

ANNEX B

Summary of Outstanding Recommendations

(Recommendation status as at 31.01.2026).

Audit	Risk level	Summary of Recommendation	Target Date	Status
<i>Essential Recommendations</i>				
<i>High Recommendations overdue - over 12 months</i>				
Capital Project Management	H	The service should conduct a full review of capital project framework policies and guidance documentation, with a view to streamlining and reducing the number of separate documents; ensuring information is up to date and terminology is consistent between documents; and developing an index to the framework which links all the other guidance documents to help officers navigate the guidance. This review should be conducted in consultation with colleagues from the Policy Insight & Programmes service who are redeveloping project management requirements around revenue projects, to ensure consistency and alignment between processes. In particular, the review should include: 1a - Approval to proceed to the next gateway should be a centrally enforced control to ensure compliance with gateway requirements and good practice. Where projects complete a gateway, they should submit the evidence for this to a central team (e.g. the PMO) or Board etc., for independent review, challenge, and approval to proceed. Projects should not be able to proceed beyond a gateway without this approval. This requirement should be amended as part of the review	31/05/2024	<p>Internal Audit has confirmed that 1b – 1k of the original action have been implemented.</p> <p>The final recommendation 1a which relates to full application of gateway reviews is planned to be completed by the end of March, the new process will therefore be sufficiently embedded and evidenced to allow for closure.</p> <p>Revised target date 31/03/2026</p> <p>Revised target dates from previous reporting cycles</p> <ul style="list-style-type: none"> • October 2025 – 31/12/2025 • June 2025- TBC • March 2025 - TBC • December 2024 - TBC • October 2024 – 31 December 2024 • July 2024 - TBC

		<p>of capital project framework policies and guidance. Additionally, the amended gateway requirements should include a requirement that projects which rely on the release of third-party funds cannot be progressed until formal agreements have been made.</p> <p>NB – there were originally 11 elements of this recommendation. Only one element remains outstanding and as such only the outstanding element is noted here.</p>		
Capital Project Management	H	<p>As per agreed actions from previous audits, an annual reconciliation should be undertaken by the Highways service to reflect the difference in the amount paid by Cambridgeshire County Council and the actual cost incurred by the contractor (based on prime records) in delivering the contract. This will build on the implementation of payments in line with the full target/actual cost model in line with the contract documentation, and the process of monthly reconciliations being implemented by the team. The annual reconciliation will finalise the agreed actual cost for the year. This should be completed in a timely manner following the end of the financial year and be subject to subject to scrutiny by the Assistant Director of Highways prior to being reported to, and challenged by, CLT. This should include retrospective reconciliations undertaken for previous years of the contract where this has yet to be completed.</p>	31/05/2024	<p>A briefing note which outlines the approach to address this issue has been produced by the Commercial & Contract Management Team and has been issued to Internal Audit in January 2026 for review.</p> <p>Revised target date: 31/03/2026</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • October 2025 – 31 December 2025 • March 2025 – 30th April 2025 • December 2024 – TBC • October 2024 - TBC • July 2024 – TBC
Highways Grants Briefing note	H	<p>As there is no corporate solution in place to this, all services in Highways should record time spent on each project to allow for accurate cost allocation. This could take the form of a excel spreadsheet where each member of staff should record hours worked on each project. The spreadsheet could be used to calculate the</p>	21/01/2025	<p>The service has been liaising with Finance and is in the process of determine how the current spreadsheet timesheet process can be optimised using the new corporate timesheet. A process note will be developed to confirm procedures including Finances process for</p>

		hourly rate per project and then provide this to finance for cost allocation.		<p>reviewing timesheets to support assigning staff costs to projects.</p> <p>Revised target date: 28/02/2026</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • October 2025 – 31 January 2025 • June 2025 – 31 July 2025 • March 2025 – 30 April 2025
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Medium Recommendations overdue - over 12 months

Local transport Capital Block Funding (grant)	M	<p>A time recording system should be implemented across Place and Sustainability to ensure any Service, Team or Officer time that is charged to project or other work is accurately recorded to reflect actual time and costs associated with delivery.</p> <p>Such a system could be:</p> <ul style="list-style-type: none"> • an extension of the timesheet process currently used by some teams • free software available online; or • software that is either procured or built internally that is located on Council servers. <p>The system should be able to:</p> <ul style="list-style-type: none"> • Apply different staff rates, including overheads and risk percentages, for each project. • Calculate staff costs for each project based on the applied rates. • Interface with/upload data to ERP Gold to provide an efficient way of updating project ledgers with staff costs. Internal Audit recommends that whatever time recording system is chosen is used consistently across the board to ensure the most efficiency. 	31/03/2024	<p>The service has been liaising with Finance and is in the process of determine how the current spreadsheet timesheet process can be optimised using the new corporate timesheet. A process note will be developed to confirm procedures including Finances process for reviewing timesheets to support assigning staff costs to projects.</p> <p>Revised target date: 28/02/2026</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • October 2025 – 31 January 2025 • December 2024 - 31 January 2025 • October 2024 – 31 March 2025 • July 2024 - TBC • March 2024 - TBC
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High Recommendations overdue - over 3 months

High Recommendations overdue - under 3 months

Medium Recommendations overdue - over 3 months

Street Lighting PFI	M	CCC should request that BB provide evidence each year that the Customer Satisfaction Survey was sent to 500 people, alongside providing the survey results.	30/05/2025	<p>The service has informed Audit that the Low Value Change (LVC) has been signed off by the Head of Commissioning and Contracts allowing formally transfer of undertaking survey in house. Work to identify costs to agree on potential future deductions has been completed.</p> <p>Revised target date: 31/3/26</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • October 2025 – 31 December 2025 • June 2025 - TBC
Light Blue Fibre Limited	M	The shareholder representative should approve the business plan annually, in line with the paper that went to the Assets and Procurement committee in July 2024, to improve oversight of council owned companies. Given the current business plan expires in March 2025, priority should be given to development of new business plan that reflects current market conditions and strategic partnerships scheduled for board review and sign off in 2025 The Joint Venture Shareholder Agreement should be amended to reflect the shareholder’s role in approving the annual business plan in the reserved matters. This should also advise on the timeline to agree the business plan and the defined purpose of the Business Plan to provide a framework to accommodate agreements between both shareholders. Audit recognise that as a JV with UoS, any amendments to the JVSA will require agreement from both parties)	30/09/2025	<p>IA have confirmed this action is “Partially Implemented”, recognising the progress made but also maintaining visibility of the outstanding governance action which is reviewing and updating the JVSA. As the JVSA is a tripartite agreement we suggest a revised completion date for the final action of March 2026.</p> <p>Revised Target Date: 31/03/2026</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • October 2025 – 31 March 2026

Medium Recommendations overdue - under 3 months

