

ANNEX B

Summary of Outstanding Recommendations

(Recommendation status as at 30.06.2025).

Audit	Risk level	Summary of Recommendation	Target Date	Status
<i>Medium Recommendations overdue - over 12 months</i>				
Insurance Fund	M	The Claims Handling Manual should be updated following implementation of an Insurance Strategy, this should ensure that the service goals and objectives are supported by operational processes which target management resource accordingly. This could also include current reporting review processes, betterment circumstances.	31/12/2022	<p>Claims handling manual is being rewritten to include motor and property claims which became an issue in September. The claims handling manual is expected to be finalised by July 4th 2025.</p> <p>Revised target date: 4 July 2025</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC • December 2024 - TBC • October 2024 - TBC • July 2024 - TBC • March 2024 – 30 April 2024 • January 2024 – 31 March 2024 • December 2023 - 31 January 2024 • September 2023 - 1 December 2023
Insurance Fund	M	An Insurance Strategy is developed to provide a clear framework for the service goals and objectives including a structured approach to the Councils insurance arrangements. For example, this could include the following information: The strategic aims of the service, a breakdown of the risks the council self-insures and policies the council holds with external insurance providers, the process for projecting future risk profile, management and recharging arrangements, claims	31/01/2023	<p>The strategy has been drafted and was sent out for comments. Feedback has now been received and the strategy is expected to be finalised by July 4th 2025.</p> <p>Revised target date: 4 July 2025</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC

		management processes and processes for reviewing the insurance strategy.		<ul style="list-style-type: none"> • December 2024 - TBC • October 2024 - TBC • July 2024 - TBC • March 2024 – 30 April 2024 • January 2024 – 31 March 2024 • December 2023 - 31 January 2024 • September 2023 - 1 December 2023
Debt Recovery 22/23	M	The Head of Finance Operations should decide if procedures should be amended to reflect the current practice and detail the approval time-out procedure, or whether to amend the system workflow in ERP for write-offs to ensure that budget holder approval must be given before write-offs are progressed. In conjunction with Recommendation 5, the procedure could vary for different values of write-offs.	30/09/2023	<p>The Write Off process has gone live in WNC after a successful UAT. It will be rolled out to NNC and CCC post WNC doing a successful live run to make sure there are no unintended issues which occur.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - 31 May 2025 • December 2024 - 28 February 2025 • October 2024 – TBC • July 2024 – 30 September 2024 • March 2024 - 30 June 2024 • January 2024 - 30 June 2024 • December 2023 - TBC
Accounts Payable 22-23	M	A review of suppliers in ERP should be undertaken to identify any instances where the supplier record on ERP Gold is set up for both commercial and non-commercial payments. Each case should be reviewed to establish if the existence as both payment types is appropriate and if not, it should be determined which payment type should be disabled.	31/12/2023	<p>Once the Change Request has been implemented, AP will be able to remove the non-commercial suppliers that have not been utilised for 18 months. Once this task has been completed a meeting will be diarised with Audit to confirm if the action can be closed. We are awaiting a final implementation date from Business Systems.</p> <p>Alongside this change request, as part of BAU processes, AP review non-commercial forms to negate noncompliance and service areas are contacted as appropriate.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles</p> <ul style="list-style-type: none"> • March 2025 - TBC • December 2024 - TBC

				<ul style="list-style-type: none"> • October 2024 – 31 October 2024 • July 2024 - September 2024 • March 2024 - TBC • January 2024 – 31 March 2024
Incident & Problem Management 22-23	M	<p>Problem management procedures should be amended to incorporate the following:</p> <p>a) The ICT Service should consider how Hornbill can be utilised in the problem management process. Once established the documented procedures should be amended to give clarity and guidance on the use of Hornbill for problem management. If it is decided Hornbill will not be utilised a rationale should be recorded as a note in the procedures.</p> <p>b) The service should add tables to the guidance listing the priority systems and sites for problem management and resolution. This would bring the guidance into line with incident management and provide consistency in information for officers.</p> <p>c) Procedures should be amended to provide clear criteria for identifying when a problem should be recognised and classified as a major problem. This should be considered in conjunction with recommendation 3 in this report to ensure priority systems and sites are factored into the criteria for major problems.</p> <p>d) Procedures should be amended to confirm the complete process required to be undertaken in relation to major problems.</p> <p>e) Procedures should be amended to include a problem communication / notification process. Notifications to end users should include a description on how resolution should impact service users, steps being taken to resolve the problem and the estimated time required to resolve.</p>	31/12/2023	<p>The service has reported that this is in progress. It is intended to use Hornbill for Problem management. This is in progress and was delayed until the PCC/CCC Hornbill split was completed. The new Problem management process will fill the gap asking the wider CDS teams to identify problems and linked incidents whilst Hornbill reporting review is undertaken.</p> <p>Reviews of major problems is mature and takes place quarterly</p> <p>Internal Audit is liaising with the service and is awaiting additional evidence for review and consideration of whether this action can be closed.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC • December 2024 - TBC • October 2024 – 30 November 2024 • July 2024 - 30 November 2024 • March 2024: TBC • January 2024 - TBC
Incident & Problem	M	A more detailed major incident response plan should be developed and incorporated into procedures. This	31/12/2023	The service has reported that this is in progress. Systems prioritisation is now being done in conjunction with the emergency

Management 22-23		<p>should include a more detailed system and site prioritisation matrix that should either:</p> <ul style="list-style-type: none"> • Rank systems and sites in priority order • Have a clear process for determining and agreeing the key priority should more than on critical system or site be impacted at the same time 		<p>planning team, because the current list hasn't been reviewed by service areas and stakeholders recently. Also, with the change in the strategy for provision of systems and services (move away from internally hosted on our own infrastructure to Software as a Service, Platform as a Service or Managed Services). This will alter the Business Impact Analysis in the event of failures of CCC managed infrastructure. Time scales from emergency planning are not yet confirmed.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC • December 2024 - TBC • October 2024 – 30 November 2024 • July 2024 - 30 November 2024 • March 2024: TBC • January 2024 - TBC
Incident & Problem Management 22-23	M	<p>SMART KPIs and Critical Success Factors for Problem Management should be developed and included in procedures.</p> <p>Once established, performance monitoring reporting should be introduced. This should include reporting on ongoing/unresolved problems.</p>	31/03/2024	<p>The Service has reported that with regards to ongoing problems or incidents there is a process to update the Hornbill call and ensure communication is in place. KPIs have been drafted and will be reviewed when the problem management process matures.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC • December 2024 - TBC • October 2024 – 30 November 2024 • July 2024 - 30 November 2024 • March 2024: TBC • January 2024 - TBC
Incident & Problem Management 22-23	M	<p>New classification should be introduced in Hornbill that allow for incidents to be clearly identified and reported on. This could be achieved through the introduction of</p>	31/03/2024	<p>The service has reported that this is in progress. They are waiting for dates from Hornbill on reporting improvements, however, the teams have put in a work around where we are able to report separately on Incidents as opposed to service requests. This is</p>

		<p>a mandatory filed to classify and case as either a service request or incident.</p> <p>Reporting on actual incidents and their resolution should be introduced and provided to the Service Director and Executive Director.</p> <p>Once a base line has been established KPIs for incident resolution should be established.</p>		<p>published weekly on the screens at Ask IT and being developed into Dashboards for wider use (See attached). The changes needed for the resolution categories to be implemented are scheduled to take place in June 2025.</p> <p>Internal Audit is liaising with the service and will assess evidence that the changes needed for the resolution categories to be introduced when it is available.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC • December 2024 - TBC • October 2024 – 30 November 2024 • July 2024 - 30 November 2024 • March 2024: TBC • January 2024 - TBC
Asset Valuations for the Statement of Accounts	M	<p>A set of documented procedures should be formulated for the asset valuations process, including the following:</p> <ul style="list-style-type: none"> • Clear roles including the specific officers/service areas responsible for each aspect of the internal checks; • The exact requirements of these internal checks (e.g., specifically which documents should be reviewed); • Set deadlines for checks to be completed to give enough time to report issues to the external valuers; • Timescales for the provision of information. 	30/06/2024	<p>The service has reported that a draft process has been prepared and that they will be arranging a meeting after close down to revisit and amend where required to meet any practical requirements.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 – 30/04/2025
<i>High Recommendations overdue - over 3 months</i>				
Pensions 2023-24	H	The pensions service should seek to implement confirmation of payee bank verification software as a matter of priority for utilisation in the transfers out process (and pensioner bank account change process).	31/03/2025	Change request raised with Business Systems for an additional layer of authorisation within ERP before Confirmation of Payee process can be implemented.

	<p>The pensions service could liaise with the Accounts Payable shared service who are currently in the process of implementing such software in the supplier bank account amendment process. Once implemented such software may negate the need to use the procedure recommended below.</p> <p>Confirmation of payee bank verification software should be applied to any system area where payments of bank account changes occur, including:</p> <ul style="list-style-type: none"> - Transfer outs - New pensioners - Death of a pensioner/payments to dependents <p>To mitigate the risk of paying a pension out to an illegitimate fund, and subsequently make corrections if a fund's details have been wrongly updated on the ERP system, the Pension service should contact the pension fund independently to confirm the correct bank details, using the details provided at https://www.lgpsmember.org/contact-your-fund/, or registered at https://register.fca.org.uk/s/. This should be documented in procedures as part of the routine transfer out processes.</p> <p>Only the member's details that are stored on Altair should be used to contact the member. This requirement should be highlighted in documented procedures. Documented procedures should require that the contact details on Altair are used, and that to evidence this the phone call should be recorded in the Altair task list or, copy of the letter/email sent should be recorded in the document history. This will confirm the member's details have been verified. Documented procedures should include checking that the member is no longer in employment with the relevant organisation or has opted out of the pension scheme.</p> <p>The Pensions Team should develop procedure documents for the process of changing a member's</p>	<p>Revised target date 30 September 2025.</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 – 30 September 2025.
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		<p>bank account details. The documented procedures should include the following key controls:</p> <ul style="list-style-type: none"> - Only a change request form can be accepted to change bank account details. The form must have all the information to verify the Pensioner's identity provided (address, date of birth, NI number and previous account details) -The different officer, to the one who processed the change of details, must review and check the change. <p>The pension service should enquire with the system provider if this can be system enforced. Otherwise, a pension officer who is independent from this process, should export a report of the tasks related to bank changes every 3 months. They should confirm that the CHKBANKA: "Check change of bank details" was completed by a different officer to the officer who carried out the other tasks, for each change request. This review process must also be documented in procedures.</p>		
PAYROLL 23/24	H	<p>The documented process for control account checks should include a requirement that the reviewing officer should check front sheet information, pivot table figures and raw data to ensure the reconciliation has been completed correctly and that all reported figures are accurate. If any errors are identified, they should be recorded in the comments section of the review sheet.</p> <p>Training on the completion of control account reconciliations should be implemented for all officers undertaking reconciliations and reviews/sign offs of reconciliations.</p>	08/03/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork.</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>
<i>High Recommendations overdue - under 3 months</i>				
PAYROLL 23/24	H	<p>Notes should be made on each item when it has been investigated to detail what actions have been tried and why it has been unsuccessful. This will ensure that the same methods of clearing are not being tried</p>	30/06/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p>

		<p>repeatedly and will facilitate a more systematic approach to clearing items.</p> <p>Action plans should be developed for each Council noting the problems/issues in relation to clearing unreconciled items. Regular monitoring against the action plans should be undertaken and reported to the Head of Payroll Services on a regular basis</p>		<p>This is the first reporting cycle for which this recommendation has been overdue</p>
Rental Income	H	<p>A review of write-offs by the Property Team should be undertaken with reports provided by the Head of Finance to the S151 Officer for review and approval. If the write-off was deemed unacceptable, the debt should be written back, and recovery commenced. Staff should be reminded of the financial procedures and guidelines within the Constitution and required to sign to state they have read and understood them.</p>	30/06/2025	<p>Service have informed Audit that meetings are in place between finance and property to enable the recommendation to be actioned. Looking back over 5 years of previous write offs.</p> <p>Internal Audit are to meet with service on 30/06/2025 to discuss recommendation and action required in order to close.</p> <p>Revised target date: TBC</p>
Rental Income	H	<p>Detailed review of invoices should be undertaken to identify any additional errors in invoicing. Errors identified should be subject to immediate correction and recovery. Control process to be implemented to ensure that invoices are raised correctly. Separation of duties and checking prior to issuing invoices be introduced as previously recommended in 2019.</p> <p>A commitment record should be developed for rental income, to create a schedule of payments expected for all rental properties. This should be accompanied by a clear formal policy which: assigns responsibility for raising the invoices and tracking the payments; includes a process to reconcile payments to invoices raised in order to ensure that all rents are received in a timely fashion and that any missed payments are quickly identified; and includes a process to ensure that the relevant team(s) are notified of rent reviews or new</p>	30/06/2025	<p>The service has informed Audit that this recommendation has been implemented, and that reconciliation of invoices will be an on-going process.</p> <p>Internal audit has not seen evidence of the recommendation being implemented therefore will keep the recommendation open until a discussion is held with the service and evidence has been provided that the actions have been completed.</p> <p>Revised target date: TBC</p>

		leases awarded. Also, separation of duties and checking prior to issuing invoices be introduced.		
Rental Income	H	The Council to ensure that tenant/lessee insurances are in place as required under the agreements and a copy of the renewal certificate held by the Council. This should be monitored and reported to a named group.	30/06/2025	The service has informed Audit that the Insurance and property teams are working together to implement this recommendation. In the meeting with the service on 30/06/2025 Audit will request further information on steps proposed to close recommendation and request evidence of any actions taken to date. Until evidence provided confirming recommendation has been implemented, the recommendation will be kept open. Revised target date: TBC
Estates Health & Safety Property Checks	H	The Property Service should confirm a list of all buildings not owned by the Council but where officers and people the council have a duty of care to are based. On an annual basis they should contact the relevant landlords to provide evidence that <ul style="list-style-type: none"> • PPM, inspection regimes are in place • Legionella risk assessments are in place and that associated testing is undertaken. • Confirmation that an Asbestos Management Plan is in place (or that a survey has been undertaken confirming there is no asbestos in the building) The list of buildings should be reviewed on an annual basis to ensure it is up to date and include details of how and when evidence from landlords was obtained.	01/06/2025	The service has reported that the Concerto system will be used to provide list and the Compliance Team will work through and remedy by September 2025. Revised target date: 30 September 2025
LDP Pooled Budget Disaggregation Programme	H	The finance workstream should implement a formal tracking mechanism to monitor the financial impact of the disaggregation, including tracking of disputed cases, payment collection, and variance against the projected financial position. This should be reported to both the LDP reconfiguration Board and senior leadership.	30/05/2025	In Progress- A financial tracker has been developed.

Medium Recommendations overdue - over 3 months

<p>Lessons Learnt North Angle Solar Farm</p>	<p>M</p>	<p>The Capital Programme Board should consider producing a framework for scrutiny according to the financial materiality of proposals. More material proposals, due to value or circumstances, should require further non-financial demonstrations that income objectives are achievable - like project progress/critical path monitoring and risk mitigation milestones - for appropriate assurance for when income can be assumed.</p>	<p>01/02/2025</p>	<p>This has been discussed at Capital Programme Board during February, as part of a broader update on governance processes for capital monitoring and scrutiny. We now expect to conclude this item in April 2025.</p> <p>Head of Audit has agreed that, from April, this action is reassigned to the Finance and Resources Directorate.</p> <p>The update above is from a previous reporting cycle. No update has been received for this reporting cycle.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC
<p>Lessons Learnt North Angle Solar Farm</p>	<p>M</p>	<p>For projects at the key decision threshold or above, and for other projects identified as financially risky by strategic finance managers or chief officers, Finance should normally attend project board meetings. Overview of financial risk in projects should be maintained through finance attendance at directorate change boards and via the capital programme board. Finance should also liaise with the Head of Change to ensure there is currently Finance Business Partner support assigned to projects on a risk assessed basis. Finance should liaise with the Change board, to include the role of the Finance Business Partner (FBP) in the final phases of a project (Deploy and Discharge phases) in the Project Management Framework. They should include guidance on what finance require from project teams to develop realistic forecasts, and the considerations project teams should make to engage effectively with their FBP. Additionally, Finance should advise on the Council's Business Planning process in</p>	<p>01/02/2025</p>	<p>Finance section of project management framework drafted and sent to the Change Team. Through normal finance business partnering arrangements, there is a named finance business partner for projects. Finance convene and attend Capital Programme Board and this act as an important gateway for financial governance of capital projects.</p> <p>Head of Audit has agreed that, from April, this action is reassigned to the Finance and Resources Directorate.</p> <p>The update above is from a previous reporting cycle. No update has been received for this reporting cycle.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC

		the Project Management framework: which projects will feed into Business Planning, how project forecasts feed into the council's overall budgeting, and the requirements of a project once it is in the Business Plan.		
Pensions 2023-24	M	<p>The Pension Team should look into procuring a service to trace and "mortality screen" overseas pensioners as a priority in order to detect if an overseas pensioner passes away. This will eliminate the reliance on proof of existence forms and therefore decrease the risk of fraud.</p> <p>Alternatively, if they are unable to find an appropriate service that will do this, the Pension's Team should have a video call with the relevant pensioner (via Teams/WhatsApp) in order to verify their identity.</p>	31/03/2025	<p>The service has reported that fund officers are reviewing the overseas address and mortality screening options on the LGPS National Frameworks and will have identified preferred supplier(s) by the end of June 2025. Due to the low value of the contract, a direct award will then be made by end of August to the chosen supplier(s) and the Committee informed of the outcome. Digital solutions available as part of proof of life checks are being analysed as part of this exercise.</p> <p>Revised target date 31 August 2025</p> <p>Revised target dates from previous reporting cycles:</p> <ul style="list-style-type: none"> • March 2025 - TBC
IT Overseas Security	M	<p>1a: The ICT Use Policy, the Toolkit and the intranet page should be amended to ensure they give clear and consistent guidance to officers. This should include: a consistent allowed list of countries where it is considered safe to work; a consistent list of blocked countries where officers cannot work; a consistent requirement that Hornbill is the only medium through which a request can be made; and a clear requirement that all requests must be made by line managers on behalf of the officer who wishes to work abroad. The agreement of this consistent list in policies and procedures should be supported by an explanation of the factors that make the risk of working overseas in those countries low enough that they are on the allowed list.</p> <p>1b: The ICT Use Policy should be amended to ensure they specifically state that only council issued devices can be used to access the network when overseas.</p> <p>1c: Procedures should be amended to provide guidance on how to ensure sufficient and secure wi-fi</p>	31/03/2025	<p>The service has reported that the allowed list is published on the intranet, and whilst it has been stable for a several months it is regularly reviewed by the SecOps team. The blocked list is in the process of being updated. The procedures used by the team for assessing destination countries has been updated. The Intranet page has been updated to state that "Council hardware" is to be used to access remotely. Advice and guidance on how to maintain safe and secure Wi-Fi connections is already part of the ICT Use Policy. 1d is explained in the request process and is made clear in the Our ways of working tool kit document from HR. It is individual managers responsibility to ensure compliance. The Hornbill request form also makes this clear. SecOps teams do have and maintain central records of requests logged. Procedure has been updated defining roles, responsibilities and accountabilities. Change to process and procedure relating to 1f is still being explored to assess the implications. The assessment work for 1f is not due to take place until May. 1g has been completed, where all guidance, pages, links steer requests to a single form within Hornbill.</p>

	<p>connections will be available, and to confirm that unsecure wi-fi or hot-spots cannot be used to connect to the network.</p> <p>1d: procedures should be amended to make it clear to Heads of Service that:</p> <ul style="list-style-type: none"> • they are responsible for ensuring no officer in their service works more than 4 weeks overseas in a calendar year; • that they should retain sufficient records to ensure they can review previous overseas working time before submitting any request on behalf of officers; and • that IT advise is on IT security risks and risks of accessing the network only and that IT cannot provide advice on tax implications, personal safety, or any other risks of working overseas. <p>1e: The toolkit and ICT Use Policy should clearly define the role of IT and the Security Operations Manager. This should include requiring a specific approval/denial from IT in the first instance, taken on the basis of the level of IT security risk, with the line manager then able to give their secondary approval, taken on the basis of business need and any further advice provided by IT. This will ensure that roles and responsibilities are clear and delegated appropriately to officers with relevant expertise.</p> <p>Where travel is not imminent, the procedure should require the manager to seek a confirmation from IT within a set maximum period of time from the proposed travel (e.g. with 2 weeks notice or similar) regarding whether the advice has changed to a point where it is no longer considered feasible or appropriate to access the Council's network from the relevant country.</p> <p>Procedures should make officers aware that the Security Operations Team are the only officers that can review requests and provide advice and therefore requests should be submitted sufficiently in advance of travel to account for annual leave/absence in the</p>		<p>Internal audit has reviewed the evidence provided to date and is liaising with the service to acquire additional evidence to assess whether this recommendation can be closed.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles: March 2025 – TBC</p>
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		<p>Security Operations Team.</p> <p>1f: The ICT Service amend procedures to require all requests to work overseas, even where the country requested is on the allowed list, to be submitted to IT for review and provide appropriate risk based advice.</p> <p>1g: The ICT Use Policy, the Toolkit and the intranet page should be amended to ensure they state that there is a specific Hornbill Form for requesting to work overseas and that this form is the only method through which a request to work overseas can be made.</p>		
IT Overseas Security	M	<p>2a: In conjunction with recommendation 1b, the ICT Service should implement a monitoring and blocking protocol to prevent any access to the network from non-council issued devices from overseas locations.</p> <p>2b: In conjunction with recommendation 1d, IT should monitor users who are working abroad to check they are only logging in during the dates on the associated request. Any instances where officers have logged in outside of those dates should be reported to the line manager</p> <p>2c: The ICT Service should implement documented procedures governing the process of reviewing requests to work overseas. These should detail:</p> <ul style="list-style-type: none"> • a full list of information sources that should be checked for every request (internal and external sources) • a list of additional information sources that should be checked where the risks profile of a country requires additional scrutiny (internal and external) • guidance on how the information from sources should be interpreted and evaluated • what evidence should be retained to confirm the checks that were undertaken • where this evidence should be retained (for example, attached to the hornbill form used to make the request) <p>2d: The ICT Service develop and document a process for removing/adding countries from/to the blocked and list. Any such basis should include a clear risk</p>	31/03/2025	<p>The service has reported that all documentation relating to policy and procedure relating to the monitoring of overseas connections have been written or re-written to reflect the new tools we have available and the recommendations from the audit. Evidence in the form of documentation has been sent to Internal audit for confirmation that this action can now be closed.</p> <p>Internal Audit will be liaising with the service regarding the evidence provided before confirming whether this recommendation can be closed – evidence provided to date does not appear sufficient to fully meet the requirements of the recommendation.</p> <p>Revised target date: TBC</p> <p>Revised target dates from previous reporting cycles: March 2025 – TBC</p>

		<p>assessment based on specific criteria and information sources.</p> <p>2e: Documented procedures should be developed to govern the monitoring and reporting risks and issues in relation to access to the network from overseas. This should give guidance on assessing the risk and determining what action to take.</p> <p>This should also include a check against the central record recommended in this audit to ascertain whether an officer accessing the network from overseas is doing so in line with an approved request. Procedures should include criteria for reporting any significant issues and actions taken to senior IT Management.</p> <p>2f: A single complete central record of all requests made, approved, and rejected should be developed and maintained. The record should include details of who made the request, which officer it relates to and their payroll ID, the computer asset number, the requested country, the start and end dates of working overseas, the checks undertaken by the Security Operations Manager, evidence of those checks and the information obtained, and the advice provided by the Security Operations Manager.</p> <p>The introduction of the specific Hornbill form for overseas working requests may mean that the Hornbill system can be used to create this complete single record.</p>		
PAYROLL 23/24	M	<p>Documented procedures should be implemented requiring a second HR officer to review pay scale changes that have been uploaded to match the agreed pay award confirmed by each Councils relevant Committee and Corporate/Senior Leadership Team. Completion of these checks should be reported to the Head of HR in each Council.</p>	08/03/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>
PAYROLL 23/24	M	<p>In conjunction with recommendation 1b an SLA/timeframe for processing leavers should be agreed and implemented. Reporting against this should be</p>	08/03/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p>

		developed to provide assurance to the Head of Payroll Services and clients that leavers are prioritised and processed in a timely manner. This would also help identify any unusual cases that may require attention.		Revised target date: TBC This is the first reporting cycle for which this recommendation has been overdue
PAYROLL 23/24	M	<p>Payroll should require all services currently paying employees via timesheets to submit a brief business case outlining why payments need to be made via timesheets and HALO requests rather than ERP Gold workflows. These business cases should then be reviewed to determine whether this is the most appropriate method of paying employees.</p> <p>The list of services that can submit timesheets, and the managers that can approve those timesheets, should be updated. The list should then be used by payroll officers to check that timesheet submissions are only processed where they are appropriately authorised and submitted by agreed service managers.</p> <p>Documented procedures for the timesheeted worker payment process should be implemented (see recommendation 1) incorporating the above points.</p> <p>These procedures should be shared with relevant services and include the requirement that all timesheets should clearly demonstrate approval from the appropriate manager.</p> <p>Original submissions should be retained for all authorities so that any errors/potential frauds can be investigated.</p>	08/03/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>
PAYROLL 23/24	M	<p>The Head of Payroll Services should ensure that the overpayment logs are complete and provide accurate figures in relation to overpayments made and recovered. Once this has been assured Payroll Services should include in the overpayments report:</p> <ul style="list-style-type: none"> - A summary of the most recent data (e.g. totals) - The total overpayments recovered. 	08/03/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p>

		<p>and ensure these reports are sent on a quarterly basis.</p> <p>The 6-week lead to complete overpayment calculations period should be noted in reporting and to make S151 Officers aware of the impact of this on reporting.</p> <p>Overpayment reporting should be shared with clients as part of regular communications indicating the problems and costs associated with officers not providing leaver forms in a timely manner.</p>		<p>This is the first reporting cycle for which this recommendation has been overdue</p>
<p><i>Medium Recommendations overdue - under 3 months</i></p>				
PAYROLL 23/24	M	<p>Formal documented Operational Procedures should be produced by the Payroll Service to ensure that roles and responsibilities are clearly communicated across the board to help ensure effective and efficient working practices are consistently applied and to provide resilience in the event of any unexpected absence of key staff. Procedures should include how tasks are prioritised and monitored, the required quality assurance checking process, and monitoring/reporting requirements .</p> <p>This recommendation applies to the following areas of Payroll:</p> <ul style="list-style-type: none"> • Pay scale changes • Starters • Leavers • Control Accounts • HMRC Returns • Superannuation deduction changes • Voluntary deductions • Overpayments and recovery • Emergency payments • Timesheet payments 	30/06/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>

		<p>For emergency payments, procedures should include a clear prioritisation method to ensure that officers do not have to wait for assigned emergency payment days for material payments</p> <p>NB – supplementary recommendations re the details required in procedures for each area above were made as part of this recommendation. Full details of each supplementary recommendation have not been included here for conciseness.</p>		
PAYROLL 23/24	M	<p>For any area where a second officer is required to perform a Quality Assurance check, a QA checklist should be in place that includes:</p> <ul style="list-style-type: none"> • Details of each check required • The timescales for each check to be completed • A record of when the checks were undertaken • Whether this was compliant with agreed timescales <p>There are also areas that do not have QA checklists in place. This recommendation applies to the following areas of Payroll as a minimum:</p> <ul style="list-style-type: none"> • Starters • Leavers • Control Accounts • Voluntary deductions • Overpayments and recovery • Emergency payments • Timesheet payments • Variations to Basic Pay 	30/06/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>

		NB – supplementary recommendations re the details required in quality assurance processes for each area above were made as part of this recommendation. Full details of each supplementary recommendation have not been included here for conciseness.		
PAYROLL 23/24	M	<p>Payroll Service should liaise with HR to ensure starter procedures include a section on how TUPE transfers should be logged and that right to work for those officers reconfirmed within 60 days of the transfer. These procedures should include a section to ensure any TUPE transfers are logged centrally in either Payroll or HR. This log should note the line manager, when the 60 days re-confirmation of right to work is due, and confirmation that it has been completed within the 60 days. The log should be reviewed on a monthly basis by Payroll/HR Management to ensure no cases are missed.</p> <p>It is likely most efficient if the log is held by Payroll as it can be a single central log for all TUPE cases regardless of the client Council the TUPE cases relate to.</p>	30/06/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>
PAYROLL 23/24	M	<p>Business Continuity plans should list all tasks, including those related to individual employee salaries/amendments, and all employees that would be able to carry those tasks in an emergency along with their contact details. It should then be outlined which of these staff can be diverted to cover other functions in case of an incident.</p> <p>Emergency contacts for key staff should be completed.</p>	30/06/2025	<p>The Payroll audit is nearing completion and a decision on recommendation implementation will be undertaken at the conclusion of the fieldwork</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>

Rental Income	M	If the £26,405.57 debt is not to be pursued, the debt be put forward for write-off in accordance with procedures as outlined within the Council Constitution.	30/06/2025	<p>The service has advised that the debt is to be discussed with statutory officers in June 2025 and a way forward will be proposed and pursued after the meeting.</p> <p>In the upcoming meeting between the service and Audit on 30/06/2025 Audit will discuss the recommendation further and outline evidence required to close the recommendation.</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>
Rental Income	M	A sample of caretaker rents should be tested for accuracy. If inaccuracies are identified, review all the site staff and former staff house rental rates. Steps be taken to recover unapplied rental income.	30/06/2025	<p>The service has informed Audit that this action has been completed, and a sample of rents have been checked. Service have informed Audit that regular reconciliations will be undertaken to ensure accuracy going forward.</p> <p>The recommendation will be kept open as Audit has not seen evidence of the action being completed. Audit will request relevant evidence in the upcoming meeting with service and if the evidence is sufficient, recommendation will be closed.</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>
Rental Income	M	The adequacy of the current format of the Caretaker spreadsheet be reassessed and the spreadsheet revised to incorporate relevant information. For example, a column to record notes be added to clarify the reasons where deductions are not made or have ceased.	30/04/2025	<p>The service has advised that the action has been completed. Audit has not seen evidence of this therefore in the upcoming meeting between Internal Audit and the service, evidence will be requested for review. If evidence is sufficient the recommendation will be closed.</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue</p>
Rental Income	M	Appropriate arrangements for undertaken reconciliation be introduced. For example, there is a need for the Rural Team and the Urban Teams to ensure that the information	30/04/2025	<p>In response to the recommendation, the service has advised that finance is to undertake a reconciliation between the billing spreadsheet and sales ledger, and that this process has been added to the rent collection procedure for the rural team.</p>

		on the team's billing spreadsheet and reconciled to the sales ledger report generated after invoices are raised on the sales ledger by the Team Administrator.		Internal Audit will request evidence of the reconciliation being undertaken and the embedding of the process in the upcoming meeting with the service, in order to review this evidence and close the recommendation. Revised target date: TBC This is the first reporting cycle for which this recommendation has been overdue
Rental Income	M	Evidence that the monthly schedule received from EPM (Payroll provider) detailing the payroll deductions is checked to the annual notification be retained to provide an audit trail.	30/04/2025	The service has advised that this action has been completed. Audit will discuss the recommendation with the service in the upcoming meeting and will request evidence that the recommendation has been implemented. Once the evidence has been reviewed and it is confirmed that the action has been completed, the recommendation can be closed. Revised target date: TBC This is the first reporting cycle for which this recommendation has been overdue
Case 163 Farm Tenancy	M	a) Implement a protocol for the central filing and retention of tenancy award documentation, which ensures compliance with data protection legislation and the Council's data retention policy. This should include application documentation, review sheets, interview notes and scoring, outputs of due diligence undertaken and correspondence whereby the applicant withdraws or is withdrawn from the process. b) Documentation used within the selection process (i.e. the review sheets and interview notes) to include the details of the assessing officers and the dates the assessments / interviews were undertaken.	01/05/2025	The service has reported that the actions have been completed, that the procedure is in place and will be followed in all future lettings. IA note: Although the progress update indicates that the actions have been completed, Internal Audit will liaise with the service and review evidence to confirm completion. Revised target date: TBC This is the first reporting cycle for which this recommendation has been overdue.
Case 163 Farm Tenancy	M	a) Undertake sense checking of the data submitted within the budget workbooks, including a check that the liability figures in the balance sheet are taken away	01/05/2025	The service has reported that this is outstanding, and a revised date is to be confirmed.

		<p>from the sum of assets owned figure.</p> <p>b) Review the existing spreadsheet controls in the budget workbook, particularly in the balance sheet, to confirm that they are operating as intended.</p> <p>c) Shortlisted budget workbooks are reviewed by the Graduate Surveyor - Rural.</p>		<p>IA note: Internal Audit will liaise with the service to confirm a revised date.</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue.</p>
Case 163 Farm Tenancy	M	<p>a) Undertake robust due diligence for every tenancy awarded and retain evidence thereof (see also recommendation 1 above). Due diligence should be documented and include checks of existing business interests to Companies House where applicable and the verification of written references directly with the referees e.g. via a telephone call.</p> <p>b) Applicants are requested to declare all their existing business interests as part of the application.</p> <p>c) Consideration is given to undertaking ongoing due diligence where concerns are held around a tenant's ability to pay or where complaints are received about a tenant.</p>	01/05/2025	<p>The service has reported that the actions have been completed, that the procedure is in place and will be followed in all future lettings.</p> <p>IA note: Although the progress update indicates that the actions have been completed, Internal Audit will liaise with the service and review evidence to confirm completion.</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue.</p>
Case 163 Farm Tenancy	M	<p>Review the current guidance for prospective tenants, which includes the selection process, scoring criteria and matrices, and ensure consistency with the actual process and scoring systems used.</p>	01/05/2025	<p>The service has reported that the action has been completed, and the guidance updated.</p> <p>IA note: Although the progress update indicates that the action has been completed, Internal Audit will liaise with the service and review evidence to confirm completion.</p> <p>Revised target date: TBC</p> <p>This is the first reporting cycle for which this recommendation has been overdue.</p>