 AUDIT WORK IN THE FOURTH QUARTER 2007/08

1.1 Final reports issued

- Creditors 2007/08
- National Non Domestic Rates (NNDR) 2007/08
- Sundry Debtors 2007/08
- Budget Process and Budget Monitoring 2007/08

The audit section also undertook work in the third quarter on:-

- Main Accounting System
- Local Area Agreement Grant Administration
- Building Control

These reports will be issued in the first quarter of 2008/09.

1.2 Issues arising

The key recommendations are given in Appendix A.

The main issues related to: -

Creditors

- Reminder of the clear desk policy – locking away sensitive paperwork overnight.
- Additional officers to be given access to the Creditor "mailbox" [electronic notification of error messages] and that error messages should be investigated and corrected on a daily basis. [This was a new feature provided by the Creditors system implemented in April 2007]
- Reminder to Accountancy staff of the need to evidence a check of supporting documentation for all payments over £20,000, to ensure that these are valid transactions.

National Non Domestic Rates (NNDR)

- Updating the reconciliations of the NNDR Academy system to the main financial system (TASK) as soon as possible and a copy of any adjustments should be placed on the file. [A backlog had arisen when the Senior Financial Controls Officer had left the Authority.]

Sundry Debtors

- Total cash posted to the individual debtors' accounts should be checked on a daily basis and suspense items promptly cleared. This would ensure that reminders were not sent out to customers who had already paid.

AUDIT COMMITTEE 23 04 08

AUDIT SERVICES MONITORING REPORT: FOURTH QUARTER 2007/08

- Following the introduction of the new Debtors system, managers had not been sent monthly reports showing debts outstanding. This should be resumed.

Budget Process and Budget Monitoring 2007/08

- A detailed budget timetable needs to be prepared for the 2009/10 budget. This should include any consultation and reporting deadlines required by the constitutional Budget and Policy Framework. [Consultation with Overview and Scrutiny, prior to the submission of the draft budget to the Executive, was omitted in 2007/08. However, OSC Management was consulted before submission of the draft budget to full Council].

1.3 Follow-up audits

- 1.3.1 A running progress report is kept of all Priority 1 and 2 recommendations outstanding, since the first formal follow-ups were carried out in January 1997. All outstanding audit recommendations, including all recommendations made in reports issued in this quarter, have now been input on to the Covalent performance software. This will streamline the monitoring process. All those recommendations still outstanding, with a target date up to 31 March 2007, are detailed at Appendix B.

1.4 Issues arising from outstanding recommendations

- Managers are now completing their own progress on the Covalent system, with audit carrying out "reality checks", particularly on the main systems which are audited on an annual basis.
- 10 long-standing recommendations have been implemented since we reported last quarter and 2 recommendations are no longer applicable. Further progress has been made on some of the remaining recommendations.

2.0 EXTERNAL AUDIT

- 2.1 External audit issued the Direction of Travel Report and a Summary of Use of Resources Scores 2007 report. These are reported separately to the Audit Committee.

3.0 INTERNAL AUDIT PERFORMANCE AGAINST AUDIT PLAN

- 3.1 We achieved 68% of planned audit work for the financial year, compared to the target of 90%. A summary of the audit performance measures is attached at Appendix C. Delays from the first quarter had a "knock on" effect throughout the year. The Senior Auditor was then seconded full time to the

AUDIT COMMITTEE 23 04 08

AUDIT SERVICES MONITORING REPORT: FOURTH QUARTER 2007/08

Accountancy section, with effect from 22 October. This meant the loss of 117 audit days - 5 months of 1 full time auditor, leaving only 2 auditors and the manager to undertake audit work in that period. Work was, therefore, concentrated on the main financial systems. All audit testing was completed on the main financial systems by 31 March, although the draft report on the Main Accounting System was only issued on 1 April. The final report will be issued in the first quarter of 2008/09.

3.2 The following audits had to be deferred:-

- Building Control
- Renovation Grants [also a problem re availability of staff in this section]
- Leased Transport
- Evaluating Service Business Risk
- E.Commerce/Purchasing
- Business Continuity Arrangements
- Risk Management Arrangements
- Partnership Developments
- Procurement Arrangements
- Efficiency Statement

3.3 Work on the Building Control system was started in March. The remaining areas will be fed into the annual risk assessment review but Renovation Grants is likely to be the next priority.

4.0 STAFFING ISSUES

4.1 The Senior Auditor was seconded to the vacant Accountant's post, with effect from 22 October. This meant audit days available/capacity were reduced by 25% for 5 months of the year. The Senior Auditor left the Authority on 31 March and we have now recruited an Audit Technical Officer, who will be in post from 1 May 2008. We were unable to recruit anyone with previous audit experience, so existing audit officers will be using some of their time to give on-the-job training and supervision.

5.0 CONCLUSION AND RECOMMENDATION

5.1 There was significant slippage against the Audit Plan, due to the staff vacancy for 5 months of the year. However, work on the main financial systems was completed. This was an improvement on the previous year, when vacancies and sickness amounted to the equivalent of 1 full time officer for 5 months and 4 of the main financial systems audits had to be carried forward to 2007/08.

5.2 It is recommended that Members note this report.

AUDIT COMMITTEE 23 04 08

AUDIT SERVICES MONITORING REPORT: FOURTH QUARTER 2007/08

List of Appendices: Appendix A – Key Findings Quarter 4 2007/08
 Appendix B – Outstanding Key Recommendations
 Appendix C – Performance Indicators

Background papers: Audit Plan file 2007/08; Audit systems files
Officers Consulted: Corporate Team
 Management Group [on Appendix B]

KEY RECOMMENDATIONS FROM REPORTS ISSUED
[Bold text in brackets shows the management response]

P1 & P2 AUDIT RECOMMENDATIONS ONLY

CREDITORS 2007/08

- (P2) That the induction process for new employees should include an awareness of Financial Regulations and the relevant written procedures, where appropriate.
- (P2) That a reminder be issued to managers that system administrators must be notified of leavers and of those who move to another post within the Council. The authorised signatories list may also need updated.
- (P2) That the Creditors mailbox should be checked, error messages investigated and corrected on a daily basis. We have also requested that a second Admin Support Officer and the Senior Accountancy Officer be given access to this mailbox, so that cover can be provided. These arrangements have been agreed.
[Agreed with immediate effect. As at 10/01/08 conformation of access to creditors mailbox received from the Senior Accountancy Officer]
- (P2) That an extra section is added to the payment certification sheet to confirm that the goods or services have been received.
- (P2) That input of the batch control total into the Creditors system be reinstated, to ensure that any discrepancies on input are flagged up on screen.
[Agreed with immediate effect from 7/12/07]
- (P2) That the Accountancy section staff are reminded of the need to check the supporting documentation, and evidence this check, for all payments over £20,000 to ensure that these are valid transactions. If the invoice has been scanned, the evidence of the check will be the signature on the payment listing.
[A reminder given to all staff]
- (P2) That the Admin Support Officers marked returned cheques as cancelled when the post is opened, before passing them to the Admin Support Officer who inputs the cancellation onto the system.
[Agreed with immediate effect]
- (P2) That a reminder is issued to the Accountancy section that cancelled and replacement cheques must be consistently documented and authorised.
[Agreed with immediate effect]
- (P2) That the book recording the cheques held awaiting collection is fully completed to provide a full audit trail.
- (P1) That all paperwork be locked away overnight to comply with Data Protection requirements and the corporate clear desk policy.
[A reminder given to all staff that sensitive information be secured overnight]

KEY RECOMMENDATIONS FROM REPORTS ISSUED
[Bold text in brackets shows the management response]

- (P2) That time is taken to review the workload and assign priorities.
[A Fisher and P Robson to review in detail and assign priorities]

NATIONAL NON-DOMESTIC RATES (NNDR) 2007/08

- (P2) That a reminder be given to the Customer Services Team Leader to notify Systems Support of any leavers.
[E.Mail sent 13/09/07 to remind Customer Services Team Leader to notify Systems Support Officer of any leavers]
- (P2) That the Financial Services Technical Officer updates the reconciliations of the Academy system to the TASK system as soon as possible.
- (P2) That the Financial Services Technical Officer attaches a copy of the journal adjustment to the reconciliation file.

SUNDRY DEBTORS 2007/08

- (P2) That the System Administrator requests access to the cash receipting management reports and that the total cash posted to the individual debtors' accounts is checked to the Fund 5 (invoices) total on a daily basis, to enable prompt clearance of suspense items.
[Access to the cash receipting system now available to Technical Support Officer and checks made to Fund 5 (invoices) total on a daily basis]
- (P2) That the aged debt report is made available to managers and that debts are reviewed on a monthly basis to identify potential write offs and where a service or goods should no longer be provided to non-payers.
[Full report to be printed and published at period end. Paul Robson to review, highlight to Business Managers. Accountants to raise as part of Management Accounts meetings each month]
- (P2) A supervisory spot check of write-offs and cancellations of debt.
[Paul Robson to receive write-off and cancellation report at period end, and check the transactions on system. All write-offs over £1000 to be checked, then one in ten]

BUDGET PROCESS AND BUDGET MONITORING 2007/08

- (P2) That a budget timetable should be prepared for Accountancy staff, for preparation of the 2009/10 budget. This should detail tasks, deadlines and allocate specific responsibilities. It should also include any consultation and reporting deadlines, in line with the constitutional Budget and Policy Framework.





Audit Recommendations

Report Author: Audit Manager
Report Type: Action Report
Generated on: 11 April 2008

Action Status

Parent Code & Title: AR-C Corporate	Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
		AR-C1 Develop a comprehensive business continuity plan.	Chief Executive	75%	31/12/2007	Annual Audit Letter March 2007	Emergency Planning Officer has co-ordinated departmental requirements to update 2005 Plan. A gap analysis was undertaken 20/12/07. Business Continuity exercise completed 28/3/08. Further work to be undertaken.
		AR-C4 Corporate Team agree the priorities/timescales for the reinstatement of all IT systems. This will form the basis of service-level business continuity plans. Managers will then need to consider what measures could be put in place.	Chief Executive	75%	31/10/2007	Cash Receipting	Corporate exercise has been carried out to identify service requirements. Procurement of new systems has begun.

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
●	AR-C6 There needs to be full compliance with the revised Complaints Procedure issued in October 2005. Further training to be given on this	Head of Customer Services		30/04/2007	Statement on Internal control	It has now been decided to hold on developing the internal complaints system to evaluate the functionality of the new CRM Some notes are now lodged on CoValent. Further reminders needed particularly with managers new to Council. Revised guidance issued 3 & 10 July 2007. Reminder email sent 13 July.
●	AR-C7 Quarterly performance discussions held with the Service Heads and Directors should be formally documented and available for review.	Head of Policy & Performance		30/06/2007	Statement on Internal Control	

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
-------------	---------------------	------------	--------------	----------	-------------	-----------

Parent Code & Title: **AR-CS Customer Services**

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-CS1 That system access is reviewed to ensure that only the Recovery Team Leader and her deputy can post write-offs.	Revenues & Benefits Manager	0%	30/08/2007	Benefits	Not yet reviewed as at January 2008. Revenues and Benefits Manager no longer in post.
	AR-CS7 That verbal instructions be given to all cashiers on the appropriate action to take in the event of a raid. Written procedures should then be updated to include this issue.	Customer Services Manager	95%	31/12/2006	Cash Receipting	Given the front facing service is to be discontinued the amount of cash held at area offices will be almost nil and cash at Whitehaven will reduce massively. Once we are operating without the front facing facilities procedures should be written at this time as there is not sufficient info at present to be able to do this. Suggest defer until June 2008. Verbal instructions given to all cashiers. Corporate raid procedures being investigated at present


Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-CS20 That access rights to the NNDR module be reviewed to ensure separation of duties be maintained between the Account Registration and the Recovery teams.	Revenues & Benefits Manager	0%	30/06/2007	NNDR 2006/07	There may be a problem separating permissions on the NNDR module. This will be raised at the next meeting with the Academy Account Manager.
	AR-CS26 That additional training sessions should be held, once the Sundry Debtors Handbook has been updated, for all employees involved in the Sundry Debtors process to ensure that they are all aware of their roles and responsibilities.	Head of Customer Services	15%	30/09/2007	Sundry Debtors	Further system training on the system received January 2008. The updated debtor handbook then to be finalised and further end user training can be given.

Parent Code & Title: **AR-FBD Finance & Business Development**

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-FBD1 That performance reports link performance / outputs with financial budgets / expenditure.	Finance & Business Development Head of	75%	30/09/2004	Corporate Governance 04/05	Financial Planning Guidance has been issued as part of a new process for the 2008/09 budget build, based on corporate priorities and outputs. New budget monitoring procedure from end of Sept. 2007 include expenditure projections to year end. Further developments to continue. Service Plans for 2007/08 now include resource planning.

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-FBD3 That formal training sessions should be given on the Security Policy	Business Development Manager [Interim ICT Manager as from 8/4/08]	0%	30/12/2007	IT Network controls	<p>Management Accounting Working Group met on 19 March to determine basis identifying cost drivers to be used for measuring performance. Initial meeting held with Policy to agree piloting of cremations, penalty notices car parking penalty notices, and dog fouling. Once agreed, basis will roll out to all other service plan objectives and corporate plan objectives. This will be a continuous process and assist the planning process for 2009/10 and beyond. Paul Robson to lead on identifying cost drivers for performance monitoring purposes.</p> <p>Propose presentation to Management Group and to include an item in Team Talk. Will also do a Members' awareness session.</p>

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-FBD6 That the ICT Team Leader ensures that there is a timetable in place for the compilation of the office manual.	Business Development Manager [Interim ICT Manager as from 8/4/08]	60%	30/03/2008	IT Network Controls	Web based manual. Paper copy to be produced.
	AR-FBD10 That the IT Technical Team Leader, should undertake a full risk assessment of the Council's network, resulting in the production of a Network Access and Control Document.	Business Development Manager [Interim ICT Manager as from 8/4/08]	50%	31/12/2007	IT Network Controls	Generic risk assessment done. Further work to be undertaken. Work in progress
	AR-FBD15 That assurances should be obtained from the users that remote access is controlled by the Revenue and Benefits access administrator, and that Academy only have access to the system on 'needs to access' basis	Business Development Manager [Interim ICT Manager as from 8/4/08]	75%	30/06/2007	IT Network Controls	Administrator to give IT team leader instructions as to how to access the Academy firewall to review activity logs. Revised target date 30/11/07. Capita is sole external provider requiring access - administrator has confirmed but this has not been checked or audited.

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-FBD16 Timetable for the completion and approval of a Disaster Recovery Plan. This is to include the network in respect of servers, communication links, personnel, critical stationery and the requirement of users, etc. The plan needs to be tested.	Head of Head of Finance & Business Development [Interim ICT Manager as from 8/4/08]		31/03/2007	IT Network Controls	Technical solutions to be provided when corporate needs are coordinated.
	AR-FBD17 TM Manual is finalised by incorporating the missing elements:- inclusion of requirement for committee reports e.g. to include Treasury Management Policy, TM Strategy, Prudential Indicators, designated Money Laundering Reporting Officer & deputy.	Accountancy Services Manager	80%	30/06/2007	Loans and Investments	TM Manual was revised March 2007 and now includes the requirement for committee reports and the prudential indicators. Still needs to include the TM Policy Statement and the name of the designated Money Laundering Reporting Officer and the deputy. Still in draft, needs to be formally approved by the Head of Finance & Business Development. This is one part of the TM Manual, which will be completed in its entirety by 31/7/08. A Fisher to lead on this.

83




Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-FBD19 Register of officers who administer the TM function is maintained, whereby they sign and date to indicate that they have read, understood and agree to implement the requirements of the manual.	Accountancy Services Manager	0%	30/06/2007	Loans and Investments	The Manual is yet to be finalised and the Register will then be completed. This is one part of the TM Manual, which will be completed in its entirety by 31/7/08. A Fisher to lead on this.
	AR-FBD20 That the TM Manual includes the requirement of treasury management officers to monitor interest rates on a daily basis. [This happens in practice]. In addition, the TM Manual is amended to reflect who has actually got access to BankLine.	Accountancy Services Manager	50%	30/06/2007	Loans and Investments	Latest revision of the manual (March 07) includes the requirement to monitor interest rates on a daily basis at Appendix C2 at para. 1.1.1. However, this appendix now needs to be updated re Authorised Officers at para. 1.2.1.

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-FBD21 Review of the risks involved within the administration of TM, to be included either within the Manual or the operational risk register, so that Management can be confident that all risks have been identified and can then be appropriately managed.	Accountancy Services Manager	30%	30/06/2007	Loans and Investments	P Robson to identify and quantify risk in line with Council's Reserves Strategy relating to risks and to include in the TN Manual and reserves of the Council. To be completed by 31/7/08.
	AR-FBD23 Reconciliations should be performed & reviewed in a timely manner e.g.reconciliation should be performed by say the 20th of the following month of the month endthat the reconciliation period covers & the review should take place, within 2 wks of that date	Accountancy Services Manager	95%	30/06/2007	Loans and Investments	2007/08 reconciliation will be completed by end of April in line with final accounts timetable. 2008/09 reconciliations will continue to be carried out in accordance with recommendations, with ad hoc reviews taking place throughout the year.


85

Parent Code & Title: **AR-LD Legal & Democratic**

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-LD2 Outstanding work re Records Management should be identified & resources identified to implement the requirements. This should include a review of document structure to facilitate compliance with the publication of information.	Head of Head of Legal & Democratic Services	0%	31/03/2007	Freedom of Information Act	The T-enabling Project may identify resources to enable this work to be taken up and progressed. Currently we have no resources to carry out further work on this topic.
	AR-LD5 That the management information available from the LALPAC system is evaluated, once the system has been upgraded. If appropriate, reports could be run off on a weekly basis for management review or upon the manager's request.	Legal Services Manager	10%	17/12/2007	Liquor Licensing	Demonstration further delayed. Now committed to demonstration on 30/4/08, with evaluation to be completed by 31/5/08.


Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-LD6 That, to ensure awareness of all aspects of the Data Protection requirements, all Licensing staff should attend a Data Protection training session.	Legal Services Manager		28/11/2007	Liquor Licensing	Revised target date of 31/12/08. No further data protection training planned until late 2008 by Head of Legal and Democratic Services. Option to train own staff to be considered. Three out of five staff trained as at 31/08/07.
	AR-LD7 That diary dates for action are automatically generated as a report from the LALPAC system, once this facility is available and has been evaluated.	Legal Services Manager		19/12/2007	Liquor Licensing	Demonstration further delayed. Now committed to demonstration on 30/4/08, with evaluation to be completed by 31/5/08.
	AR-LD8 that the Sundry Debtors Handbook is updated to reflect the new responsibilities for recovery of the debts. This should include direct guidance as to what the individuals within the departments should be doing	Legal Services Manager		30/09/2007	Sundry Debtors	Further system training undertaken in January 2008. Revised draft to be completed by 30/4/08.

87

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-LD10 That all staff involved in the raising and recovery of Sundry Debts are given a copy of the Sundry Debtors Handbook.	Legal Services Manager	<input type="text" value="0%"/>	30/10/2007	Sundry Debtors	Revised handbook to be issued by 31/5/08.


88



Parent Code & Title: AR-PP Policy & Performance

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
●	AR-PP1 Develop and agree a workforce strategy.	HR Manager		30/03/2008	Annual Audit Letter March 2007	Cumbria People Strategy agreed and in place, to which Copeland has signed up. It is being monitored by countywide officer group. Revised target date of 31/12/08 Progress being made. Various sections now complete
●	AR-PP8 procedure notes are introduced for all business critical systems	HR Manager	80%	31/08/2006	Annual audit Letter	


89

Parent Code & Title: AR-R Regeneration

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-R1 Planning quality of service	Development Services Manager		30/09/2006	Performance against the planning quality of service checklist is in the worst quartile in 2004/05.	<p>Officer interviews by Addisons on behalf of PAS caried out in December awaiting final report. For consideration by the DC improvement group.</p> <p>Progressing well. Service improvements identified and implemented with assistance from PIT. Awaiting audit from PAS.</p> <p>Officer and member performance improvement group established, led by the Director Economic Prosperity and Sustainability. Process improvement work on minor and other application types restarted and new work begun on majors.</p>

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-R3 That written procedures should be updated in line with current practice and revised legislation. The updated procedures should include the payment process.	Regeneration Strategy Manager		30/09/2006	Disabled Facilities Grants	Interim Housing Manager confirmed that new procedures have been produced for the enquiry stage, application process and for approvals. The payment procedure is being worked on. Anchor Housing Association are now handling applications on behalf of the Council.
	AR-R9 Pre & post inspections are rotated between 2 different officers or, if only 1 Technical Officer is in post, that the line manager carries out 10% check of post inspections to ensure the approved works have been carried out & were appropriate for funding.	Regeneration Strategy Manager		30/09/2007	Disabled Facilities Grants	Interim Housing Manager confirmed that a Service Level Agreement is to be formalised with Anchor Housing Association. Currently submitting a request for approval to appoint 2 Technical Inspectors in-house.

91

Status Icon	Action Code & Title	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-FBD28 Once the procurement officer is in place, obtain feedback from this officer in line with the Excellence model and ensure appropriate training and appraisal is carried out.	Business Development Manager		30/12/2007	VFM Procurement	<p>Procurement post created in 2006 was for 12 months - encumbant left after 7, replacement not obtained. Bid made for 2008/09 post within establishment - will provide a better opportunity to deliver. To be advertised April 2008.</p> <p>Note: Business Development Manager now under Regeneration department.</p>

**Audit Quarterly Monitoring Report 4th Quarter
AUDIT PERFORMANCE INDICATORS – 1 APRIL TO 31 MARCH 2008**

Indicator	2006/07		2007/08 Target	Key Objective Ref.	2007/08 Actual
	Target	Actual			MARCH
Audit Services:					
% of monthly audit plan completed	90%	68%	90%	6.1	68%
Direct audit time as a % of total time	68%	67%	68%		64% ****
% of 12 fundamental systems audited against plan [Plus 4 b/fwd from 06/07]	100%	92%	100% by <u>31/3/08</u>		94% *
% of other systems audited against plan	70%	54%	70%		41% **
% of follow ups issued against plan	90%	83%	90%		93% ***

Slippage due to additional time being spent on some audits, particularly on the new Enforcement Chipside system and the new Creditor payments, Sundry Debtors and financial ledger systems, follow ups and admin/management and training. Also the Senior Auditor was seconded to Accountancy from 22/10/07 [5 months full time - 117 audit days].

- * We completed the 4 fundamental audits brought forward from 2006/07 by 30/6/07. 11 of the 12 2007/8 planned audits were completed and the final reports were issued by 31/3/08. The audit of the Main Accounting System had also been completed but the draft report was not issued until 1/4/08 [tests could not be completed until the opening balances were entered on the new financial system].
- ** 17 non-fundamental audits were due for completion by the end of March. Due to the vacant post, and priority being given to the audit of the main financial systems, only 7 final reports were issued. Audits on Renovation Grants, Leased Transport, E.Purchasing, Evaluating Service Business Risk, Business Continuity, Risk Management arrangements, Partnership Developments, Procurement arrangements, Efficiency Statement and Building Control were deferred.
- *** 14 out of 15 planned follow ups were completed. The Corporate Governance follow up is outstanding.
- **** Direct audit time is below target due to corporate training (Equality & Diversity, Business Architecture, Performance Management), corporate briefings (White Paper, Job Evaluation, Staff Roadshows), Job Evaluation Questionnaires and interviews and extra days being spent by the Senior Auditor and the 2 Audit Technical Officers on training, study leave and exams in the first quarter. There was further study leave and exams in December and 13 days' audit days (3 staff) for additional training on the new financial management system. There were 4.5 non-audit work days, assisting the Accountancy section because of their staffing shortage in the first quarter. [The secondment of the Senior Auditor to Accountancy from 22/10/07 has been excluded from the calculation, as this was a longer term arrangement.]