

**AUDIT COMMITTEE 03 11 10**

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

**LEAD OFFICER:** Joanne Wagstaffe,  
Corporate Director Resources & Transformation

**AUTHOR:** Marilyn Robinson, Audit & Fraud Prevention Manager

<b>RECOMMENDATION:</b> That Members note this report.
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**1.0 AUDIT WORK IN THE SECOND QUARTER 2010/11**

**1.1 Final reports issued**

- Recruitment Procedures 2010/11
- Capital Accounting 2010/11 [2009/10 Accounts]
- Final Accounts Process 2010/11 [2009/10 Accounts]
- Development Control 2010/11
- Council Tax 2010/11
- Benefits 2010/11
- National Non Domestic Rates (NDR) 2010/11

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

- Information Security 2010/11
- Car Parks Income 2010/11
- Loans and Investments 2010/11

These reports will be issued in the next quarter of 2010/11.

**1.2 Assurance on System Controls**

The key recommendations are given in Appendix A.

The evaluation of the system controls is summarized below:-

**1.2.1 Recruitment Procedures 2010/11**

<b>OVERALL AUDIT OPINION</b>	<b>SATISFACTORY</b>
CONTROL DESIGN	GOOD
CONTROL EFFECTIVENESS	SATISFACTORY
RISK EXPOSURE PROBABILITY IMPACT	LOW HIGH

The Human Resources (HR) section provides clear and concise guidance to managers on the recruitment and selection process and this has been regularly updated. [Last revision was in January 2010]. However, the Handbook will again need to be revised to reflect constitutional changes to the terms of reference of the Personnel Panel, agreed by Council in June 2010.

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

A sample of 5 managers were questioned and all feel that the recruitment process involving posts within their departments commenced on a timely basis and that they received the necessary support and guidance from HR.

However, although clear guidance is available on recruitment, reminders are required to managers to ensure that they forward recruitment records to HR, especially in the areas of Vacancy Approvals, Probationary Reports, Induction Checklists, Short Listing / Interview records and the use of contractors, consultants and agency staff. These records will provide the evidence of compliance with the policy and procedures.

**1.2.2 Capital Accounting 2010/11 [2009/10 Accounts]**

<b>OVERALL AUDIT OPINION</b>	<b>GOOD</b>
CONTROL DESIGN	GOOD
CONTROL EFFECTIVENESS	GOOD
RISK EXPOSURE PROBABILITY IMPACT	LOW MEDIUM

We are pleased to report that, for the tests undertaken, results were found to be in order and records were well organised. There was evidence that a substantive amount of work had been undertaken, in liaison with the valuation staff, to ensure that the Fixed Asset Register was accurate.

We found some minor discrepancies in our sample checks. The Capital Accountant was informed of these and has noted the corrections needed.

There were no recommendations arising from this audit.

We noted that new software has been tested in 2009/10 and will be introduced in 2010/11 to maintain the Fixed Asset Register. This will enable further improvements to be made. Audit will carry out testing on this new Fixed Asset Register to ensure that opening balances and categorisation of assets are correct.

**1.2.3 Final Accounts Process 2010/11**

<b>OVERALL AUDIT OPINION</b>	<b>GOOD</b>
CONTROL DESIGN	EXCELLENT
CONTROL EFFECTIVENESS	GOOD
RISK EXPOSURE PROBABILITY IMPACT	LOW HIGH

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

The Unaudited Annual Statement of Accounts 2009/10 was presented to Audit Committee on 28 June by the statutory deadline of 30 June 2010. The Statement of Accounts missed the deadline for the published Audit Committee Agenda but was circulated to Members 2 working days (4 days) prior to the meeting. This was to accommodate additional quality checks.

The final accounts process was well planned, progress regularly monitored and corrective action taken where appropriate to meet statutory deadlines.

All other processes were found to have been followed and all records were complete in relation to the production of the Final Accounts for 2009/10, apart from the Income & Expenditure Analytical Review. As at 16<sup>th</sup> July, the Analytical Review was almost complete and would then be reviewed by the Acting s.151 Officer.

There was some slippage on the closedown plan with some individual deadlines not met on time. However, capacity for slippage was built into the plan and actual slippage was fully accommodated by this provision.

Tighter controls on the Management Accounts process has been identified during the 2009/10 accounts process as an area where improvements can be made.

**1.2.4 Development Control 2010/11**

	<b>PROCESSING OF APPLICATIONS</b>	<b>HANDLING OF FEES</b>
<b>OVERALL AUDIT OPINION</b>	<b>GOOD</b>	<b>GOOD</b>
CONTROL DESIGN	GOOD	GOOD
CONTROL EFFECTIVENESS (SECURE ACCESS TO SYSTEM)	GOOD	GOOD
RISK EXPOSURE	WEAK	MEDIUM
PROBABILITY	LOW	MEDIUM
IMPACT	LOW	MEDIUM

The Development Control Team achieved top quartile performance in respect of all three categories of planning applications in 2009/10, maintaining Copeland's standing as one of the best performing authorities in the country.

We found that clear written guidance was provided to all applicants and that decisions were made in accordance with legislation.

Income received was generally banked promptly.

New software (MIS Headway) was introduced in the Development Control section in mid-December 2009. Officers are now confident using the basic functions of the system.

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

Whilst we have rated the processing of applications and the handling of fees as “Good”, audit testing has found some areas where improvements need to be made. These related to:-

- Officer access rights to the MIS Headway system
- Written procedures for the MIS Headway system
- Training on the MIS Headway system
- Security of controlled stationery
- Declarations of interest
- Reconciliations of income received to the Financial Ledger

**1.2.5 Council Tax 2010/11**

<b>OVERALL AUDIT OPINION</b>	<b>SATISFACTORY</b>
CONTROL DESIGN	GOOD
CONTROL EFFECTIVENESS	SATISFACTORY
RISK EXPOSURE PROBABILITY	LOW
IMPACT	HIGH

Since 1 June 2010 Copeland B.C., Allerdale B.C. and Carlisle City Council have entered into a shared service agreement for the Revenues and Benefits Service, with Carlisle City Council acting as the host employing council. The shared service is being phased in gradually, with the main management structure initially being implemented. At the moment, Copeland staff are still working under their normal Council Tax procedures and practices, although there are plans to implement the sharing of the Council Tax databases between the various councils (October 2010) and for staff to work on each other’s databases as workloads require (from April 2011). As the shared service agreement becomes fully implemented there will be an increased risk to controls for Data Protection, Data Quality and Data Security and steps must be taken to ensure that consistent controls are in place on all 3 sites.

We are pleased to report that the majority of key controls were effective and being complied with in relation to the areas tested above. The reconciliation of properties compared to the Valuation Office List was up to date, Valuation Office amendments were promptly processed and all accounts tested were found to be in order, apart from some minor address and post code discrepancies. Suspense items were being regularly cleared and posted to accounts.

Collection figures showed that 30.35% of the amount due had been collected at the end of June 2010, against a target of 30.82%, and recovery action was progressing in line with the timetable. A sample of special arrangements to pay arrears showed that most payments were up to date and appropriate

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

action had been taken where the conditions of the payment agreements had not been kept.

Reconciliations between the Civica cash receipting system, Academy Council Tax system and Total financial management system are carried out monthly by the RBS Team Leader Revenue and the Financial Services Technical Officer. The RBS Team Leader Revenue reconciliations are up to date. However, the Financial Services Technical Officer's Council Tax income reconciliations are not up to date and the Council Tax Refund reconciliations have not been carried out.

Recommendation AR-CS\_61 "That all claims for single persons discount should be reviewed on an annual basis. If this is not practicable, a rolling programme of single person discount reviews should be set up on the Academy system" is currently being investigated by the RBS Technical Officer (Systems Support) to implement the technical aspects required to enable the completion of this recommendation. We note that single persons discounts were included as part of the National Fraud Initiative (NFI) exercise in January 2010.

Data Quality arrangements were in place. All staff were aware of their roles and responsibilities under the Data Protection Act.

The main weakness identified relates to the secondment to the post of RBS Assessment and Accounts Officer (Visits) - Revenue, ending at 31 May 2010. Under the shared service agreement, all posts and job roles have been reviewed and, as at 16<sup>th</sup> September, the position had not been finalized. In the meantime, the RBS Assessment and Accounts Officer (Visits) – Benefits has been assisting the Council Tax section with visits to empty properties. However, the Building Control Commencements and Completions reports are not being actioned by the visiting officer, so new properties are not being added to the Academy system and notifications are not being made to the Valuation Office (VO).

**1.2.6 Benefits 2010/11**

<b>OVERALL AUDIT OPINION</b>	<b>SATISFACTORY</b>
CONTROL DESIGN	GOOD
CONTROL EFFECTIVENESS	SATISFACTORY
RISK EXPOSURE - PROBABILITY	MEDIUM
RISK EXPOSURE - IMPACT	HIGH

Since 1<sup>st</sup> June 2010, Copeland B.C., Allerdale B.C. and Carlisle City Council have entered into a shared service agreement for the Revenues and Benefits Service, with Carlisle City Council acting as the host employing council. The shared service is being phased in gradually, with the main management structure initially being implemented. As the shared service agreement becomes fully implemented, and staff on all 3 sites can input data on each other's database, there will be an increased risk relating to Data Protection, Data Quality and Data Security and steps must be taken to ensure that

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

consistent controls are in place on all 3 sites. We are liaising with their internal auditors to gain assurance on this.

A number of benefit assessors from Warrington Borough Council were successfully contracted to help clear a backlog of claims due to staff shortages [the Council was unable to recruit to vacancies until the shared service structure was agreed and implemented] and appeals are currently being dealt with by agency staff [there are 2 Appeals Officers in the shared service structure].

We found further improvements had been made since the 2009/10 audit:-

- Unpresented cheques relating to 07/08 and 08/09 have been investigated and cleared on the Academy system and the financial ledger;
- All unpresented cheques over 6 months old were being investigated;
- A review of all user access rights to the Academy system had been undertaken and the RBS Technical Officer (Technical Support) is regularly notified of leavers/movers at CBC and actions are then taken to make these accounts dormant.

For all the 17 cases of benefit granted, in our sample of transactions between April 2010 and August 2010, the applications had been correctly processed. However, the average time to process this sample of claims was 31 days, compared to 13 days based on our sample in 2009/10. We note that there have been 4 vacant Assessor posts in the period under review.

Controls were largely effective, with the following exceptions where improvements need to be made :-

- Date stamping claims/supporting documents immediately upon receipt;
- Processing claims promptly, and paying interim rent allowances, where appropriate, when there is a delay in the processing of a benefit application; and
- Accuracy checks on backdated claims, with refresher training on classification where needed.

**1.2.7 National Non Domestic Rates [NNDR]**

<b>OVERALL AUDIT OPINION</b>	<b>SATISFACTORY</b>
CONTROL DESIGN	GOOD
CONTROL EFFECTIVENESS	SATISFACTORY
RISK EXPOSURE - Probability	LOW
RISK EXPOSURE - Impact	HIGH

Since 1 June 2010, Copeland B.C., Allerdale B.C. and Carlisle City Council have entered into a shared service agreement for the Revenues and Benefits Service, with Carlisle City Council acting as the host employing council. The shared service is being phased in gradually, with the main management structure initially being implemented. As at the beginning of September, Copeland staff were still working under their normal NNDR procedures and

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

practices, although there were plans to implement the sharing of the NNDR databases between the various councils (October 2010) and for staff to work on each other's databases as workloads require (from April 2011). As the shared service agreement becomes fully implemented, there will be an increased risk to controls for Data Protection, Data Quality and Data Security and steps must be taken to ensure that consistent controls are in place on all 3 sites. We are liaising with their internal auditors to gain assurance on this.

We are pleased to report that the majority of key controls were effective and being complied with in relation to the areas tested.

The Valuation Office Agency (VOA) 2010 ratings list came into effect from April, alongside the 2005 ratings list which can still be amended up to 31/03/2011. The reconciliation of the total rateable value and the number of properties on the NNDR system to the VOA 2005 rating list was carried out in March as part of the year end process and more recently in July 2010. However, the 2010 ratings list amendments were not up to date as at the end of August, so there had been no reconciliations of the 2010 ratings list total rateable value to the NNDR system.

The Academy NNDR system has been appropriately amended for the use of the 2010/11 NNDR multipliers and calculations were performed correctly by the system.

Applications for the various relief categories have been processed accurately and the NNDR accounts, in general, are well maintained.

The collection rate is regularly monitored. The collection rate at the end of June stood at 34.07%, just over the target of 31.5%. [Awaiting implementation of release 57 of the Academy software before updating figures]

Appropriate recovery action is taken promptly and accurately in relation to those accounts that fall into arrears.

**1.3 Follow-up audits**

1.3.1 Priority 1 and 2 recommendations still outstanding, with a target date up to 30 September 2010, are detailed at Appendix B.

**1.4 Issues arising from outstanding recommendations**

- 9 long-standing recommendations and 10 "new" recommendations have been implemented since we reported last quarter. Further progress has been made on some of the remaining recommendations. There are now only 4 recommendations outstanding from the backlog arising in 2007/08, when key Finance and Economic Development posts were vacant.

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

**2.0 EXTERNAL AUDIT**

- 2.1 The Annual Governance Report was reported to the Audit Committee on 27<sup>th</sup> September 2010.

**3.0 PERFORMANCE AGAINST AUDIT PLAN**

- 3.1 We achieved 100% of planned audit work for the quarter, compared to the target of 90%. All planned work for the half year (1<sup>st</sup> April to 30<sup>th</sup> September) has been completed. Direct time is slightly below target due to the level of corporate training / employee conferences and end of year Committee report preparation impacting from the first quarter. A summary of the audit performance measures is attached at Appendix C.

**4.0 STAFFING ISSUES**

- 4.1 As previously reported, an Audit Technical Officer post was filled on a temporary basis until 31 March 2010, to help with completion of the audit plan work. Given the move towards the shared service for internal audit, and the need to maintain the flexibility of staffing arrangements, it was agreed to wait until the legal agreement had been signed before recruiting a permanent auditor. It was not considered worthwhile engaging temporary staff, given that the transfer was originally meant to take place on 1<sup>st</sup> June and the fact that local agencies are unable to supply audit staff.
- 4.2 The signing of the legal agreement and the transfer of audit staff to the County Council has now been delayed to 1<sup>st</sup> December. However, the Audit Plan was based upon the assumption that this post would be vacant for six months to the end of September and then all staff would be in post. Given that time will be needed to assimilate current staff and then to recruit for vacant posts, it is unlikely that all posts will be filled before February. The audits have been reprioritized in the monthly audit plan, to ensure that all the main financial systems audits are completed first. The Vacancy Management Panel, on 1<sup>st</sup> October 2010, has also approved the appointment of a temporary auditor for 2 months to assist with these audits. The end date for this contract is 30 November, to avoid any impact on the transfer of staff to the County Council.

**5.0 CONCLUSION AND RECOMMENDATIONS**

- 5.1 Good progress has been made against the planned work for the quarter and all the system controls reviewed were found to be either good or satisfactory. The implementation of the audit recommendations will contribute to more effective controls. Progress continues to be made on outstanding audit recommendations and the backlog of recommendations due to previously vacant key posts has now almost been cleared.
- 5.2 It is recommended that Members note this report.



**AUDIT COMMITTEE 03 11 10**

**AUDIT SERVICES MONITORING REPORT: SECOND QUARTER 2010/11**

**List of Appendices:** Appendix A – Key Findings Quarter 2  
Appendix B – Outstanding Key Recommendations  
Appendix C – Performance Indicators

**Background papers:** None

**Officers Consulted:** Senior Leadership Team  
Leadership & Management Group [on Appendix B]

**KEY RECOMMENDATIONS FROM REPORTS ISSUED**

[**Bold text in brackets shows management response if different from rec.**]

**P1 & P2 AUDIT RECOMMENDATIONS ONLY****HUMAN RESOURCES MANAGEMENT: RECRUITMENT AUDIT 2010/11**

- (P2) That the Recruitment and Selection Handbook is reviewed and revised in line with the constitutional changes to the terms of reference of the Personnel Panel.
- (P2) That the decisions of the Vacancy Management Panel are recorded and filed to provide a clear audit trail.  
**[New proformas to be introduced.]**
- (P2) That the approval for the recruitment for vacant posts are authorised by at least two members of the Vacancy Management Panel.  
**[New proformas to be introduced, sufficient to be signed by the Chair.]**
- (P2) That all managers who use contractors, consultants, agency or self-employed staff ensure they notify Human Resources of such appointments and seek guidance on the contractual and security implications prior to the appointment being made.  
**[Reminder sent to Management Group.]**
- (P2) That all managers who use contractors, consultants, agency or self-employed staff ensure that sufficient identity checks have been carried out prior to the appointment.  
**[Reminder sent to Management Group.]**
- (P2) That a reminder is issued to management group that Probationary Reports must be completed for new employees after the 6 month period and that copies are sent to Human Resources to place on the employee's personnel file.  
**[Reminder sent to Management Group.]**
- (P2) That all vacancies are advertised on the CBC Message Board in line with the Recruitment and Selection Handbook.
- (P2) That the records of unsuccessful applicants are retained for 1 year, as per the Record Retention and Disposal Guidelines.  
**[Head of Legal and Democratic Services advised that the retention period should be 1 year, but that they could be scanned and stored electronically if required.]**
- (P2) That a reminder is issued to the management team that the short listing criteria records are returned to Human Resources for retention as per the Record Retention and Disposal Guidelines.  
**[Reminder sent to Management Group.]**
- (P2) That immediate steps are taken to ensure that the anonymity of applications is established before submission to the line manager for the short listing process, as per the Council's policy.

**KEY RECOMMENDATIONS FROM REPORTS ISSUED**

**[Bold text in brackets shows management response if different from rec.]**

- (P2) That the Interview Record Summary is held on the successful applicants personnel file to provide a clear audit trail of the recruitment process.
- (P2) That a reminder is issued to managers that copies of the completed induction checklists are sent to Human Resources to be placed on the employee's file for reference.  
**[Reminder sent to Management Group.]**

**CAPITAL ACCOUNTING 2010/11 (2009/10 Process)**

No recommendations made.

**FINAL ACCOUNTS PROCESS 2009/10**

No recommendations made.

**DEVELOPMENT CONTROL SYSTEM AUDIT 2010/11**

- (P1) That the developers of the MIS Headway system are contacted and the system configured so that a unique user I.D and password is required for access.  
**[The IT Manager confirmed that the present arrangements (a log-in linked to the individual's network log-in, rather than a log-in in the Headway system itself) is acceptable for Government Connect security purposes, although this does not comply with the International Security Standard.]**
- (P1) That Managers make decisions on the appropriate level of access given to the Headway system. This access should be restricted to a level suitable to individual roles and information required, as stated in the I.T Access Policy.  
**[This is being addressed as a top priority in conjunction with the Headway providers and the IT Manager.]**
- (P2) That steps are taken to keep all keys in a locked key safe within the department out of office hours. Staff would each need to keep with them a key to the key safe.
- (P2) That regular reconciliations are made to ensure that all income received matches that posted to the Development Control Ledger Codes.
- (P2) That reconciliations should be checked by an independent employee and signed to confirm they are correct.
- (P2) That, to provide an accurate audit trail of refunds, the memo taken to Finance should include the unique application number.
- (P2) That a letter is always sent to either the applicant or the agent advising them of the refund to be sent and the reason for it.

**KEY RECOMMENDATIONS FROM REPORTS ISSUED**

[**Bold text in brackets shows management response if different from rec.**]

- (P2) That staff ensure they lock their computer screens (Ctrl+Alt+Del) when away from their desks for an extended period.  
[**All Officers reminded by Development Control Manager to lock down computers.**]
- (P2) That a detailed timetable of training sessions is drawn up for the Development Control Officers, to enable the MIS Headway system to be used to its full potential.

**COUNCIL TAX SYSTEM 2010/11**

- (P2) That the current position of the Revenues and Benefits Service (RBS) Assessment and Accounts Officer (Visits) - Revenue is reviewed under the shared service to ensure that the Building Control Commencements and Completions reports are appropriately actioned, to ensure that all new builds are added to Academy and notifications of new builds and structural alterations are made to the Valuation Office.  
[**Proposed resources for the Shared Service, workloads and activities will be reviewed to meet the requirements for new properties.**]
- (P2) That the Acting s.151 Officer reviews workloads to ensure that the Revenues and Benefits reconciliations are up to date.
- (P2) That the Revenues and Recovery Batch Programme document, which allocates responsibility for management checks, is revised to reflect the changes of responsibility due to the implementation of the shared service agreement.  
[**The Programme will be reviewed to ensure that management checks are revised and responsibility identified within the Shared Service structure.**]

**BENEFITS SYSTEM 2010/11**

- (P2) That all documents received via the reception desk or by post are date stamped immediately upon receipt.  
[**Benefits Team Leader will remind post opening / scanning team and liaise with the Customer Services Manager re documents received via the reception desk.**]
- (P1) That, to ensure that claimants do not suffer due to late benefit payments and to reduce the risk of adverse media criticism, there should be adequate procedures in place to ensure that interim rent allowance payments are promptly processed.  
[**Procedure will be agreed with Shared Service Partnership Manager – Revenues & Benefits**]
- (P2) That the duplicate NINO report should be run quarterly, checked by the Benefits Team Leader and benefits accounts amended as necessary.

**KEY RECOMMENDATIONS FROM REPORTS ISSUED**

**[Bold text in brackets shows management response if different from rec.]**

- (P1) That assessors are given further training on backdated claims and on the need to ensure there is evidence of “good cause” where backdating is appropriate.  
**[The Benefits Team Leader will give further training on backdating claims once the Quality Officer has reviewed all the backdated Quarter 1 cases, which will identify any issues to be addressed.]**

**NATIONAL NON DOMESTIC RATES**

- (P2) That the Valuation Office Agency 2010 ratings list amendments are brought up to date, to ensure ratepayers are being billed correctly, and that a reconciliation between the 2010 ratings list and the NNDR system is then carried out.
- (P2) That the system error, where the NNDR refund screen (NR4101) only shows the details of a cancelled cheque and not the subsequently re-issued cheque, is investigated further and resolved to provide a clear audit trail.

## Audit Recommendations - Overdue



Report Type: Actions Report  
 Report Author: Audit2 Officer  
 Generated on: 25 October 2010


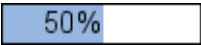


<b>SUMMARY OF OVERDUE RECOMMENDATIONS</b>			
	<b>Priority 1</b>	<b>Priority 2</b>	
<b>Total Overdue Recommendations as at 01/07/10</b>	<b>9</b>	<b>32</b>	
<b>“New” Recommendations due in Quarter 2</b>	<b>2</b>	<b>24</b>	
<b>TOTAL RECOMMENDATIONS TO BE IMPLEMENTED Q.2</b>	<b>11</b>	<b>56</b>	
IMPLEMENTED FROM LAST QUARTER’S REPORT	1	8	
“NEW” BUT IMPLEMENTED THIS QUARTER	0	10	
<b>Total implemented in the Quarter</b>	<b>1</b>	<b>18</b>	
CANCELLED SINCE LAST QUARTER	1	0	
OUTSTANDING FROM LAST QUARTER	7	24	
OVERDUE RECOMMENDATIONS ADDED THIS QUARTER	2	14	
<b>Total Overdue Recommendations as at 01/10/10</b>	<b>9</b>	<b>38</b>	


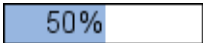
Note: “Backlog” recommendations from 2007/08: F&MIS 59, F&MIS 96, F&MIS 158 and R 17




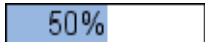
**Code & Title AR-C Corporate**



Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-C_021 The Council should continue to focus on reducing its costs for service delivery, where these are above average, and improve the quality of service provided, where this is below average.	2	Head of Policy & Performance		31 Mar 2010	Use of Resources 2007/08 March 2009	<p>01 Sep 2010 Service review process 2010 has enabled full examination of the Council's service costs, with the objective of reducing the revenue budget over 3 years. As the first part of the exercise £450k was taken out of the current year budget. Additional resources for benchmarking in 2010/11 have supported this.</p> <p>09 Apr 2010 All service costs / income generation potential were examined as part of a rigorous budget process. Shared Services for Revenues &amp; Benefits and for Internal Audit have been approved, to reduce costs / improve service delivery. A full review of all services is to be undertaken in 2010/11.</p> <p>31 Mar 2009 Evidence from Searching for Best Value Pilots confirms that many services do not have comparative data and this needs to be rapidly developed. Managers Group session to reinforce the need</p>


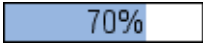
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							to maintain up-to-date and robust measures of performance and costs. Corporate Value for Money strategy to be developed by 30 September 2009. General service performance is improving against the majority of BVPI's. Still need to improve more quickly in some areas. Elements of underperforming services (particularly Robberies per 1,000 populations; % of employees with a disability; Ethnic minority representation in the workforce; number of households where homelessness prevented; Plan-making milestones met; Households waste composted) will be monitored through action plans. (Lead: Head of Policy & Performance).
	AR-C_022 Ensure the monitoring and reporting of cost information includes trends over time and that any actions taken, as a result of comparisons and benchmarking, are routinely monitored and reviewed.	2	Head of Policy & Performance		31 Mar 2010	Use of Resources 2007/08 March 2009	01 Sep 2010 New resources for benchmarking performance and costs as well as membership of two benchmarking costs in 2010/11 are supporting progress in this area. The outcomes of the service reviews in 2010 include benchmarking information.  12 Apr 2010 Examination of comparative costs and trends over time has formed part of


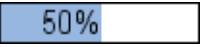




Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>reviews within some services during 2009/10, for example as part of improvements in street cleaning and Revenues &amp; Benefits.</p> <p>31 Mar 2009 Baseline being established as part of Searching for Best Value Programme - due to be started in April 2009 and run throughout 2009/10. [Lead: Head of Policy &amp; Performance]</p>
	AR-C_025 Should evaluate the effectiveness of its major partnerships and demonstrate the benefits of this way of working in terms of improved customer service and quality and better vfm.	2	Head of Development Strategy; Head of Finance and Management Information Systems		31 Mar 2010	Use of Resources 2007/08 March 2009	<p>09 Apr 2010 Review of Membership on outside bodies has been undertaken, with a report recommending a reduction in representation on outside bodies to be made to Council in May 2010.</p> <p>18 Jan 2010 Partnership Register established and updated details to be completed by Managers by 31st January 2010. Evaluation framework using CIPFA Good Governance Guidance has been adopted for assessing risks and significance of strategic partnerships. Report to be received by the Executive in March.</p> <p>31 Mar 2009 A Corporate Team Working Group was established in February 2009 and this work will be completed during 2009/10.</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-C_026 Should evaluate the impact and outcomes of its investments to improve service quality and demonstrate any vfm benefits arising from this investment.	2	Head of Development Operations; Head of Finance and Management Information Systems; Head of Policy & Performance		31 Mar 2010	Use of Resources 2007/08 March 2009	<p>09 Apr 2010 The Capital Programme is now linked to the Corporate Plan, which, in turn, is linked to public priorities. In bidding for resources, managers have to explain the links to the Plan. This will provide the building blocks for future performance evaluation.</p> <p>31 Mar 2009 T-Enabling projects include post project evaluation. Some examples in regeneration projects. Capital programme monitoring will include post project outcome assessment required. From April 2009 it is the intention to create a Capital Project Control Group, to monitor the progress of capital spend against milestones and to confirm at these stages that Contract Standing Orders are observed. (Lead: Head of Development Operations). Post project evaluation reports for major projects will be taken through the Corporate Improvement Board.</p>
	AR-C_027 Overall risk management arrangements should be considered at least quarterly by the Audit Committee.	2	Chief Executive		31 Mar 2010	Corporate Governance 2008/09	12 Jul 2010 Revised Strategic Risk Register reported on 27th May and Business Continuity Arrangements on the agenda for 4 August.


Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>09 Apr 2010 Risk Management Arrangements will be reported to the 27th May Audit Committee.</p> <p>06 Apr 2010 The strategic risk register went to Audit committee on the 23rd Sept 09, has not been reported in the next quarter</p> <p>29 May 2009 Ongoing in 2009/10. Risks are monitored and recorded on Covalent as part of quarterly monitoring procedures. A quarterly report on risk management to be submitted to the Audit Committee.</p>
	AR-C_030 Concern about the use of interim, agency and temporary staff.	2	Chief Executive		30 Nov 2009	Annual Governance Statement May 2009	<p>12 Jul 2010 The position continues to be kept under review, pending the organisational restructure in 2010/11.</p> <p>25 Jan 2010 Appointments have been made to key posts. The Job Evaluation exercise has been completed and implemented. A structured approach is taken to vacancy management. Corporate Team review all vacancies and evaluate the best options. For example, it may be advantageous to have temporary staff to complete "one-off" projects at times of peak workload.</p>


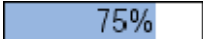

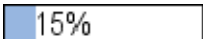
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							06 Jul 2009 Chief Executive to review recommendations and formulate a proposed way forward.
	AR-C_031 Ensure that risk management and governance arrangements weaknesses in partnerships are addressed (Point 1).	1	Chief Executive		31 Mar 2010	Use of Resources Dec 2009	<p>12 Jul 2010 The Cumbria-wide Partnership structure has now been amended. Work continues on risk management arrangements.</p> <p>13 Apr 2010 Work continues on Cumbria-wide partnership structures and risk management in 2010/11.</p> <p>18 Jan 2010 Budget Monitoring for Q.3 (2008/09) involved development of funding register, to identify external funding of projects to assist with closure of Accounts 2008/09. Further developments in 2009/10 to complement partnership framework - an action for Q.2, following appointment of the Projects Accountant.</p> <p>Partnership monitoring framework agreed in principle by Corporate Management Team (CMT) in February 2009. Working Group established involving CMT to progress this work during</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>assessment of the significance of Partnerships, which will determine the extent of governance arrangements. Evaluation framework using CIPFA Good Governance Guidance has been adopted for assessing risks and significance of strategic partnerships. Report to be received by Executive in March. A review of the LSP for Allerdale and Copeland is underway - report to be received by the Executive on 18/1/10. Marketplace system is being piloted and rolled out in 2009/10. Will provide information on supplier base and costs to enable review and potential efficiencies / savings.</p> <p>22 Dec 2009 Point 1. Review of Partnerships to be completed.</p>
	AR-C_042 BCP's include staff chart, names and home address of all staff in the department, work, home land-line telephone numbers, mobile telephone numbers, email addresses, estimated costs of resources needed for business continuity arrangements	2	Director Quality of Life		30 Jun 2010	Business Continuity Audit 2009/10	<p>28 Jul 2010 Work is in progress to update all departmental business continuity plans as per the Audit recommendation. As at 28 July the Corporate BCP and 3 of 7 Departmental plans have been updated. Corporate Team were reminded of the need to complete the exercise on 26 July.</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							25 May 2010 Reminder sent to Management Group by Audit 25/05/10.
	AR-C_047 That a decision is made about which other officers are issued with the secure certificate for NRX.	2	Director Quality of Life	<input type="text" value="0%"/>	31 Jul 2010	Business Continuity Audit 2009/10.	
	AR-C_048 That a list of staff is drawn up that would be able to provide support to the IT department in the event of an IT disaster.	2	Director Quality of Life	<input type="text" value="0%"/>	31 Jul 2010	Business Continuity Audit 2009/10.	

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




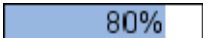

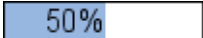
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-CS_061 That all claims for single persons discount should be reviewed on an annual basis. If this is not practicable, a rolling programme of single person discount reviews should be set up in the Academy system.	2	Revenues & Benefits1 (AS) Team Leader	<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">75%</div>	31 Dec 2009	Council Tax 2008/09	<p>08 Oct 2010 Staff all job matched from 1 October but structure will take some time to bed in. In the meantime a review process has been agreed and now needs testing.</p> <p>12 Jul 2010 Eligibility for Single Person Discount was reviewed as part of the National Fraud Initiative exercise in January 2010. However, the review still needs to be built in as a routine annual review. This will be revisited after the Shared Service staff structure is implemented.</p> <p>07 Jul 2010 Still awaiting input from System Support, however, now member on secondment has returned will chase it up.</p> <p>27 Apr 2010 still awaiting input from system support</p> <p>26 Jan 2010 The R&amp;BS Team Leader confirmed that she has requested a document template to be set up on the Paris printing system. Once this has been completed, the reviews will be started.</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>25 Jan 2010 Data re Single Person Discount was included in the National Fraud Initiative exercise for 2009/10 and the Fraud Team have been investigating any anomalies arising.</p> <p>18 Feb 2009 Automated reviews to be set up early in the new financial year (2009/10).</p>
	AR-CS_070 That Data Quality training is cascaded down to all those who are responsible for input of data, reports and reconciliations.	2	Head of Customer Services		31 Mar 2010	Benefits System 2008/09	<p>08 Oct 2010 Awaiting corporate data quality training. All staff reminded of the importance of data quality.</p> <p>12 Jul 2010 Staff have been identified who need to attend the next training session, with a new target date of 30 Sept</p> <p>12 Apr 2010 JD's updated to include data quality and staff reminded regularly of issues. Regular quality checks undertaken to ensure data and claims are accurate. Still awaiting more corporate training.</p> <p>24 Apr 2009 Further corporate training is planned for 2009/10. Managers to nominate attendees.</p>
	AR-CS_092 That a further training session on the Debt Recovery Handbook is given.	2	Revenues & Benefits(TC) Team Leader		31 Mar 2010	Sundry Debtors 2009/10	<p>21 Sep 2010 Trying to get names of staff that require training in Contracts &amp;</p>




Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>Projects</p> <p>14 Jul 2010 Training is now planned for September, to avoid the main holiday period.</p> <p>09 Apr 2010 Training is planned for June/July 2010.</p> <p>24 Nov 2009 Matt Freestone, Systems Accountant, to assist with training.</p>


**Code & Title AR-DO Operations**



Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-DO_009 That the Procurement Officer discusses with EGS the facilities for archiving and meeting the Authority's retention requirements.	2	Procurement Data officer; Head of Development Operations; Contracts & Projects Manager; Procurement Officer		30 Jun 2010	Marketplace Purchasing System 2009/10	13 Jul 2010 EGS have been contacted regarding their archiving and retention arrangements, and we are awaiting a response.
	AR-DO_013 That regular reconciliations are made to ensure that all income received matches that posted to the Development Control Ledger Codes.	2	Development Control Manager; Development Services Manager		31 Aug 2010	Development Control Audit 2010/11	08 Oct 2010 Almost resolved following detailed verification of data by Wendy Halbert and Cathy Henderson
	AR-DO_018 That a detailed timetable of training sessions is drawn up for the Development Control Officers, to enable the MIS Headway system to be used to its full potential.	2	Development Control Manager; Development Services Manager		31 Aug 2010	Development Control Audit 2010/11	08 Oct 2010 In progress

**Code & Title AR-DS Strategy**

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-DS_004 That the partnership checklist, an example of a partnership legal agreement and the protocol/risk assessment should be added to the documents on the Intranet and Management Group be advised of this.	2	Head of Development Strategy	<input type="text" value="0%"/>	30 Sep 2010	Partnership Working System Controls 2009/10	

**Code & Title AR-F&MIS Finance & Management Information**


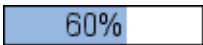
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-F&MIS_059 That the induction process for new employees should include an awareness of Financial Regulations and the relevant written procedures, where appropriate.	2	Accountancy Services Manager	<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #ccccff; display: flex; align-items: center; justify-content: center;">25%</div>	31 Jan 2008	Creditors 2007/08	<p>30 Jun 2010 Status is unchanged from that previously reported.</p> <p>30 Mar 2010 As previously noted, workload pressures (the imminent departure of the s.151 Officer, closedown 2009/10, vacancies etc) continue to mean general training given to new employees is done on an ad hoc basis.</p> <p>24 Dec 2009 Workload pressures arising from budget setting, finance team restructure and benefits inspection have delayed further progression of this. Ad hoc training is given when a requirement is identified and the Financial regulations are available on both the external website and the intranet on the recently updated Finance pages. Work on the review of the Financial Regulations will take priority, once this is complete developing a finance training package will recommence.</p> <p>22 Sep 2009 Now that the 08/09 audit is materially</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>complete, work on reviewing the Financial Regulations, including updating the training pack, will commence.</p> <p>24 Jul 2009 Financial Regulations are to be reviewed. Training will then be delivered.</p> <p>03 Apr 2009 Prioritisation of the closedown of 06/07, 07/08 and now 08/09 accounts has delayed work on the Financial Regulations and training. This will be picked up again once closedown pressures ease.</p> <p>01 Dec 2008 Financial Regulations documents have been printed for the 2 new Accountancy post holders. This needs to be extended to new starters in all departments, with regular training sessions. Training is in the pipeline for February / March 2009.</p> <p>02 Oct 2008 No new appointments to date</p>
	AR-F&MIS_096 Ensure the Council's progress on having clear info on costs and comparative info is used in a comprehensive manner to review value for money within services and corporately, esp. in regards to exp of users and	2	Accountancy Services Manager		30 Sep 2008	Annual Audit and Inspection Letter March 2008	30 Jun 2010 The Council is currently undertaking Service Reviews. Part of this process, due to be complete in September 2010, involves the accurate and comprehensive costing of services.


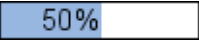
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	communities in rel to service effectiveness.						<p>30 Mar 2010 The recharge of 09/10 support service and service management cost budgets has taken place and procedures are in place for the recharge of 09/10 actual expenditure in line with the closedown timetable. The 10/11 recharge data is currently being compiled and the recharge of 10/11 support service and service management cost budgets will take place within the next few weeks. These recharges, combined with improvements to the budget monitoring process (which will assist the regular checking of coding etc) which come into effect in the new financial year, will help ensure the Council is able to accurately ascertain the total cost of a service.</p> <p>24 Dec 2009 Recharges has been identified as a key area for 09/10 closedown and this will be considered in detail when relevant members of the Finance Team meet in January to review the process. Equally, work continues on consideration of options in relation to time recording systems which could be used to provide more detailed information on</p>


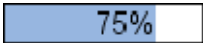
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>which to base relevant recharges (see 09.AS_2.4 re time management project).</p> <p>08 Oct 2009 Now the 2008/09 Financial Statements have been audited and signed off, work is recommencing on reviewing the Financial Ledger coding structure. This, combined with Finance's involvement in the Time Management Project (see 09.AS_2.4), will enhance the accuracy of recharges and ensure coding of income and expenditure within the ledger is sufficiently detailed and structured to enable the production of relevant and timely information which can be used to review value for money within services and corporately.</p> <p>09 Apr 2009 Priority is the 2008/09 Final Accounts.</p> <p>25 Feb 2009 Linked with AR-F&amp;MIS_001. Ongoing - the need to deal with urgent issues such as the 2006/07 &amp; 2007/08 audits and 2009/10 budget has delayed this.</p>

Finance continue to improve structure within ledger to ensure that reporting of financial data is relevant and timely. Meetings to be



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							<p>arranged to discuss how to progress this.</p> <p>01 Dec 2008 Accountancy Services Manager and Financial Accountant will be in post from 15/12/08. A meeting will be set up early in 2009 to progress unit costing.</p> <p>02 Oct 2008 No further progress pending closure of accounts and filling of vacant posts (2 Accountants)</p> <p>21 May 2008 A Task Group has been set up to identify unit costs and to establish best practice to assist in reviewing value for money in service delivery.</p>
	AR-F&MIS_136 That future updates of the Financial Regulations are notified to all employees and members.	2	Accountancy Services Manager		31 Mar 2010	Training Expenses 2008/09	<p>30 Jun 2010 A review of the Financial Regulations is underway and the revised regulations are due to be presented to Council in August. Once approved, the Regulations will be circulated to all employees and members.</p> <p>31 Mar 2010 No further update at this stage. Subject to workload pressures, the Accountancy Services Manager now plans to undertake a review of the Financial Regulations once the closedown of 09/10 is</p>


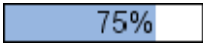



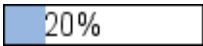

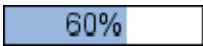
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>materially complete.</p> <p>24 Dec 2009 Work on the review of the Financial Regulations continues, however progress has been delayed due to workload pressures arising from budget setting, finance team restructure and benefits inspection work.</p> <p>29 Sep 2009 Initial work has begun on the review of the Financial Regulations. This will continue over the next few months now that the 2008/09 audit is materially complete.</p> <p>24 Dec 2008 A review of the Financial Regulations will begin Summer 2009</p>
	AR-F&MIS_141 That adequate and effective cash flow forecasting records are established and maintained on a regular basis, showing daily transactions and the estimated net position.	2	Accountancy Services Manager		30 Apr 2009	Loans and Investments 2008/09	<p>30 Jun 2010 The SAO - Treasury &amp; Insurance post is in the process of being recruited to. Once an appointment has been made and the officer is in post, this recommendation will be revisited.</p> <p>06 Apr 2010 Due to an internal move within the team, the SAO - Treasury &amp; Insurance post is currently vacant. Recruitment to this post will commence shortly (subject to closedown</p>


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							<p>pressures). In the interim, TM duties are temporarily being covered by suitably experienced members of the Finance team and this, combined with the ongoing advice and support of the previous post holder who remains within the team in a different role, ensures the Council will continue to comply with the TM code. However, the impact of this vacancy on available resource means that this recommendation cannot yet be implemented. As previously noted, material transactions are diaried to manage cashflows.</p> <p>24 Dec 2009 Meetings re Treasury Management processes and procedures will resume in January and this issue will be picked up by the group.</p> <p>26 Oct 2009 Material transactions are diaried to manage cashflow. Detailed projections still to be fully implemented. New target date 2010/11 for full implementation.</p>
	AR-F&MIS_158 Budgets should be linked to the MTFS, to business and activity plans, to operational	2	Head of Finance and Management Information		31 Dec 2009	Use of Resources 2007/08 March 2009	25 Jan 2010 Managers have been fully involved in the 2010/11 budget build, based




Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	activity indicators that lead indicators of spend and to risk assessments of material items of revenue and capital income and expenditure.		Systems				<p>on service planning and linked to the Medium Term Financial Strategy. Improved capital project monitoring procedures are now in place and volatile revenue budgets have been identified and are closely monitored. However, unit costs are still to be developed consistently across the Council's activities.</p> <p>31 Mar 2009 T-Enabling board, integrating service planning with strategic planning, introduced in 3rd Quarter 2008/09. 2009/10 budget setting was in line with the amended MTFS, reflecting pressure from recession whilst protecting key services and plans. Corrected previous budget inconsistencies. Budget monitoring 2009/10 to include monthly exception reporting to CMT, in addition to quarterly reporting to the Executive. Reviewed land and property disposals in line with economic climate. Will prepare contingency plan for expected upturn and/or review alternatives. Budget cognizant of activity levels and budget adjusted accordingly e.g. increased investment in Housing</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>Services (£250k), Planning establishment, Crematorium and Car Parking income. Searching for Best Value project underway in support of vfm and spend comparators. Project to be completed within 2009/10 and to provide 2010/11 budget process with early indications of priorities. Workforce planning underway to match establishment to business requirements over time - target date of April 2010. Risk-based reserve established for 2008/09 (and revised for 2009/10) to reflect consideration of material risks to revenue budget achievement. Revised capital &amp; revenue monitoring reporting format introduced in Q.2 2008/09, to facilitate scrutiny and flagging of variances in relation to income generation compared to budget. Budget monitoring format to be reconsidered during 2009/10. Corporate Improvement Board to be engaged in improvement planning / program monitoring.</p>
	AR-F&MIS_190 That a Statement of Assurance on Internal Control is sought from the auditors of	2	Head of Finance and Management Information		31 Mar 2010	Concessionary Travel 09/10	06 Apr 2010 Lancashire CC Audit report was obtained. A follow up report has been





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	Lancashire County Council.		Systems				requested. 25 Sep 2009 Assurance will be sought through County Concessionary Fares Group.
	AR-F&MIS_211 Evaluate the impact of the new arrangements for monitoring the delivery of the capital programme.	1	Head of Finance and Management Information Systems		30 Jun 2010	Use of Resources Dec 2009	16 Apr 2010 Regular meetings of the Capital Control Working Group have happened during the year and notes have been recorded. Discussions directly fed into the Capital Control returns and the reasons for any variations are better understood. This is reflected in the quarterly monitoring reports to the Executive. The quality of the monitoring will be fully appraised when the outturn is confirmed. 22 Dec 2009 Developments in 2009/10 to improve the monitoring and the delivery of the capital programme have been introduced and are working. These include the establishment of Capital Control Working Group, appointment of Capital and Projects Accountant, establishment of Strategic Asset Management Group with Portfolio Holder, development of budget monitoring practices introduced in Q3 of 2008/09 and filling of key vacancies


Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							within Services in 2008/09 providing capacity to deliver schemes e.g. housing. These will be evaluated as part of quarterly strategic risk management process, i.e. at end of quarter 3 with a full review after the end of the financial year.
	AR-F&MIS_216 That the Systems Accountant discusses with IT/Consilium the facilities for archiving TOTAL records and meeting the Authority's retention requirements.	2	Head of Finance and Management Information Systems; Accountancy Services Manager		30 Sep 2010	Marketplace Purchasing System 2009/10	<p>30 Jun 2010 The process has temporarily stalled due to closedown pressures and difficulties in developing an agreed approach with IT. Further attempts to restart the process will be made once improvements to the budget monitoring process are complete and have been implemented.</p> <p>31 Mar 2010 The Systems Accountant is in the process of discussions with Consilium on the issue of archiving TOTAL records and meeting the Authority's retention requirements.</p>
	AR-F&MIS_224 Where possible, for single programme claims obtain an updated offer letter / programme agreement from North West Development Agency (NWDA) for the approved funding for the lifetime of the project.	1	Accountancy Services Manager		30 Apr 2010	Certification of Claims and Returns - Feb 2010	<p>12 Jul 2010 A letter has been sent to NWDA and followed up by the Capital Accountant. Initial indications suggest NWDA will not be providing the requested information.</p> <p>31 Mar 2010 As noted below and set out in the Council's response to recommendation</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>3 of the Audit Commission 2008/09 Certification of Claims and Returns - Annual Report, as part of the production of the 2009/10 Statements of Grant Expenditure for the Single Programme we will write to NWDA requesting an updated offer letter / programme agreement for the approved funding for the lifetime of all NWDA funded projects above the de-minimis limit (the 09/10 limit was £100,000). However, as noted in the covering report to Audit Committee on 17th March 2010, it is not within our control to secure this information; NWDA may chose to comply with our request or not.</p> <p>15 Mar 2010 As part of the production of the 2009/10 Statements of Grant Expenditure for the Single Programme, we will write to NWDA requesting this information.</p>
	AR-F&MIS_225 That the Finance Officer responsible for insurance chases progress with Zurich on their reviewed list of approved specialist vehicle repairers.	2	Accountancy Services Manager	<div style="border: 1px solid black; padding: 2px;">0%</div>	30 Sep 2010	Leased Transport Audit 2009/10	<p>30 Jun 2010 The post that covers insurance is currently in the process of being recruited to. Interviews are scheduled for mid July. As noted previously this matter will be progressed once an</p>




Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>appointment has been made and the Officer is in post.</p> <p>28 Apr 2010 The post that covers insurance is currently vacant; day to day duties are being covered by the Assistant Accountancy Officer. When there is an officer in post a meeting will be arranged with Zurich to chase progress.</p>
	AR-F&MIS_229 That the (draft) documents provided for guidance should be approved by the Acting S.151 Officer, be formally adopted for use in the Authority, and that the appropriate managers be made aware of their existence.	2	Accountancy Services Manager	<input type="text" value="0%"/>	30 Sep 2010	Capital Grant Claim 2009/10	24 May 2010 Head of Development Strategy shares responsibility for completing this recommendation.
	AR-F&MIS_231 That a hard copy of the IT Disaster Recovery Plan is stored in a remote location off-site and that all key IT staff are briefed on the whereabouts of the plan.	2	IT Manager	<input type="text" value="0%"/>	31 May 2010	Business Continuity Audit 2009/10.	25 May 2010 As the IT Disaster Recovery plan is updated on a regular basis (sometimes weekly) it is not practical to have a hard copy held off site. IT Manager has agreed that each member of the IT team will be given an encrypted copy of the IT Disaster Recovery Plan on disc, to be held at home, any updates can then be carried out quickly.
	AR-F&MIS_232 That a hard copy of the systems inventory be added to the Disaster Recovery file for reference. This could be held on a USB stick, securely held off-site.	2	IT Manager	<input type="text" value="0%"/>	31 May 2010	Business Continuity Audit 2009/10.	



Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-F&MIS_233 That the results of any IT Disaster Recovery exercise should be recorded and reported to Corporate Team, so that lessons can be learned and improvements made. The Disaster Recovery Plan should be updated if necessary.	2	IT Manager	<input type="text" value="0%"/>	25 May 2010	Business Continuity Audit 2009/10.	25 May 2010 An incident report form will be used after any IT Disaster Recovery exercise; this will be reported to Corporate Team.
	AR-F&MIS_234 That the ICT Manager checks at least annually that the IT Disaster Recovery Plan accurately supports the operational BCP's, in respect of systems, locations and key contacts.	2	IT Manager	<input type="text" value="0%"/>	31 May 2010	Business Continuity Audit 2009/10.	25 May 2010 This could be incorporated into a document management system with version tracking.
	AR-F&MIS_237 Ensure that the general ledger printout, used for checking that the previous year's audited closing balances on the ledger have been accurately rolled forward as the opening balances into the next year's ledger, is retained.	2	Accountant1(CE) Officer	<input type="text" value="0%"/>	30 Sep 2010	Audit Commission's Interim Memorandum July 2010	27 Sep 2010 The current process for reconciling balances uses an electronic download from Total. The print out showing zero balances on the I&E is checked but not stored. It will be kept when the system is rolled over on completion of the audit.
	AR-F&MIS_238 Ensure that Bank/Building Society confirmations of investments are checked on a timely basis to the investment register, by an officer who did not place the investment, to ensure that funds have been invested as intended.	1	Accountant1(CE) Officer	<input type="text" value="0%"/>	31 Jul 2010	Audit Commission's Interim Memorandum July 2010	27 Sep 2010 The current process allows segregation of duties to the extent that Investments are made by the Senior Accounting Officer (Technical), posted from the bank to the ledger by Senior Accounting Officer (Banking and VAT) and reconciled to investment register by the Technical Accountant. This is a small additional step that will be undertaken in future.





Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-F&MIS_239 Ensure the monthly payroll reconciliation between the general ledger and the payroll system is undertaken on a timely basis.	1	Accountant1(CE) Officer	<input data-bbox="1066 331 1267 375" type="text" value="0%"/>	31 Jul 2010	Audit Commission's Interim Memorandum July 2010	


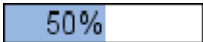
**Code & Title AR-LES Leisure & Environmental Services**


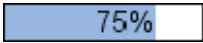
Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-LES_014 That emergency planning information is copied and stored in a separate secure location away from the Copeland Centre.	2	Environmental Health Manager	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">25%</div>	30 Jun 2010	Business Continuity Audit 2009/10.	15 Oct 2010 Secure Memory Cards with all plans - (Corporate team, Emergency Planning Coordinators) Actions remaining - Paper Copy of Plans to go to Moresby and Millom
	AR-LES_015 That any emergency planning information that is held on disc is copied and loaded onto emergency laptops, again held securely off site.	2	Environmental Health Manager	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">25%</div>	30 Sep 2010	Business Continuity Audit 2009/10.	15 Oct 2010 Secure memory stick storage 2 emergency planning laptops will be located in emergency control centre (Carlisle/Spedding Room - The Copeland Centre) Outstanding action - paper copy to Moresby  25 May 2010 Information will be loaded onto J O'Reilly's laptop by the end of June, all others by end of September 2010.
	AR-LES_016 That suitable accommodation that can be used in an emergency situation is identified and the current list updated in the Emergency Plan.	2	Environmental Health Manager	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">90%</div>	31 Aug 2010	Business Continuity Audit 2009/10.	15 Oct 2010 Carlisle Spedding Room at the Copeland Centre is equipped to be used as Emergency Control Centre (designated site in Copeland and Cumbria Plan) - practice set up of room prior to use in Jan 11 exercise  25 May 2010 It is hoped that both internal and external



Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							accommodation will be identified.

**Code & Title AR-PP Policy & Performance**

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-PP_024 That the Data Quality training is cascaded down to all staff in the section.	2	HR Manager		30 Apr 2009	Payroll 08/09	<p>06 Jul 2010 Data quality training workshop will be arranged during 2010/11 to cover new employees and those who missed out when first sessions organised.</p> <p>01 Apr 2010 further training still required for 2 payroll staff to be carried forward into 10/11</p> <p>18 Jan 2010 Further training to be commissioned in 2010.</p> <p>03 Nov 2009 Training has been attended by a further 2 HR officers. The 2 Payroll Officers are to attend the next training sessions to be provided.</p> <p>15 Apr 2009 Further data quality training planned for 2009/10 and budget allowed for in corporate training plan.</p>
	AR-PP_028 Ensure that the data quality improvement plan is implemented consistently across the Council. Specific action is required on improving the quality of data on both affordable homes and on the accuracy of housing benefit payments (Point 1).	1	Head of Policy & Performance		30 Jun 2010	Use of Resources Dec 2009	<p>06 Jul 2010 Data quality action plan fully implemented with exception of data system requiring input from partners Cumbria Strategic Waste Partnership.</p> <p>12 Apr 2010 Data quality improvement plan has been</p>



Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>implemented across all services. Ongoing need to improve some service data systems that will continue into 2010/11, where these cross service and organisational boundaries.</p> <p>18 Jan 2010 Use of Resources judgement recognised progress made at corporate level to put appropriate framework in place. Plan for improvement includes actions for service managers, including new training programme.</p> <p>22 Dec 2009 Point 1. Further training for Managers.</p>
	AR-PP_033 Improve performance with regards to staff sickness absence and the diversity of its workforce (Point 2).	1	Head of Policy & Performance		30 Apr 2010	Use of Resources Dec 2009	<p>22 Sep 2010 Recommendations from partnership work with Chorley under Choosing to Change programme to be reviewed for inclusion in revised policy and procedure. Target date 31/10/10</p> <p>06 Jul 2010 Taskgroup in place to review Sickness Absence Management Policy &amp; Procedure. Internal Audit report shows managers are following the procedure. Presentation from First Care offering external support for management of sickness reporting and information -at</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>present monitoring sickness figures in 2010/11 which show some signs of improvement. Chorley offered feedback on Policy &amp; procedure as part of HR/OD stream of improvement programme. Additional Occ Health sessions commissioned.</p> <p>12 Apr 2010 Staff sickness is a continuing area of weak performance despite targeted management actions which follow accepted good practice. Budget for improved Occupational Health Service is now available, and this is being put into place. Action plan to improve diversity of workforce is part of action plan towards Equality Framework for Local Government due to be assessed at end of 2010.</p> <p>18 Jan 2010 Budget bid included in draft budget for 2010/11.</p> <p>22 Dec 2009 Point 2. Commission more Occupational Health sessions based on analysis of Point 1.</p>
	AR-PP_034 Improve performance with regards to staff sickness absence and the diversity of its workforce (Point 3).	1	Head of Policy & Performance		30 Jun 2010	Use of Resources Dec 2009	06 Jul 2010 Work towards assessment against Equality Framework for Local Government allows review of



Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>policies to ensure that HR practices are not unintentionally disadvantaging under-represented groups.</p> <p>12 Apr 2010 Staff sickness is a continuing area of weak performance despite targeted management actions which follow accepted good practice. Budget for improved Occupational Health Service is now available, and this is being put into place. Action plan to improve diversity of workforce is part of action plan towards Equality Framework for Local Government due to be assessed at end of 2010.</p> <p>18 Jan 2010 Proposal for further training and support for managers during 2010 in tackling sickness absence.</p> <p>22 Dec 2009 Point 3. Provide further training in absence management for managers.</p>
	AR-PP_035 Improve performance with regards to staff sickness absence and the diversity of its workforce (Point 5).	1	Head of Policy & Performance		31 Mar 2010	Use of Resources Dec 2009	<p>06 Jul 2010 Taskgroup in place to review Sickness Absence management Policy &amp; Procedure. Internal Audit report shows managers are following the procedure. Presentation from First Care offering external support for management of sickness</p>



Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>reporting and information -at present monitoring sickness figures in 2010/11 which show some signs of improvement. Chorley offered feedback on Policy &amp; Procedure as part of HR/OD stream of improvement programme. Additional Occ Health sessions commissioned.</p> <p>09 Apr 2010 Re sickness - Health Improvement Officer has been appointed. Managers have been reminded at Managers Group about Sickness Management and a sickness record highlighting the problems to be addressed has been circulated to Heads of Service on a regular basis. Funding has been requested for additional Occupational Health Support, to increase the availability from 1 to days per week. This will increase the throughput of sickness cases for evaluation and resolution. Re diversity of workforce - baseline data has been prepared. An advert is to be</p>

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
							<p>advertising of job vacancies on the Equality Britain website.</p> <p>18 Jan 2010 Format and means of publication to be decided. Data available.</p> <p>22 Dec 2009 Point 5. Publish profile of workforce including job applicants.</p>
	AR-PP_045 That, as good practice, consideration is given to the HMG Baseline Personnel Security Standards and the introduction of the Verification Record (Annex B) as a formal record that suitable identity checks have been carried out.	2	HR Manager	<input type="text" value="0%"/>	31 Aug 2010	HR Management : Recruitment 2010/11	
	AR-PP_046 That consideration is given to including in the job advert that checks will be made on eligibility to work in the UK and to issuing the pro forma verification forms with the application form, so the applicant can supply details of immigration status.	2	HR Manager	<input type="text" value="0%"/>	31 Aug 2010	HR Management : Recruitment 2010/11	<p>13 Aug 2010 Recommendation not agreed. It is intended in the interests of cost savings to reduce the amount of copy in conventional adverts, and restrict them to "signposting" web-sites for detailed information. The web-site will flag up the checks to be carried out. The pro forma verification form will be sent out with the application form.</p>

**Code & Title AR-R Regeneration**

Status Icon	Action Code & Title	Priority	Managed By	Progress Bar	Due Date	Description	All Notes
	AR-R_017 That supporting evidence of the admin. fee should be kept on the project file, alongside the claim.	2	Economic Development Manager	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ccccff; display: flex; align-items: center; justify-content: center;">50%</div>	31 Oct 2007	Economic Devt. Projects / Admin of Grant Claims 07/08	<p>09 Apr 2010 This was still outstanding in formal procedures and may not be done consistently.</p> <p>27 Jul 2009 Will be included in the training and procedures as part of AR-R14. Implemented by March 2010.</p> <p>09 Apr 2009 Finance and Development Services are planning to work together in 2009/10 to improve the Accountable Body role, in line with the recruitment of a project accountant.</p>
	AR-R_099 That staff attend a Data Protection course.	2	Building Control Manager	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ccccff; display: flex; align-items: center; justify-content: center;">0%</div>	31 Aug 2010	Building Control 2009/10	<p>14 Jul 2010 Dates provided not suitable due to leave/work pressures.</p> <p>02 Mar 2010 Dates of future Data Protection Courses supplied to Building Control Manager, 12/05/10 and 11/08/10.</p>

**AUDIT PERFORMANCE INDICATORS – 1 APRIL TO 30 SEPTEMBER 2010**

Indicator	2009/10		2010/11 Target	Key PI Ref.	2010/11 Actual to Date
	Target	Actual			
<b>Audit Services:</b>					SEPTEMBER
% of monthly audit plan completed	90%	83%	<b>90%</b>	AFP.01	100% *
Direct audit time as a % of total time	68%	64%	<b>70%</b>		69% **
% of fundamental systems audited against plan	100% <u>by 31 March</u>	100%	<b>100% by 31 March</b>		43% ***
% of other systems audited against plan	70%	50%	<b>70% by 31 March</b>		38% ****

\* All planned work completed to the end of September.

\*\* Direct audit time was down in the first quarter, due to the preparation of annual end of year reports for Audit Committee, training sessions attended and preparation for the shared audit service. However, this had been compensated for in the 2<sup>nd</sup> quarter.

\*\*\* Only 5 fundamental system audits were due to be completed by the end of September [Concessionary Travel, Capital Accounting, Final Accounts Process, Council Tax and Benefits]. These were completed. The National Non Domestic Rates (NNDR) audit was also completed ahead of schedule.

\*\*\*\* 10 “other” systems were due to be audited by the end of September.  
 9 had been completed and final reports had been issued.  
 1 – testing was completed and the draft report had been issued. The final report would be issued in October.

**Compiled by: M Robinson**

**Checked by: P Fullelove**