

Internal Audit – London Borough of Barnet

Appendix 1



Internal Audit Q2 Progress Report 1 July – 30 September 2021



Cross Council Assurance Service

1.0 Summary

1.1 Purpose of this report

1.1.1 We are committed to keeping the Audit Committee up to date with Internal Audit progress and activity throughout the year. This summary has been prepared to update you on our activity since the last meeting of the Audit Committee and to bring to your attention any other matters that are relevant to your responsibilities.

1.2 Progress against the 2021/22 internal audit plan

1.2.1 The Audit Committee agreed a plan for the first six months for the 2021/22 financial year, due to the on-going disruption of the COVID19 Pandemic. We have completed 16 reviews in this period and to date have delivered 83% of our 2021/22 6-month internal audit programme for Q1 and Q2.

The Council continues to deliver critical services as necessary, and if there is an additional surge in cases in the Borough this will again have an impact on the internal audits being undertaken.

Please see Appendix A for further narrative on our performance indicators (PIs).

1.2.2 There was one 'limited' assurance report issued in this period.

- Agency Staff

Further detail is provided in section 2.1 of this report.

1.3 Findings of our Follow Up Work

1.3.1 We have commenced follow up work on all **critical and high priority actions** with an implementation date of 30 September 2021 or sooner. We have had discussions with management on the progress made in implementing actions falling due in this period and have sought evidence to support their response.

A total of 41 critical and high priority actions have been followed up in Q2:

- 6 actions have been confirmed as implemented (15%);
- 9 have been partially implemented (in Progress) (22%);
- 26 have not been implemented (63%)

| Critical and High priority actions: Follow-up Summary | Total | Implemented | In progress | Not Implemented | Not yet Tested** |
|--|-------|-------------|-------------|-----------------|------------------|
| Total Number of Actions Tested | 41 | 6 | 9 | 26* | 3 |

*A number of actions relating to the **Danegrove Primary School** are not yet fully implemented, which is reflected in the % being lower than the target (see update below at 1.4.1).

1.3.2 We also follow-up a sample of medium priority actions to confirm implementation.

A total of 39 medium priority actions have been followed up in Q2:

- 29 actions have been confirmed as implemented (74%);
- 6 have been partially implemented (16%); and
- 4 actions have not been implemented or evidence has not been provided (10%)

| Medium priority actions: Follow-up Summary | Total | Implemented | In progress | Not Implemented | Not yet Tested** |
|---|-----------|-------------|-------------|-----------------|------------------|
| Total Number of Actions Tested | 39 | 29 | 6 | 4 | 3 |
| | | | | | |
| Total actions followed up in Q2 | 80 | 35 | 15 | 30 | |
| % | | 44% | 19% | 37% | |

**6 actions relating to Pensions, were due by 30th September but have not yet been tested. Fieldwork on these will be carried out by our co-source partner PwC in November 2021.

We have currently confirmed 44% high and medium rated actions as implemented or superseded follow-up. The current total is therefore below the target of 90%.

As noted above, a high number of actions followed up this quarter (33) relate to **Danegrove Primary School** (see update below at 1.4.1). With those actions removed, the status is as follows:

| Follow-up Summary | Total | Implemented | In progress | Not Implemented |
|--|-----------|-------------|-------------|-----------------|
| Total actions followed up in Q2 | 47 | 33 | 10 | 4 |
| % | | 70% | 21% | 9% |

Progress against audit actions is summarised in more detail in Section 4.

1.4 Other Matters

1.4.1 Danegrove Primary School

The Danegrove school audit report was issued in May 2021 and was rated 'No Assurance', resulting in 2 critical, 5 high and 5 medium recommendations being made. This translated into 33 actions (14 judged 'critical') which have been followed up this quarter. The results of the follow-up work undertaken can be seen below (Section 4.0 Follow Up). In summary, 2 actions have been implemented, 5 have been partly completed and 26 have not yet been implemented.

The school have made progress to address areas of concern. The Governors approved a budget for 2021/22, and to a certain extent are being supported by Schools Finance to address issues that were raised during the audit. There is an outstanding requirement to get a quarterly return prepared for submission to the LA by 15th October – this includes a forecast of expenditure to the end of March 2022.

A new Headteacher took up her position effective 1 September 2021. She has indicated that she wants an in-house finance team and is planning to train existing office staff to carry out all finance tasks. For this reason, a revised due date of 1 April 2022 has been agreed as the implementation date for the current outstanding actions. In the meantime, the schools' auditor is providing support and challenge where possible.

1.4.2 Local Land Charges – Review of Planning Data Controls and Policies – Update on Implementation of Actions

As reported to the Audit Committee in July, the agreed implementation date for some of the actions from this review was deferred to 30th January 2022 in light of the wider project in place around the transfer of Local Land Charges data to HM Land Registry. The follow-up audit to confirm implementation of these actions is therefore scheduled for Q4.

A dedicated Project Manager has been appointed by Capita and the Project Plan has been shared with Internal Audit. The plan shows that some actions will now only be partially complete by January 2022, as the HM Land Registry aspects of the project are expected to run until October 2022 when the data migration is due to take place.

Re's Director of Operations will attend Audit Committee to provide further information to members regarding the progress of the project.

1.5 Recommendations

- That the Audit Committee notes the progress made against our 2021/22 Internal Audit Programme.

2.0 Limited Assurance and reports with significant impact issued since the previous meeting

2.1 Limited Assurance Reports

2.1.1 Agency Staff

| Number of Recommendations by risk Category | | |
|--|--------|--------|
| High | Medium | Medium |
| 2 | 2 | 3 |

Scope

This review looked at the administration and operation of the temporary labour agency contract and the process for requesting agency staff.

A 'temporary and interim workforce' internal audit review conducted in May 2018 provided no assurance over the administration and operation of the temporary labour agency contract and the process for requesting agency staff. At the time of the May 2018 audit the contract was held with Commensura for the provision of all of the Council's temporary and interim staff. This contract terminated on 30 September 2018 and was not renewed, and a new agency staff contract with Matrix, commenced on 1 October 2018. Matrix are a neutral vendor managing a supply chain of agencies to fill temporary and interim vacancies. Matrix contract manages the relationships with the agencies in its supply chain as well as providing quality assurance over their compliance with core requirements around the vetting and screening of agency staff.

To support the management of the agency staff contract, a RACI ('Responsible – Accountable – Consulted – Informed') matrix was established between the Council's HR and CSG Procurement in September 2018, and a working group attended by a designated contact within each Council directorate has continued to operate to monitor the performance of the contract.

As part of this review, we looked at:

- Contract Monitoring
- Agency staff request process
- Access to the Matrix CR Net system.

Summary of findings

We have identified a number of findings which can ultimately be attributed, at least in part, to the lack of awareness and clarity around responsibilities and accountability. The Council operates a self-serve model, whereby all service users are encouraged and expected to take responsibility for their use of the service, including, but not limited to, seeking out policy and procedure guides and compliance to those policies. It was noted that the policies relating to agency staff, along with the supporting RACI matrix, require updating to reflect the Council's changing needs and working practices since implementation of the contract. We have

found that responsibilities are not widely understood by service users and that each service area holds a different view on where responsibility for key processes actually lies; therefore, it is important for the Council to re-establish appropriate internal roles and responsibilities. In addition, we have found issues relating to system access, which could permit the execution and concealment of fraudulent activity and weak user access review processes.

This audit has identified 2 high, 2 medium and 3 low priority findings.

We identified the following high and medium issues as part of the audit:

- **Roles and Responsibilities (high risk)** – Internal roles have not been updated to adequately reflect current working practices, and responsibilities are not widely understood throughout the Council. Subsequently key contract management processes have not been performed and ultimately there has been no accountability for not understanding responsibilities. A RACI matrix ('Responsible – Accountable – Consulted – Informed') was established in 2018 following the recommendations from the previous Agency Staff audit report; however, the matrix had not been updated or widely shared since. The RACI matrix directly contradicted responsibilities detailed on the Agency Workers Guidance document.
- **Matrix New Starters (high risk)** – New agency staff are required to complete a series of pre-employment checks before commencing employment with the Council (e.g. Right to Work, DBS check, etc). Our sample testing showed that 4/10 (40%) new agency workers pre-employment checks were not completed prior to the first day of employment. Furthermore, the Agency Workers Guidance v1.1 policy (June 2019) requires all new agency starters have Council Management Team (CMT) member approval prior to being set up on Matrix and evidence must be retained for audit purposes, however our sample testing found that 5/8 (63%) could not evidence CMT approval at the time of this review. We understand that the current documented policy, which states this requirement, is being revisited.
- **Awareness of Policies (medium risk)** – Policies and guidance documents are widely shared with Council staff via the intranet, however, we found through discussions with management that there was a general lack of awareness of policy or procedure documents. Whilst policies are available to all staff through the intranet, there is no accountability for not following policy. The lack of awareness also extended to the RACI matrix (refer to finding 1), however, unlike the RACI matrix, policies have been maintained and made available to service users. Our sample testing found, for example, that 3/10 (30%) of placements exceeded the prescribed 12-week maximum placement period, with initial placements between 13-18 weeks. Whilst this maximum placement period is clearly stated in the policy, it is not actively monitored and therefore not consistently adhered to.
- **Length of Service (medium risk)** – Per the January 2021 Operations Management Information (MI) pack, 130/428 (30%) of agency worker placements exceed one year, however there is no evidence that supports the justification of having agency staff placements for extended periods of time and no evidence of value for money considerations. It is understood that discussions are held during contract meetings, and in certain scenarios (such as long-term projects requiring a specialist's involvement) that long term placements are considered acceptable, however neither discussions nor exceptional circumstances are documented.

Actions have been agreed to improve on the areas identified above. We will follow-up to confirm implementation and report the outcome within the Q3 progress report.

3.0 Progress against plan

The table below represents a summary of the work that we have completed during the period 1st July 2021 to 30th September 2021 or that is currently underway.

| Stage | Name of review | Report classification | Total findings | Ratings | | | | |
|--|--|-----------------------|----------------|----------|------|--------|-----|----------|
| | | | | Critical | High | Medium | Low | Advisory |
| Q2 – 1 July – 30 September 2021 | | | | | | | | |
| Complete | Agency Staff | Limited | 7 | - | 2 | 2 | 3 | - |
| Complete | Brent Cross West (BXW) and Brent Cross Critical Infrastructure (BXCI) Programme Review | Reasonable | 8 | - | - | 5 | 2 | 1 |
| Complete | Colindale School | Reasonable | 6 | - | - | 5 | 1 | - |
| Complete | Construction (Design & Management) – CDM Regulations | Reasonable | 5 | - | - | 5 | - | - |
| Complete | Orion School | Reasonable | 5 | - | 1 | 2 | 2 | - |
| Complete | St Paul's CE School N11 | Reasonable | 5 | - | - | 1 | 4 | - |
| Complete | Managing Systems Access Rights – Controcc | Reasonable | 4 | - | - | 3 | 1 | - |
| Complete | Parking - PCN Cancellations | Reasonable | 3 | - | 1 | 2 | - | - |

| | | | | | | | | |
|-----------------------------|--|-----|-----------|----------|----------|-----------|-----------|-----------|
| | (Partial testing due to resource constraints in the COVID19 Pandemic) | | | | | | | |
| Complete | Barnet Education & Learning Services (BELS) Governance arrangements - Advisory | N/A | 6 | - | - | - | - | 6 |
| Complete | Integra Issue Management | N/A | 3 | - | - | 1 | 2 | - |
| Complete | Project Management Toolkit – Advisory review | N/A | 5 | - | - | - | - | 5 |
| Complete | Troubled Families Q1 | N/A | - | - | - | - | - | - |
| Complete | Supporting Families Programme Q2 | N/A | - | - | - | - | - | - |
| Complete | Direct Payments – Data Analysis | N/A | - | - | - | - | - | - |
| Complete | Adults Debt Recovery | N/A | 5 | - | - | - | - | 5 |
| Complete | Bus Subsidy Grant | N/A | - | - | - | - | - | - |
| Total Findings in Q2 | | | 62 | - | 4 | 26 | 15 | 17 |
| Draft Report | COVID 19 Response and Recovery - Realtime Transaction Analysis (Phase 2) | TBC | - | - | - | - | - | - |
| Draft Report | Estates Compliance | TBC | - | - | - | - | - | - |
| Draft Report | Equality, Diversity and Inclusion (EDI) Policy and Action Plan - Development and Governance review | TBC | - | - | - | - | - | - |

| | | | | | | | | |
|--|--|-----|---|---|---|---|---|---|
| Fieldwork | COVID19 Business Grants – Post Payment Assurance | TBC | - | - | - | - | - | - |
| Fieldwork | Trade Waste | TBC | | | | | | |
| Fieldwork | Council Tax | TBC | | | | | | |
| Fieldwork | Barnfield School | TBC | | | | | | |
| Planning | Private Residential Blocks – Fire Safety | TBC | - | - | - | - | - | - |
| Planning | VAT | TBC | - | - | - | - | - | - |
| Planning | IR35 | TBC | - | - | - | - | - | - |
| Planning | Remote Working | TBC | - | - | - | - | - | - |
| Planning | Direct Payments | TBC | - | - | - | - | - | - |
| Planning | Conduct Standards Compliance | TBC | - | - | - | - | - | - |
| Planning – Q3 review | St Mary's School (N3) | TBC | | | | | | |
| Planning – Q3 review | Disabled Facilities Grant certification | TBC | - | - | - | - | - | - |
| Planning – Q3 review | QL Housing system | TBC | - | - | - | - | - | - |
| Planning – Q3 review | Highways Health & Safety | TBC | - | - | - | - | - | - |
| Deferred Agreed with service to defer to Q4 due to changes in key personnel | Premises Licensing and Gambling | | | | | | | |
| Deferred | Local Land Charges outputs | | | | | | | |

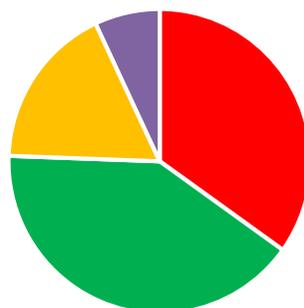
| | | | | | | | | | |
|--|---|-----|---|---|---|---|---|---|---|
| Agreed with service to defer to Q3 due to impact of Stamp Duty holiday on service | | | | | | | | | |
| Deferred Agreed with service to defer to Q3 as previous review within Parking recently finalised | Parking – PCN Debt Recovery & Write offs | N/A | - | - | - | - | - | - | - |
| Deferred Agreed with service to defer to Q4 due to emerging legislation and the strategy going to Committee in December | Sustainability Strategy | N/A | | | | | | | |
| Cancelled Feedback being given on an ongoing basis via the SLAM Project Board. No separate report output planned. | SLaM Project – Review of 'To Be' Proposal | N/A | | | | | | | |

4.0 Follow Up

4.1 Summary

5.1.1 The wheel below demonstrates how many critical, high and medium priority actions due this period have been confirmed as being implemented, in progress, not implemented or have not yet been tested.

Recommendation Implementation Status



■ Not implemented ■ Implemented ■ In progress ■ Not Yet Tested

4.2 Outstanding actions

4.2.1 During this period we followed up 40 critical and high priority and 39 medium priority actions due by 30 September 2021. One high action due in November 2021 was also confirmed as implemented. 6 critical and high priority and 29 medium priority actions were found to be implemented or superseded. The remaining 35 critical and high and 10 medium actions tested were found to be in progress or not implemented.

Note: 3 high and 3 medium priority actions relating to Pensions were due by 30th September but have not yet been tested. Fieldwork on these will be carried out by our co-source partner PwC in November 2021.

* At the request of the Audit Committee a column has been added to show how many times the action has slipped i.e. not been implemented within the agreed timeframe. The colour key is as follows:

White = 1 (i.e. first-time non-implementation being reported)

Amber = 2 (i.e. second time non-implementation being reported)

Red = 3+ (i.e. at least third time non-implementation being reported)

4.2.2 Outstanding Critical and High priority actions

| | Name of report | Agreed Action | Status (Not Implemented / In Progress / Unable to Test) | Owner | Due Date | Slippage* |
|--|---|--|--|-------------------------------------|-------------------|-----------|
| Strategic Director: Finance and Resources | | | | | | |
| 1. | Land Charges - Review of Planning Data Controls and Policies December 2020 | We will support an audit of outputs in 2021 to provide assurance that the risks identified have not materialised into issues. | Partially Implemented – Reasonable Progress At planning stages of audit; scoping meeting has been held. Agreed to prepare Terms of Reference now but to undertake fieldwork after 30th September due to pressure on service from Stamp Duty holiday (which ends 30th Sept). Revised target date: 31 st December 2021 | Transformation Manager | 30/09/21 | 1 |
| 2. | Finance Global Design Principles Follow-Up: Accounts Receivable June 2021 | a) Budget Managers will take responsibility for credit notes raised and allocated in their area. Budget Managers will track and report on credit notes raised in their budget area and ensure that all outstanding unallocated credit notes are matched with their invoices. | Partially Implemented – Reasonable progress Evidence of email sent out to all budget managers provided. New reporting system to enable budget manager or approving manager know the credit note raised and allocated in their area has been agreed and tested (it enables individuals to see the name of the budget holder and the department, it is no longer abbreviated). The new system update in Integra will go live on 8 th October. It has been agreed that the action will then be regarded as implemented and closed off if internal audit is provided with evidence that the old outstanding unallocated list detected during the audit is cleared off. | Budget Managers in all Directorates | 30/09/2021 | 1 |

| | | | | | | |
|--|--|--|---|--|---------------------|---|
| 3. | Finance Global Design Principles Follow-Up: Accounts Receivable June 2021 | b) Finance Managers will ensure there is a regular (as appropriate to the service, at least half yearly) review of credit notes to identify where processes have lapsed with a view to moving credit notes through the system. | Partially Implemented – Limited Progress Information provided is not adequate. Evidence showing email sent out was provided. IA has requested for report of the last two months. It has been agreed that the action will be regarded as implemented and closed off if internal audit is provided with evidence that the old outstanding unallocated list is cleared. It is expected this will be possible once the Integra update goes live on 8 th October. | Assistant Director Communities and Performance - Adults and Health Head of Finance – Adults and Health, | 30/09/2021 | 1 |
| Strategic Director: Executive Director Children’s & Family Services | | | | | | |
| 4. | St Joseph’s Catholic Primary School 1 March 2021 | The school will comply with the scheme for financing schools section 4 (The treatment of surplus and deficit balances arising in relation to budget shares). The school will continue to work towards an agreed recovery plan and submit | In Progress – Reasonable Progress The school are continuing to work on their deficit recovery plan with Barnet Finance. Statement from Finance: These are complex situations and progress can be slow in terms of an actual recovery from a deficit position. The school submitted everything that was asked from it to date and the figures were analysed and the situation escalated to Director level. Once the school returns from its holiday we will be asking it to work with a budget specialist who will attempt to see if they can spot any more potential savings. | Executive Headteacher/Finance officer/Governors | 30 June 2021 | 2 |

| | | | | | | |
|----|---|--|--|--|-------------|---|
| | | tracking evidence of recovery plans to the local authority as requested. | | | | |
| 5. | Danegrove Primary School 30 May 2021 | Banking and Petty Cash 1.1 The school will update the Notice of Authorised Signatories | <p><u>Note regarding Danegrove Primary School:</u></p> <p><u>See 1.4.1:</u> a revised due date of 1 April 2022 has been agreed as the implementation date for the current outstanding actions. In the meantime, the schools' auditor is providing support and challenge to the school on an ongoing basis.</p> <p><u>Critical</u> In progress – Significant Progress</p> <p>SBM was made aware of the new Notice of authorised signatory form. Email from the Bursar states the school have prepared the new form for Headteacher who started 1 September 2021. Form was reviewed in school visit by Internal Audit. Bursar has been included with authority to approve invoices, but this is not what happens in school. The form is yet to be approved by the governors.</p> <p>Revised due date: 1 April 2022</p> | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |
| 6. | Danegrove Primary School 30 May 2021 | Banking and Petty Cash 1.2 The school will refer to Section 1.2 of the Financial Guide for schools and ensure that sufficient members of staff are | <p><u>Critical</u> In progress – Significant Progress</p> <p>School had just approved new HT as bank authoriser with Lloyds. Payments had been held until she was included. Previous Lloyds Bank BACs reports reviewed - they had been signed by former HT and DH in summer term.</p> <p>Revised due date: 1 April 2022</p> | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |

| | | | | | | |
|----|---|--|--|--|-------------|---|
| | | included to allow for separation of duties, allow for absences, and ensure that the authorised signatories for cheque signing/BACs authorisation are reflected on the Bank Mandate. | | | | |
| 7. | Danegrove Primary School 30 May 2021 | Banking and Petty Cash 1.3 The school will ensure that the person who has been recognised by the bank to authorise payments on behalf of the school uses their own log in to authorise bank payments from the account. | Critical Not implemented Discussed with Bursar and HT in school. They will ensure that cards are used by named staff. Evidence of this will be a check of the signature on the BACs payment report as evidence of oversight of this. Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |
| 8. | Danegrove Primary School 30 May 2021 | Banking and Petty Cash 1.5 The school will correct errors | Critical Partially implemented School accountancy team have been preparing monthly bank reconciliations remotely - these were | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |

| | | | | | | |
|----|--|--|---|--|-------------|---|
| | | <p>on the main school bank account reconciliation. Monthly reports presented to the Headteacher for authorisation will include detailed reports for 'unpresented cheques' and 'unpresented income.' All reports will be signed to evidence her review.</p> | <p>not being printed to file in school. Conversation with new HT revealed she is used to receiving monthly finance reports to review and sign. This will happen going forward when the bursar has been trained to prepare bank recs on RM finance by the LBB school accountancy team. They have a meeting 16/9 to agree training.</p> <p>Revised due date: 1 April 2022</p> | | | |
| 9. | <p>Danegrove Primary School</p> <p>30 May 2021</p> | <p>Purchasing</p> <p>2.1 The school will ensure that a purchase order is raised for all relevant goods and services and this is approved by an authorised signatory. This expenditure will be recorded as a commitment to the school.</p> | <p>Critical</p> <p>Not implemented</p> <p>Revised due date: 1 April 2022</p> | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |

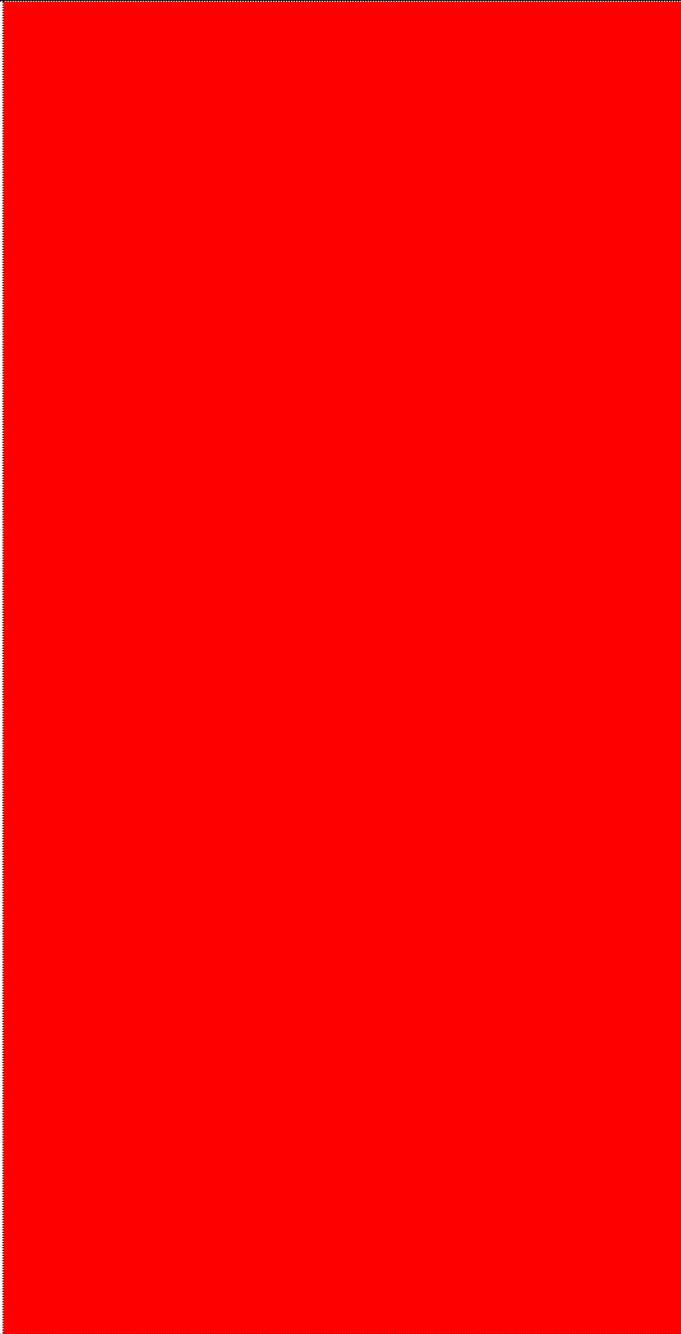
| | | | | | | |
|-----|---|--|--|--|-------------|---|
| | | An audit trail will be available which allows an item to be traced through from ordering through to payment of the invoice. | | | | |
| 10. | Danegrove Primary School 30 May 2021 | Purchasing 2.2 The School Bursar will clearly initial in the rubber stamp grid on the invoice that the invoice has been checked for accuracy of quantity, price, and calculation against the original order. | Critical Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |
| 11. | Danegrove Primary School 30 May 2021 | Purchasing 2.3 All goods and services will be checked against a delivery note, for quality and quantity. The check will be recorded (signed for) | Critical Partially implemented – Limited Progress Invoices rather than delivery notes were stamped and signed by Bursar to show evidence of her check. Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |

| | | | | | | |
|-----|---|---|---|--|-------------|---|
| | | on the delivery note. | | | | |
| 12. | Danegrove Primary School 30 May 2021 | Purchasing 2.4 Invoices will be prepared for payment and presented to the Headteacher with a bank payment report showing that the payment batch is ready for authorising on the Lloyds online Banking software. | Critical Not Implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |
| 13. | Danegrove Primary School 30 May 2021 | Purchasing 2.5 The Headteacher will authorise invoices, and log onto the Lloyds Banking software to authorise payment through the bank account. The bank payment report will be signed and | Critical Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |

| | | | | | | |
|-----|---|--|---|--|-------------|---|
| | | dated as evidence of the process. | | | | |
| 14. | Danegrove Primary School 30 May 2021 | Purchasing 2.6 The school will set a limit above which a second person must authorise bank payments. Where the payment exceeds this limit, a second authorised person will log onto the Lloyds Banking software to authorise payment through the bank account. This process will be documented and approved by Governors. The authorised signatories will not include the school Bursar who is responsible | Critical Partially implemented – Reasonable Progress The school has authorised the Headteacher and two deputy headteachers to authorise payments. Query regarding whether the school business manager was also authorised has been sent by email to school. Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |

| | | | | | | |
|-----|---|---|---|--|-------------|---|
| | | for the school accounts. | | | | |
| 15. | Danegrove Primary School 30 May 2021 | Purchasing <i>2.7 All payments made by direct debit through the school bank account will be matched with a valid invoice. The invoice will be verified as above and signed as authority for payment by an authorised signatory on the bank account.</i> | Critical Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |
| 16. | Danegrove Primary School 30 May 2021 | Purchasing <i>2.8 The school will approve a credit card policy and use of the school credit card to ensure that all purchases are reviewed</i> | Critical Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |

and executed in accordance with requirements as approved within the School's Financial Management and Procedures Policy, ensuring at all times that a separation of duties exists between purchase order request, purchase order approval and online payment by debit card, sufficient budget is available, a record is kept of delivery to the school and that approved purchase orders and debit card authorisation



| | | | | | | |
|-----|---|--|---|--|-------------|---|
| | | <i>forms are retained for each purchase for independent review and scrutiny where necessary.</i> | | | | |
| 17. | Danegrove Primary School 30 May 2021 | Purchasing 2.9 VAT will not be claimed without a confirmed VAT receipt. | Critical Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | Immediately | 1 |
| 18. | Danegrove Primary School 30 May 2021 | Tax 3.1 The school will refer to the Barnet Schools Financial Guide, section 8 (Taxation). The school will ensure that VAT is not claimed unless a VAT receipt is available to | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 31-May-21 | 1 |

| | | | | | | |
|-----|---|---|---|--|-----------|---|
| | | support the reclaim. | | | | |
| 19. | Danegrove Primary School 30 May 2021 | Tax 3.2 The school will correct accounting entries for VAT reclaimed which was not supported by a valid VAT invoice, in line with advice from the Local authority.2 | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 31-May-21 | 1 |
| 20. | Danegrove Primary School 30 May 2021 | Tax 3.3 VAT reports will be sent to the local authority monthly to support VAT claims. | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 31-May-21 | 1 |
| 21. | Danegrove Primary School 30 May 2021 | Financial Planning | High Not implemented Revised due date: 1 April 2022 | Bursar/Headteacher/ Governors | 30-Jun-21 | 1 |

| | | | | | |
|--|---|--|--|--|--|
| | <p>4.1 The school will comply with the scheme for financing schools' section 2.2 (Provision of Financial Information and Reports). The school will provide the Local authority with details of anticipated and actual expenditure and income, in a prescribed format. The information will be provided every three months, and monthly for those connected with tax and banking reconciliation.</p> | | | | |
|--|---|--|--|--|--|

| | | | | | | |
|-----|---|--|---|-------------------------------|-----------|---|
| 22. | Danegrove Primary School 30 May 2021 | Financial Planning 4.2 The school will correct errors in the current year accounting records, and prior year VAT returns, so that an accurate actual financial position can be used as a basis to forecast total year expenditure. | High Not implemented Revised due date: 1 April 2022 | Bursar/Headteacher/ Governors | 30-Jun-21 | 1 |
| 23. | Danegrove Primary School 30 May 2021 | Financial Planning 4.3 The school will calculate the cost of paying casual staff employed for the school after-school playscheme during the period when no income | High Not implemented Revised due date: 1 April 2022 | Bursar/Headteacher/ Governors | 30-Jun-21 | 1 |

| | | | | | | |
|-----|--|---|---|---|-----------|---|
| | | was received by the school, as the playscheme was closed. | | | | |
| 24. | Danegrove Primary School 30 May 2021 | Financial Planning 4.4 The school will produce a three-year plan, which will be presented to Governors. If the three-year plan indicates that current levels of expenditure are too high, then the Governors will take action to reduce future costs. | High Not implemented Revised due date: 1 April 2022 | Bursar/Headteacher/ Governors | 30-Jun-21 | 1 |
| 25. | Danegrove Primary School 30 May 2021 | Budget Monitoring 5.1 The school will refer to the Financial | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/ Governors | 30-Jun-21 | 1 |

| | | | | | | |
|-----|---|---|---|--|-----------|---|
| | | Guide for schools' section 2.5 (Budget monitoring and control) for guidance. Monthly monitoring reports will be completed, and evidence retained of Headteacher and Governor review and approval. | | | | |
| 26. | Danegrove Primary School 30 May 2021 | Budget Monitoring 5.2 The school will complete monthly salary monitoring to comply with the financial guide for schools. | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 30-Jun-21 | 1 |
| 27. | Danegrove Primary School 30 May 2021 | Budget Monitoring 5.3 Items of a capital nature | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 30-Jun-21 | 1 |

| | | | | | | |
|-----|--|---|--|--|-----------|---|
| | | will be recorded as capital expenditure. | | | | |
| 28. | Danegrove Primary School 30 May 2021 | Budget Monitoring 5.4 Year-end accruals will be calculated in line with local authority requirements. | High Partially implemented – Substantial Progress It would appear that year end accruals were entered for March 2021. This is clear from the Q4 return provided. Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 30-Jun-21 | 1 |
| 29. | Danegrove Primary School 30 May 2021 | Payroll 6.1 The school will correspond with the payroll provider to ensure that payroll records for non-teaching staff record the Unified Reward paygrade for each member of staff. | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 23-Jul-21 | 1 |
| 30. | Danegrove Primary School | Payroll 6.2 All new contracts | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 23-Jul-21 | 1 |

| | | | | | | |
|------------|---|---|---|--|-----------|---|
| | 30 May 2021 | issued will refer to Unified Reward terms and conditions. Contracts for non-teaching staff employed after April 2017 will be checked to ensure that they contain the correct terms and conditions. | | | | |
| 31. | Danegrove Primary School 30 May 2021 | Payroll 6.3 All changes to payroll and overtime claims will be authorised and filed to support additional payment. A member of staff will sign and date the forms to show that the change has | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 23-Jul-21 | 1 |

| | | | | | | |
|-----|--|--|--|---|------------------|----------|
| | | <p>been made in the Payroll provider's online payroll portal. When month end pre-payroll reports are received, a member of school staff will check that the changes entered into the payroll portal have correctly been processed by the payroll provider.</p> | | | | |
| 32. | <p>Danegrove Primary School</p> <p>30 May 2021</p> | <p>Payroll</p> <p>6.4 The school will retain evidence that annual performance reviews are undertaken for non-teaching staff and teachers.</p> | <p>High Not implemented</p> <p>Revised due date: 1 April 2022</p> | <p>Bursar/School Business Manager/Headteacher/Governors</p> | <p>23-Jul-21</p> | <p>1</p> |

| | | | | | | |
|-----|---|---|---|--|-----------|---|
| 33. | Danegrove Primary School 30 May 2021 | Payroll 6.5 Information to support the grant claim under the Coronavirus Job Retention Scheme will be filed. | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 23-Jul-21 | 1 |
| 34. | Danegrove Primary School 30 May 2021 | Payroll 6.6 The Headteacher and school business manager will sign the monthly payroll report as evidence of their review. | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 23-Jul-21 | 1 |
| 35. | Danegrove Primary School 30 May 2021 | Payroll 6.7 The school will complete monthly salary monitoring to comply with the financial guide for schools. | High Not implemented Revised due date: 1 April 2022 | Bursar/School Business Manager/Headteacher/Governors | 23-Jul-21 | 1 |

4.2.3 Outstanding medium priority actions

| | Audit Title | Audit Date | Ref | Finding | Action | Responsible officer | Due date | Progress report for Audit Committee October 2021 |
|----|---|------------|-----|---|---|--|------------|---|
| 1. | Finance Global Design Principles Follow-Up: Accounts Receivable | 28/06/2021 | 3a | Authorisation of Refunds - Lack of interface: | a) When a refund is entered and matched to an invoice/account, a PDF report will be generated summarising the entry (content to be agreed) to replace evidence from Integra that the account is in credit (by way of Screen shot of the unallocated payment on the customer account). The PDF report will be generated automatically on allocation and sent by email to either a) the person entering the refund, b) person matching the refund to a payment/credit note or c) AR team. This will need to go to the person who will submit the request in AP. | Assistant Director Communities and Performance - Adults and Health Head of Finance – Adults and Health, | 31/07/2021 | In Progress A system change to Integra has been agreed and tested. It has been agreed that the system will go LIVE on Friday 8th October 2021. Until the update is live we will be unable to close any of the suggested actions because they are all related to the system update. |
| 2. | Finance Global Design Principles Follow-Up: Account Receivable | 28/06/2021 | 3b | Authorisation of Refunds - Lack of interface: | b) In the longer term, the AP form/process will be amended by the systems team. When the exception code of refund is selected, the form will prompt for the refund reference number from the Sales Ledger. This | Finance Manager – Financial Systems and Controls | 30/09/2021 | In progress A system change to Integra has been agreed and tested. It has been agreed that the system will go LIVE on Friday 8th October 2021. Until |

| | | | | | | | | |
|----|---|------------|----|---|--|--|------------|--|
| | | | | | will only 9. Allow the selection of a fully allocated refund that has not been processed before. (When the manager is approving, they will be presented the name and address details of the customers to compare to the details provided on who is to be paid. This will remove the requirement from Integra that the account is in credit (by way of Screen shot of the unallocated payment on the customer account). | | | the update is live we will be unable to close any of the suggested actions because they are all related to the system update |
| 3. | Finance Global Design Principles Follow-Up: Accounts Receivable | 28/06/2021 | 3c | Authorisation of Refunds - Lack of interface: | c)The change at (b) will be added to the changes discussed at the AP/Integra/Schools Traded Services Contract Monitoring Meeting (CMM), so this can be monitored to completion. | Head of Finance - Exchequer | 30/09/2021 | In progress A system change to Integra has been agreed and tested. It has been agreed that the system will go LIVE on Friday 8th October 2021. Until the update is live we will be unable to close any of the suggested actions because they are all related to the system update |
| 4. | Finance Global Design Principles Follow-Up: Fixed Assets | 31/05/2021 | 1a | Documented procedures governing fixed asset processing, including CIPFA Asset Manager | a. Processes relevant to fixed assets processing in CIPFA Asset Manager and Integra will be documented in a procedure note, including: | Finance Manager – Financial Control Team | 01/07/2021 | In Progress The main part of the process will be undertaken during the closedown of the Council's 2021/22 accounts which has |

| | | | | | | | | |
|----|--|------------|----|--------------------|--|---|------------|--|
| | | | | | <p>- the reconciliation processes between CIPFA Asset Manager and other systems storing fixed asset data such as Atrium (Estates) and QL (Barnet Homes) and Integra; and</p> <p>- communication arrangements for identifying fixed asset acquisitions and disposals.</p> | | | <p>been delayed. Work is already underway to identify the required accounting entries and the final process notes will be created as part of the handover to the new Finance Manager. The notes will include the CIPFA register, information from Estates/valuers and also accounting entries required as part of the year end closedown.</p> <p>Revised target date: 30th April 2022 - by which time all year end processes in relation to assets should be completed and a full set of process notes will have been prepared.</p> |
| 5. | Finance Global Design Principles Follow-Up: Fixed Assets | 31/05/2021 | 2a | Missing deed packs | a. HBPL will assess the legal implications of not being able to locate BB packs for Council properties. | Senior Lawyer & Team Leader – Property (Harrow Barnet Public Law (HPBL) | 01/07/2021 | <p>Not Implemented</p> <p>No response or evidence received to date. Verbal update to be provided to the Audit Committee.</p> |
| 6. | Finance Global Design Principles Follow-Up: Fixed Assets | 31/05/2021 | 2b | Missing deed packs | b. Actions will be agreed and implemented based on HBPL assessment including engaging the relevant parties (for example, Estates and Records Management). This will include HPBL re-opening the | Senior Lawyer & Team Leader – Property (Harrow Barnet Public Law (HPBL) | 01/07/2021 | <p>Not Implemented</p> <p>No response or evidence received to date. Verbal update to be provided to the Audit Committee.</p> |

| | | | | | | | | |
|----|--|------------|----|---|--|---|------------|--|
| | | | | | <p>discussion for implementation of the project/ initiative for the completion of the registrations of the Council's remaining unregistered land interests.</p> <p>Note: The Assistant Director – Estates confirmed that Estates will engage with any actions arising from HBPL's assessment of the implications of not being able to locate deed packs</p> | | | |
| 7. | Finance Global Design Principles Follow-Up: Fixed Assets | 31/05/2021 | 2c | Communication between Legal and Finance | <p>c. In instances where HPBL are involved with a property transaction relevant to Council property (HRA and General Fund), HBPL will ensure that related information is communicated to the Financial Accounting and Controls Team responsible for fixed assets processing. A circulation will be agreed for the dissemination of information following the completion of transactions.</p> | Senior Lawyer & Team Leader – Property (Harrow Barnet Public Law (HPBL) | 01/07/2021 | <p>Not Implemented No response or evidence received to date. Verbal update to be provided to the Audit Committee.</p> |

| | | | | | | | | |
|-----|---|------------|----|--|---|--|------------|--|
| 8. | Finance Global Design Principles Follow-Up: Fixed Assets | 31/05/2021 | 2d | Communication between Legal and Finance | d. The Financial Accounting and Controls Team will clarify the type of transactions/information relevant to properties they require from HBPL. | Finance Manager – Financial Control Team | 01/07/2021 | Not Implemented Verbal update to be provided to the Audit Committee. |
| 9. | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 1d | Bank listing and bank authorised signatory lists | d. The schools authorised signatory list will be reviewed to ensure that it is up to date with all schools' bank accounts and the correct authorised signatories and that it is consistent with the related records held at the bank. | Finance Manager | 01/08/2021 | In progress – Reasonable Progress |
| 10. | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 4b | Bank reconciliations | b. Corporate Finance will maintain periodic oversight of bank reconciliations of the 11 imprest bank accounts to ensure that they are done consistently and accurately | Assistant Finance Manager – Cash & Banking Registered Manager Meadow Close | 01/08/2021 | In progress -Substantial Progress |

4.3 Completed actions

4.3.1 During this period we followed up 6 critical and high priority and 29 medium priority actions which are deemed to have been implemented, superseded or closed. These are listed below:

4.3.2 Completed high priority actions

| Name of report | Agreed Action | Owner | Due Date |
|---|--|---|-------------------|
| 1. Highways Programme August 2019 | b) Work will not be goods receipted by LBB Finance before the necessary authorisation is on file as per action (a), Management will clearly define the responsible officers for ensuring that Re Invoice 2s are approved for payment and the minimum documentation which will be on file to support the payments | Commercial Performance & Dev Manager | 31/12/2019 |
| 2. Finance Global Design Principles Follow-Up: Accounts Receivable June 2021 | c) A query code will be created by the Systems Manager for aged credit notes, to enable a report on credit notes that have not been approved to be identified. This will facilitate reporting on unactioned / previously chased / old & | Finance Manager – Financial Systems and Controls | 30 November 2021 |
| 3. Finance Global Design Principles Follow-Up: Accounts Receivable June 2021 | d) Diary notes will be utilised to give details of actions taken or progress made. | Assistant Finance Manager Service Finance Managers | 30 September 2021 |
| 4. Danegrove Primary School 30 May 2021 | Banking and Petty Cash 1.4 The school will ensure that the person responsible for the accounts does not authorise Bank payments. | Bursar/School Business Manager/Headteacher/Governors | 28-May-21 |
| 5. Danegrove Primary School 30 May 2021 | School Financial Value Standard 7 The SFVS return will be completed as soon as possible to allow enough time for the form to be presented to Governors and sent to the local authority by the deadline for this year, which is 28 May 2021 due to the coronavirus outbreak. | Bursar/School Business Manager/Headteacher/Governors | 28-May-21 |

| | | | | | |
|----|--|--|--|-------------|--|
| 6. | Waste Health & Safety February 2021 | Driver review of procedures on the Induction checklist 1e. Drivers/loaders who have not signed the agreed/approved Induction list will do so to formally confirm that they have read the relevant procedures/risk assessments. | Interim Operations Manager, StreetScene | 30 April 21 | |
|----|--|--|--|-------------|--|

4.3.3 Completed medium priority actions

| | Audit Title | Audit Date | Ref | Finding | Action | Responsible officer | Due date |
|---|---|-------------------|------------|---|--|--|-----------------|
| 1 | Covid Transaction analysis Phase 1 | 16/12/2020 | P/PC E1 | Potential duplicate (or more) payments made to vendors. | Using the Power BI dashboard, duplicate items will be identified and sent to Budget Holders for review. Dependent on the response the escalation process will be IA or CAFT as required. | Assistant Director - Investments & Innovation Head Of Finance - Exchequer | 31/08/2021 |
| 2 | COVID Transaction analysis Phase 1 | 16/12/2020 | P/PC E2 | Potential duplicate (or more) payments made to vendors. | As per above, the dashboard will be processed based on the monthly data upload from the P Card Team. | Assistant Director - Investments & Innovation Head Of Finance - Exchequer | 31/08/2021 |
| 3 | Finance Global Design Principles Follow-Up: Budget Monitoring | 31/03/2021 | 1a | Unauthorised virements | a. All virements will be approved in line with the Council's Financial Regulations. | Relevant Heads of Finance in this instance: Head of Finance - Growth, Housing, Corporate Services & Assurance | 1/04/2021 |

| | | | | | | | |
|---|--|------------|----|--|---|--|-----------|
| 4 | Finance Global Design Principles Follow-Up: Budget Monitoring | 31/03/2021 | 1b | Unauthorised virements | b. Records of all virement authorisation will be retained for referral. | Relevant Heads of Finance in this instance: Head of Finance - Growth, Housing, Corporate Services & Assurance | 1/04/2021 |
| 5 | Follow-up review of 'Finance Global Design Principles' -General Ledger | 24/06/2021 | 1b | Accuracy on Integra Chart - Data Synchronisation | b) Management will look at the possibility of automated interfaces between the systems to ensure adequate communication and to reduce errors and time wasted on manual replication of files by staff. | Business Analyst | 12/05/21 |

| | | | | | | | |
|---|--|------------|-----|--|--|--|----------|
| 6 | Follow-up review of 'Finance Global Design Principles' -General Ledger | 24/06/2021 | 2a | Accuracy on Integra Chart - Chart of Accounts maps | a) Management will look at the possibility of putting the new system in operation before or on 31st March to make it workable for the new financial year. | Interim Finance Manager, Financial Systems | 30/06/21 |
| 7 | Follow-up review of 'Finance Global Design Principles' -General Ledger | 24/06/2021 | 2b | Accuracy on Integra Chart - Chart of Accounts maps | b) Management will look to make the review of the chart of accounts on a quarterly basis going forward. | Interim Finance Manager, Financial Systems | 31/07/21 |
| 8 | Finance Global Design Principles Control Mapping Non-Schools Payroll | 01/05/2021 | 1.1 | Overpayments | We will confirm the status of the overpayment letters to ensure that where these were not sent out, appropriate action has been taken by Council Finance to chase up overpayments. | Payroll Manager, Capita Belfast HR Solutions | 31/07/21 |

| | | | | | | | |
|----|---|------------|-----|--------------|--|--|------------|
| 9 | Finance Global Design Principles Control Mapping Non-Schools Payroll | 01/05/2021 | 1.2 | Overpayments | We will work directly with Council Finance to gain a clear understanding on the status of the 50 active overpayments. Where we can close these down (i.e. Finance have chased and the employee has paid the Council the outstanding monies back), we will ensure payroll records | Payroll Manager, Capita Belfast HR Solutions | 31/07/21 |
| 10 | Finance Global Design Principles Control Mapping Non-Schools Payroll | 01/05/2021 | 1.3 | Overpayments | For any active overpayments that are not under investigation, we will agree on an appropriate course of action with Finance. | Payroll Manager, Capita Belfast HR Solutions | 31/07/21 |
| 11 | Finance Global Design Principles Control Mapping Non-Schools Payroll | 01/05/2021 | 1.4 | Overpayments | We will understand why an agency staff worker was included on the active overpayments listing and will confirm that this overpayment is being pursued and/or has been repaid. | Payroll Manager, Capita Belfast HR Solutions | 31/07/2021 |

| | | | | | | | |
|----|---|------------|-----|--------------|--|---|------------|
| 12 | Finance Global Design Principles Control Mapping Non-Schools Payroll | 01/05/2021 | 1.5 | Overpayments | Finance will confirm to Capita Payroll when overpayment monies have been received. A monthly report will be sent from Finance to Payroll confirming current active payments and outlining where monies owed have been recovered. | Payroll Manager, Capita Belfast, HR Solutions | 31/07/2021 |
| 13 | Finance Global Design Principles Control Mapping Non-Schools Payroll | 01/05/2021 | 1.6 | Overpayments | We will review the current overpayments process, including process documentation, to outline gaps. We will submit this review to the Council and work to close gaps/ remediate issues together. This can inform the 'Leavers' workstream of the Starters, Leavers and Movers (SLaM) project. | Payroll Manager, Capita Belfast, HR Solutions | 31/07/2021 |

| | | | | | | | |
|----|---|------------|----|---|--|--|------------|
| 14 | Finance Global Design Principles Control Mapping Non-Schools Payroll | 01/05/2021 | 2 | Document retention | We will ensure the Payroll team have read-only access to all data within the CRM system for audit purposes. | Senior IT Consultant, HR Solutions, Capita | 31/07/21 |
| 15 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 1a | There was no formal risk assessment to inform homecare invoice validation approach by Adults | a. A risk assessment of homecare billing arrangements covering homecare providers using and not using CM2000 will be completed to inform decisions on future invoice validation controls in the Service. | Head of Care Quality, Adults & Health - Care Quality & Performance Assistant Director Community & Performance, Interim Head of Integrated Care Quality, Care Quality Service Manager- Home & Community Services and Supported Living, Head of Finance: Exchequer | 01/07/2021 |
| 16 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 2a | Dual authorisation report was no identifying purchase orders below £1m which were subsequently to above £1m. One Dual Authorisation form not completed for such purchase order. | a. Finance will ensure that a dual authorisation template is completed for this transaction. | Head of Finance: Exchequer | 1/07/2021 |

| | | | | | | | |
|----|---|------------|----|--|---|-------------------------------|-----------|
| 17 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 2b | Dual authorisation report was no identifying purchase orders below £1m which were subsequently to above £1m. One Dual Authorisation form not completed for such purchase order. | b. Finance will investigate why the dual authorisation form was not completed in this one instance noted during the audit. The reporting template design will be reviewed to ensure that it identifies all purchase orders (POs) above £1m, for example, should POs initially below the £1m limit be subsequently increased to above the £1m limit. | Head of Finance: Exchequer | 1/07/2021 |
| 18 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 2c | We noted during the testing of ControCC payments that the Executive Director for Children's Services (Director of Children's Services) Scheme of Delegation did not include financial authorisation limits | c. The Children's Service Scheme of Financial delegation will be updated to clarify the relevant financial authorisation limits. | Head of Finance: Exchequer | 1/07/2021 |

| | | | | | | | |
|----|---|------------|----|--|--|-------------------------------|-----------|
| 19 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 2d | The list of manual upload approvers had not been updated to reflect the £1m authorisation limit associated with the Director of Adult Social Care. | d. The list of approvers in the BACS Manual Payment Upload Process v2.6. will be reviewed to ensure that it is up to date. In particular, the £500k limit stipulated for the Director of Adult Social Care will be updated to £1m in line with the Adults and Health Scheme of Financial Delegation. | Head of Finance: Exchequer | 1/07/2021 |
|----|---|------------|----|--|--|-------------------------------|-----------|

| | | | | | | | |
|----|---|------------|----|---|---|---|-----------|
| 20 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 3a | The process for creating and updating suppliers in Integra is governed by the New Supplier and Supplier Amendment Process V1. The procedure document at paragraph 4.1 still refers to the historic manual process for creating vendors which is outdated as it has now been replaced by the automated E-Form process. | a. Responsibility for the update of The New Supplier and Supplier Amendment Process V1 – either LBB Finance or CSG Procurement - will be clarified. The New Supplier and Supplier Amendment Process will be updated to refer to the automated E-Form process. References to the historic manual process for creating vendors will be removed. | Head of Finance: Exchequer / Managing Consultant, Capita Procurement Solutions, depending on the decision clarifying responsibility for the update of the above procedure document. | 1/07/2021 |
| 21 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 3b | Web checks were not completed and suppliers were not contacted for supplier name and contact detail changes. | b. AP checks will be completed in full in line with the New Supplier and Supplier Amendment Process V1 for all suppliers. Evidence of all checks will be retained. | Masterdata Team Leader, Accounts Payable Shared Services, Capita Local Public Services | 1/07/2021 |

| | | | | | | | |
|----|---|------------|----|---|--|---|--------------------------|
| 22 | Finance Global Design Principles Follow-Up: Accounts Payable | 01/06/2021 | 3c | A vendor change request was routed directly to CST for update instead of AP first for review. | <p>c. CST will be reminded to reject supplier creation or supplier change requests which do not follow the automated vendor E-Form route and refer them back to the requestor. Where changes cannot be made through the automated E-Form route, the request will be referred to CSG AP for review and challenge. CSG AP will then send the request to CST for processing in Integra.</p> <p>c. Note: CSG AP have suggested that the Council sends the request to CST who then refer the request to CSG AP for approval before action is taken.</p> | <p>Masterdata Team Leader, Accounts Payable Shared Services, Capita Local Public Services</p> <p>Corporate Applications Manager</p> | Target date: 1 July 2021 |
|----|---|------------|----|---|--|---|--------------------------|

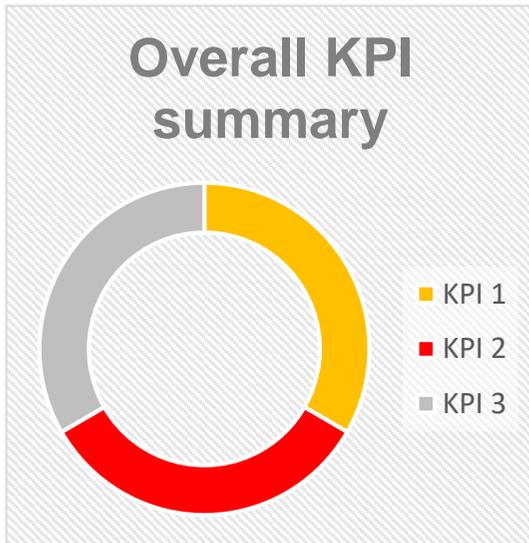
| | | | | | | | |
|----|---|------------|----|--|--|--|------------|
| 23 | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 1a | Bank listing and bank authorised signatory lists | a. The Council's schedule of bank accounts will be updated to include all Council bank accounts, in this instance the Pension Fund contribution bank account. | Assistant Finance Manager – Cash & Banking | |
| 24 | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 1b | Bank listing and bank authorised signatory lists | b. The Main bank authorised signatory list will be updated to record all relevant bank accounts. | Assistant Finance Manager – Cash & Banking | 01/08/2021 |
| 25 | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 1c | Bank listing and bank authorised signatory lists | c. The Main bank authorised signatory list will be reviewed to ensure that the authorised signatories relevant to each bank account are up to date. Specifically, those officers who are no longer authorised signatories, for example leavers, will be removed from the list and from the records held at the bank. | Assistant Finance Manager – Cash & Banking | 01/08/2021 |

| | | | | | | | |
|----|---|------------|----|---|--|--|------------|
| 26 | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 2a | Integra and PAY360 reconciliations | a. The Pay360 / Integra reconciliation spreadsheet will be populated with all relevant amounts to ensure a reconciliation of all PAY360 import files to Integra. The reconciliation between PAY360 and Integra will be undertaken consistently, including for the Pay360 Cashiers' import files. Management will review the reconciliation to ensure that it is being done consistently and correctly. | Assistant Finance Manager – Cash & Banking | |
| 27 | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 3a | Integra Cash Management module system user access | a. A review of CMS user access will be undertaken to ensure that only users who require access to this module in terms of their Council roles will have access. | Consultant Systems Accountant - Finance | 01/08/2021 |

| | | | | | | | |
|----|---|------------|----|--|--|---|------------|
| 28 | Finance Global Design Principles Follow-Up: Cash and Bank | 28/06/2021 | 4a | Bank reconciliations | a. The New Park House book bank balance will be maintained accurately and will be reconciled to the bank statement monthly. The difference between the Imprest book balance and the bank statement balance will be resolved. | Assistant Finance Manager – Cash & Banking Registered Manager Meadow Close | 01/08/2021 |
| 29 | Public Sector Equality Duty compliance | 01/09/2018 | 2d | <p>Equalities policies and published information (operating effectiveness)</p> <p>If equalities policies and supporting documentation are not up to date and regularly reviewed, staff and residents may not be aware of the current equalities position at the Council, or of any requirements they need to meet to support the Council to meet the requirements of the PSED.</p> | d) The Staff Equalities Statement will be reviewed and updated as necessary, and version control information will be retained within the document including a schedule for future reviews. The review will include clearly identifying roles, responsibilities and a schedule for ensuring that the equalities action monitoring described in the document is carried out. | EDI Lead | 31/07/2019 |

Appendices

Appendix A: Key performance indicators (KPIs)



KEY:

Fully Achieved

Partially Achieved

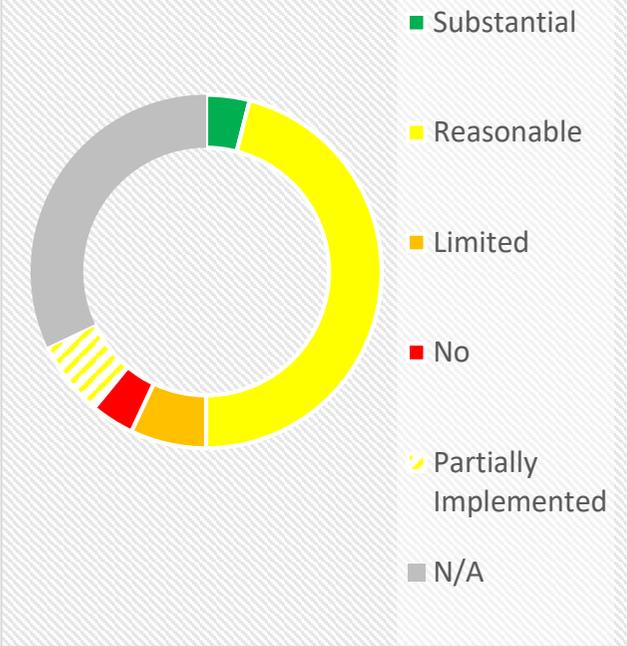
Not Achieved

N/A



| KPI | Target | Results | Comment | | | | | | | | | | |
|--|--------|---------|---|-------------|----|----------|-----|-----------|-----|--------------|-----|----------|------|
| <p>1. % of Plan delivered</p> <p>Narrative:</p> <p>The target for the year is usually 95% delivery by year end however this year we only set a six month plan. We have delivered 83% of that six month plan.</p> | 95% | 83% | <p>Work in progress is incorporated as follows:</p> <table border="1"> <tr> <td>Not Started</td> <td>0%</td> </tr> <tr> <td>Planning</td> <td>20%</td> </tr> <tr> <td>Fieldwork</td> <td>50%</td> </tr> <tr> <td>Draft Report</td> <td>90%</td> </tr> <tr> <td>Complete</td> <td>100%</td> </tr> </table> <p>Applying these %s to work in progress shows that we have delivered 83% of our plan for Q1 and Q2.</p> <p>Up to 50% = Not Achieved 51% - 94% = Partially Achieved 95% = Fully Achieved</p> | Not Started | 0% | Planning | 20% | Fieldwork | 50% | Draft Report | 90% | Complete | 100% |
| Not Started | 0% | | | | | | | | | | | | |
| Planning | 20% | | | | | | | | | | | | |
| Fieldwork | 50% | | | | | | | | | | | | |
| Draft Report | 90% | | | | | | | | | | | | |
| Complete | 100% | | | | | | | | | | | | |
| <p>2. Verification that at least 90% of Critical and High Risks have been mitigated by management at the time of follow up</p> | 90% | 44*% | <p>0-49% = Not Achieved 50-89% = Partially Achieved 90% = Fully Achieved</p> <p>* In Q2 the figures include a high number of actions for Danegrove school. With these actions removed, the implementation rate was 70%.</p> | | | | | | | | | | |
| <p>3. Average customer satisfaction score for year to meet or exceed acceptable level for at least 85% of completed surveys</p> | 85% | N/A% | <p>0-49% = Not Achieved 50-84% = Partially Achieved 85% = Fully Achieved</p> <p>Note: no customer satisfaction survey responses received yet this year.</p> | | | | | | | | | | |

Assurance Ratings



| | | | |
|--|-------------------|--|--|
| <p>4. % of reports year to date achieving:</p> <ul style="list-style-type: none"> •Substantial •Reasonable •Limited •No Assurance •Partially Implemented •N/A | <p>N/A</p> | <p>4% 46% 7% 4% 7% 32%</p> | |
|--|-------------------|--|--|