


Annex C – Audit Executive Summaries

Sickness Management 2022/23

<p>Directorate: Finance & Resources</p> <p>Division: HR & EDI</p> <p>Previous review: 20Dec21 (updated 31Jan22)</p>	<p>Overall Opinion:</p> <p>Limited Assurance</p>	<p>Direction of Travel:</p> 
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Scope and Approach: This review considered the following aspects of the sickness absence management:

- communication of issued policies and procedures
- roles and responsibilities
- absence management monitoring and recording
- to include long term sickness especially focused on the process flow around manager / HR / Occupational Health and follow up of previous recommendations
- absence management training and awareness
- sickness absence process
- organisational reporting and governance

High Priority Recommendations

2019-20 R2 HR should obtain management information on managers' receipt of absence management training and report it to corporate management for action which HR should track. This will ensure that managers are equipped to fulfil their role in relation to management of staff absence.

2019-20 R5 HR should ensure that Sickness Absence figures are:

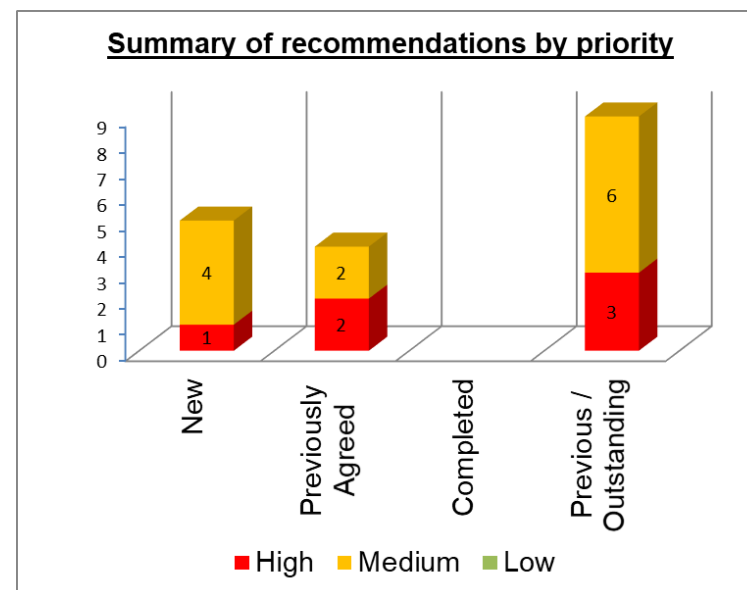
- collated, reported and challenged at board level
- scrutinised by Councillors, Corporate Leadership Team, Departmental Management Teams, Health and Safety meetings to identify areas for improvement.

We are aware that sickness absence has been a core element of Covid-19 dashboard to leadership – it should continue as part of post-Covid-19 resumption of BAU. In addition, an annual report on the sickness absence should be produced and discussed at CLT and Audit Committee. This should include assurance reporting on KPIs


Sickness absence data should be used in a holistic way to ensure that the Council's objectives are met.

2022-23 R5 We would expect that as a minimum, HR would need to

- Alert managers to missing data or activity records connected to absence, enabling them to complete them and support the employees concerned
- Report on the level of these missing absence records or data to DLTs and CLT, to enable challenge and action or to provide assurance of conformity. If these levels were deemed to be unacceptable then we would also expect trend to be reported to show whether action is effective over time. (See 2019-20 R5 below for how this is being addressed)



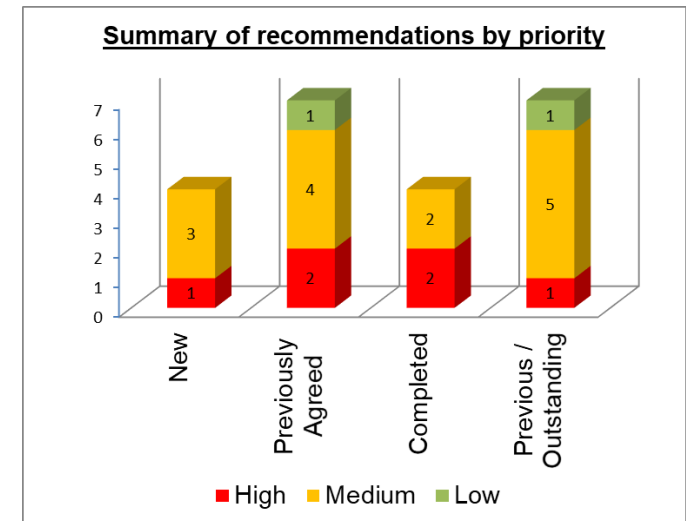
Hardware Asset Management 2021/22

<p>Directorate: Finance and Resources Division: Strategy and Policy</p> <p>Previous review: IT Asset Management 2016/17</p>	<p>Overall Opinion: Limited Assurance</p>	<p>Direction of Travel: There have been no measurable improvement in the level of control.</p> 
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Scope and Approach: This review followed up the outstanding recommendations made as a result of the 2016/17 review of Hardware Assets management. In addition, the audit also considered the new ways of working resulting from the Covid pandemic.

High Priority Recommendations

2021/22 R2 All managers should be required to return all devices held “for safe keeping” back to IT so that they may be repurposed.



Physical and Environmental Controls 2022-23

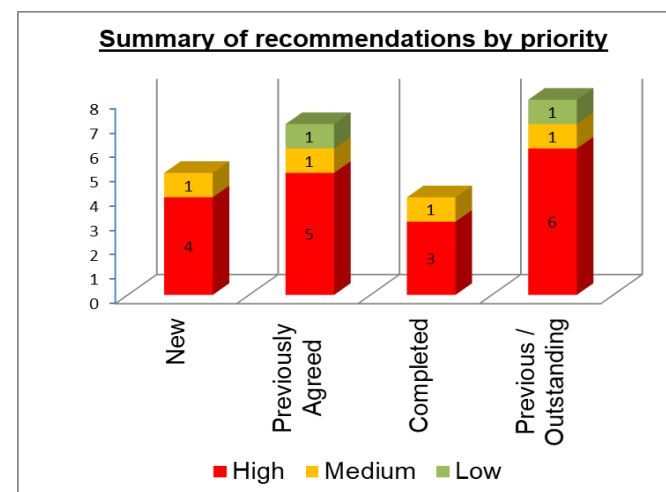
<p>Directorate: Finance and Resources & Resident Services</p> <p>Previous review: Physical and Environmental Security 2019</p>	<p>Overall Opinion: Limited Assurance (background colour matches assurance level)</p>	<p>Direction of Travel: There has been a slight improvement as far the data centre is concerned, however the physical access controls are of concern. </p>
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Scope and Approach: This review followed-up outstanding actions resulting from the 2019 Audit of the physical and environmental controls affecting the Council's data centre.

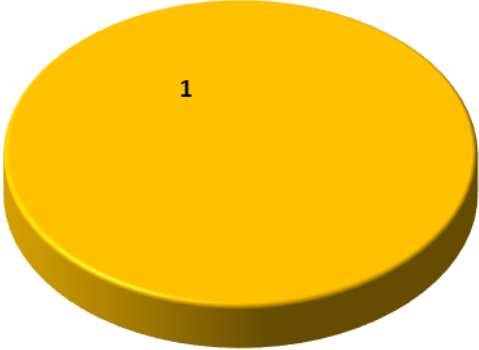
In addition, the review also considered the physical access controls relating to Loxley House and service centres

High Priority Recommendations

- 2022-23 R1 There should clear assignment of responsibilities to ensure system ownership is clear and that appropriate control and assurance mechanisms are established.
- 2022-23 R2 Administrative responsibilities for both oversight of the system and for the day to day administration of it should be very clearly defined.
- 2022-23 R4 A full review of the system and processes should occur to ensure that:
- There is full accountability for the issue and recovery of passes
 - All managers and colleagues are fully aware of the Council's expectations when colleagues leave the City Council.
- 2022-23 R5 Clear and concise instructions should be issued to partners concerning the processes that must be followed for the issue and withdrawal of passes.
- 2019/18 R13 Procedures should be documented which instruct employees on what can and cannot be done if a fluid incursion occurs. Any immediate preventative action should be identified as well as any health and safety limitations
- 2017/18 R16 IT should consult the Risk and Insurance team to ensure the levels of insurance cover are appropriate and insurance policies meet the needs of all parties



Councillor Declarations 2021/22

Directorate Division Previous review: Not applicable	Overall Opinion: Moderate Assurance	Direction of Travel: Not applicable								
<p><u>Scope and Approach:</u> This review considered the following aspects of Councillor declarations:</p> <ul style="list-style-type: none">• Check that all current Councillors have made a declaration of interests• Comparison of information on their declarations to the information available on the Companies House website• Consider how many declarations are not up to date										
High Priority Recommendations None	<p><u>Summary of the recommendations by priority</u></p>  <table border="1"><thead><tr><th>Priority</th><th>Count</th></tr></thead><tbody><tr><td>High</td><td>0</td></tr><tr><td>Medium</td><td>1</td></tr><tr><td>Low</td><td>0</td></tr></tbody></table>		Priority	Count	High	0	Medium	1	Low	0
Priority	Count									
High	0									
Medium	1									
Low	0									

Data Management

Directorate: Finance & Resources

Division: Legal & Governance

Previous review: Data Protection (Information compliance) Follow Up October 2019

Overall Opinion:

Significant Assurance

Direction of Travel:

Improvement has been seen in the level of control.



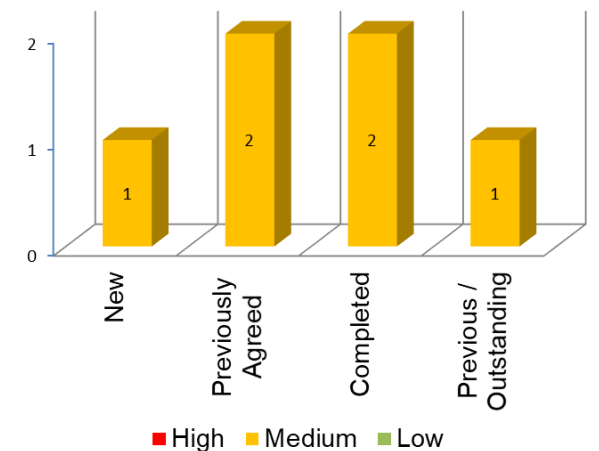
Scope and Approach:

- DP and FOI performance including Data Incident data
- Records Management and Data Strategy
- Assurance route for data performance indicators
- Resourcing and training update
- Follow up of previous recommendations

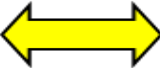
High Priority Recommendations

There are no high priority recommendations.


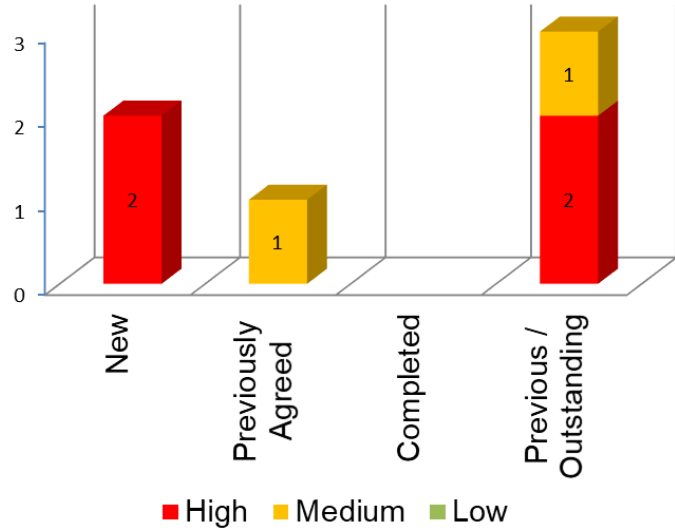
Summary of recommendations by priority




Bank Reconciliation 2021/22

<p>Directorate: Finance and Resources Division: Finance Previous review: Annual audit.</p>	<p>Overall Opinion: Significant Assurance</p>	<p>Direction of Travel: </p>
<p><u>Scope and Approach:</u></p> <p>The scope of the audit covered the Council's four main bank accounts as follows:</p> <ul style="list-style-type: none">• NCC General Account• NCC BACS Creditor (Fusion BACS)• NCC Fusion Creditor Chq• NCC Direct Bank Cred (NCC GDBC)		
<p>High Priority Recommendations</p> <p>None</p>		

Budgetary Control 2021/22

<p>Department: Finance & Resources, Finance</p> <p>Previous review: Budget Monitoring March 2021</p>	<p>Overall Opinion: Limited Assurance</p>	<p>Direction of Travel:</p> 																				
<p><u>Scope and Approach:</u></p> <ul style="list-style-type: none"> • Budget approval from Full Council • Loading of the approved budget onto Oracle • Budget monitoring process • Sample testing of virements for compliance with Financial Regulations • Consider evidence on quality of forecasting • Follow up of previous recommendations 																						
<p>High Priority Recommendations</p> <p>2021-22 R1 Review current practice and update and communicate the all rules in a full and clear way, including any exceptions.</p> <p>2021-22 R2 Identify systematic deficiencies in forecasting in order to improve the quality of forecasting provided to CLT. This will include the date of information giving rise to significant changes so that budget holders are accountable for late updates to forecasting and consequent inaccurate forecasting in earlier periods.</p>	<p>Summary of recommendations by priority</p>  <table border="1"> <caption>Data for Summary of recommendations by priority</caption> <thead> <tr> <th>Category</th> <th>High</th> <th>Medium</th> <th>Low</th> </tr> </thead> <tbody> <tr> <td>New</td> <td>2</td> <td>0</td> <td>0</td> </tr> <tr> <td>Previously Agreed</td> <td>0</td> <td>1</td> <td>0</td> </tr> <tr> <td>Completed</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Previous / Outstanding</td> <td>2</td> <td>1</td> <td>0</td> </tr> </tbody> </table>		Category	High	Medium	Low	New	2	0	0	Previously Agreed	0	1	0	Completed	0	0	0	Previous / Outstanding	2	1	0
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New	2	0	0																			
Previously Agreed	0	1	0																			
Completed	0	0	0																			
Previous / Outstanding	2	1	0																			

Capital Programme 2021-22

<p>Directorate: Finance & Resources Division: Finance & Major Projects</p> <p>Previous review: Capital Programme 2020/21</p>	<p>Overall Opinion: Limited Assurance</p>	<p>Direction of Travel: A reduction in assurance</p> 
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Scope and Approach: This review considered the following aspects of the Capital Programme:

- The documented governance framework is operating
- The Gateway Prioritisation Process is being undertaken
- Capital Projects are being approved in accordance with regulations
- Monitoring of the Capital Programme and Projects is being undertaken
- Lessons learned exercises are being undertaken
- A follow up of previous recommendations

High Priority Recommendations

2021-22 R2 - The Governance Framework should be revised to ensure it fully details the requirements for those areas identified as missing or with limited detail

2021-22 R3 - Management should consider what level of resourcing is required to implement recommendations

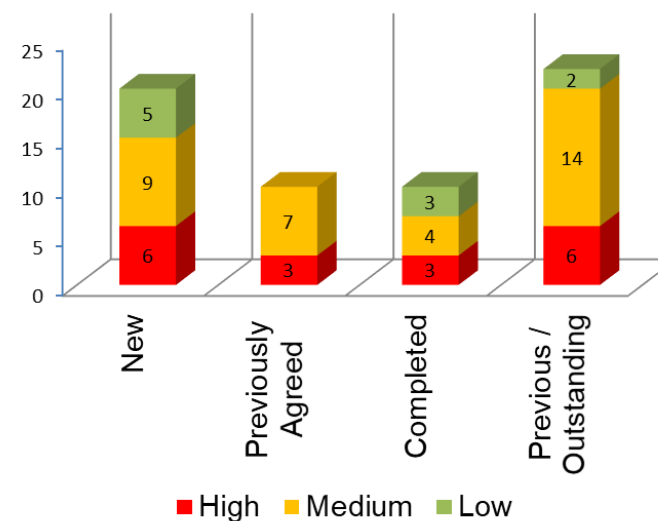
2021-22 R4 - An exercise should be undertaken to consider the types of charging issues indicated by our findings and to assess the level of understanding within departments with a view to producing a policy / clear guidance for colleagues

2021-22 R5 - The guidance should be incorporated into a training programme for colleagues tasked with recording charges to capital projects

2021-22 R6 - Regular monitoring for compliance with the guidance (including sample testing / challenge) should be undertaken by the Capital Team based within Finance

2021-22 R9 - Management should consider and implement risk mitigations for absence of key staff

Summary of recommendations by priority



Accounts Payable 2021-22

Department: Resources Previous review: Annual	Overall Opinion: Moderate Assurance	Direction of Travel: Deteriorates
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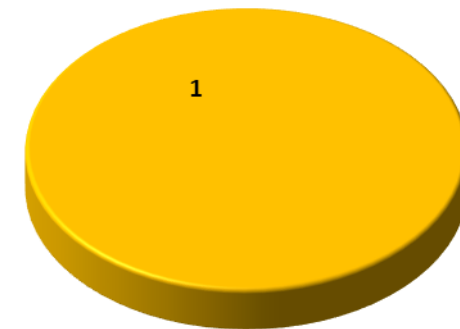
Scope and Approach: This review considered the following aspects of accounts payable:

- Authorisation of payments
- Invoices on Hold

High Priority Recommendations


No high priority recommendations

Summary of the recommendations by priority



■ High ■ Medium ■ Low

Accounts Receivable 2021-22

Department: Resources Previous review: Annual	Overall Opinion: Moderate Assurance	Direction of Travel: 
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Scope and Approach: This review considered the following aspects of accounts payable:

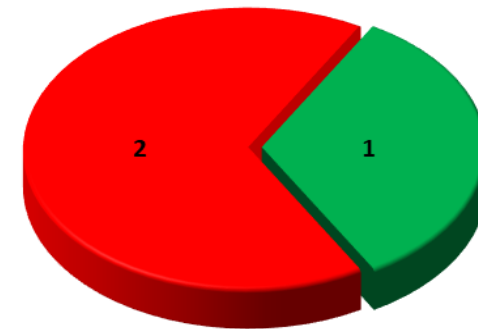
- Review of documentation supporting the raising of invoices
- Review of the level of accounts receivable debt
- Follow-up of outstanding recommendations from previous audit reviews

High Level Recommendations

R1 Financial Regulations should be amended, and the Debt Management Strategy identified / created


R2 The Management Agreement should be re-visited with a focus on the performance of EMSS

Summary of the recommendations by priority





■ High ■ Medium ■ Low


Main Accounting 2021/22

Directorate: Finance and Resources Division: Finance Previous review: Annual Review 2020/21	Overall Opinion: Significant Assurance	Direction of Travel: 
<p><u>Scope and Approach:</u> This review considered the following aspects of main accounting:</p> <ul style="list-style-type: none">❖ Carry forward and brought forward balances are reconciled.❖ Ledger and interface integrity monitoring takes place❖ Suspense and holding accounts are in place, regularly reviewed and cleared❖ Reconciliations are undertaken timely❖ Journals are supported by adequate documentation		
<p>High Priority Recommendations</p> <p>There are no recommendations.</p>		

Treasury Management 2021/22

<p>Department: Finance & Resources</p> <p>Previous review: Treasury Management 2020/21</p>	<p>Overall Opinion: Significant Assurance </p>	<p>Direction of Travel: No material change </p>
<p><u>Scope and Approach:</u> This review considered the following aspects of the system:</p> <ul style="list-style-type: none">❖ Treasury management complies with the legislation and CIPFA Code of Practice to include borrowing and lending activities❖ The existence of an agreed treasury management strategy that follows the CIPFA Treasury Management Code.❖ A review of current processes to ensure the treasury management strategy is followed❖ A review of treasury management activities to ensure they are correctly recorded in the accounts❖ A review of the investment strategy including debt repayment❖ A review of prudential indicators and limits❖ A review of controls in place to ensure that investment opportunities are appropriately identified and a sound authorisation process is applied.❖ The existence and coverage of fidelity guarantees for all appropriate staff.		
<p>High Priority Recommendations</p> <p>None</p>		

Procurement Card Usage 2022/23

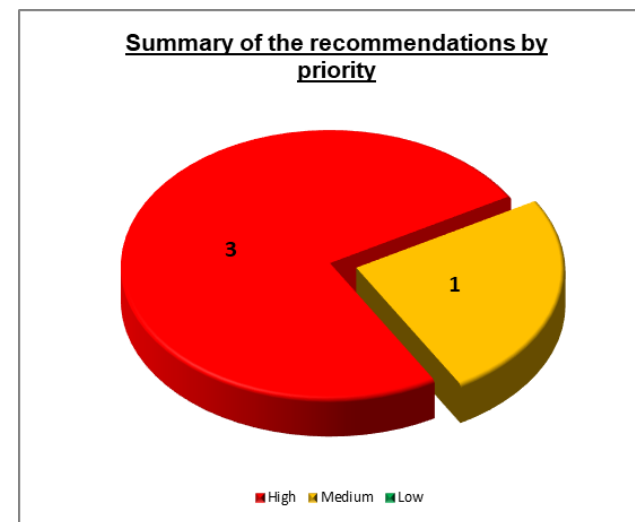
Directorate: Finance and Resources Division: Finance Previous review:	Overall Opinion: Limited Assurance	Direction of Travel: This is the first review of this area for several years. 
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Scope and Approach: The scope for this review include the following:


- Analytical review of spend on cards to identify and investigate categories of transactions that appear to fall outside of the expected trends.
- Discuss with management, those categories of spend that indicate error, fraud/misuse, non-compliance or poor value for money
- Review the management and control of purchase cards
- Consider the types of exception reporting that may be produced to improve the management of the process, which should commence with Finance colleagues receiving regular reports.

High Priority Recommendations

- 2022-23 R1 All managers and colleagues with procurement card responsibilities should be written to and the rules concerning their usage clearly be communicated together with the consequences of non-compliance being explained.
- 2022-23 R2 All cardholders should undergo periodic refresher training in order that they are made aware of VAT requirements.
- 2022-23 R4 Heads of Service should be reminded of the need to promptly notify the Procurement Card Administrator when card holders leave NCC



Housing Benefits 2021-22

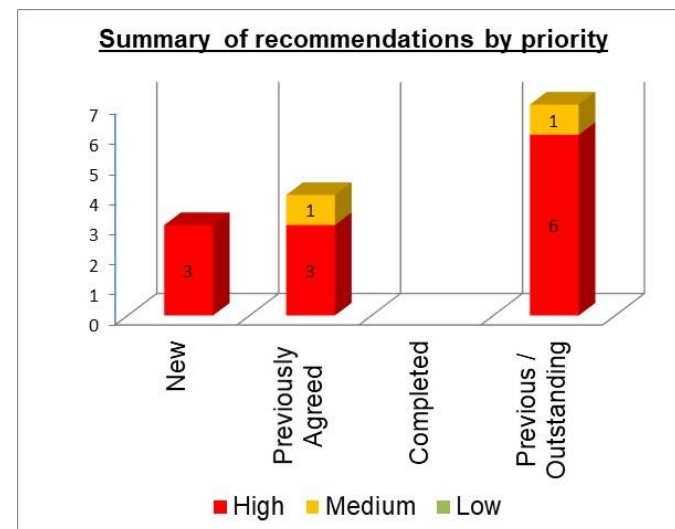
<p>Directorate: Finance and Resources Division: Finance Previous review: This is an annual audit.</p>	<p>Overall Opinion: Limited Assurance</p>	<p>Direction of Travel: Deteriorating</p> 
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Scope and Approach: This review considered the following aspects of the Benefits service:

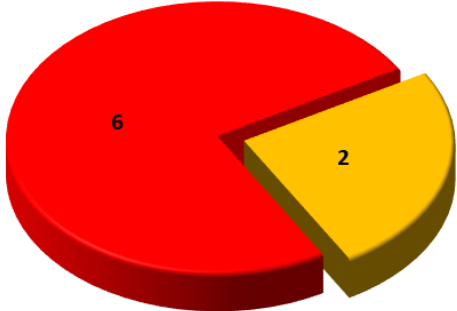
- Subsidy Outturn, workload balance and quality control
- Reconciliations and payments process
- Parameter control process
- Review of previous recommendations.

High Priority Recommendations

- 2021-22 R1 Recruit to Finance Team Manager – Contract Management role or otherwise replace resource.
- 2021-22 R2 Renew contractual arrangements and programme future procurement of the service
- 2021-22 R3 Determine future resource and structure of the team and implement a sustainable resource level as soon as possible.
- 2019-20 (updated) R1 Bring subsidy audits up to date.
- 2017-18 R3 Ensure that an additional NCC Client Team member has training to upload Atlas files to improve resilience for this key activity.
- 2017-18 R5 The Finance Team Leader – Contract Management should identify parameters which indicate cost benefit in deploying additional resources and obtain authority to make those resources available where indicated so as not to lose subsidy (of a greater value). Structures and activities of local authorities whose subsidy claims are not qualified should be considered.




Caldicott Governance 2022/23

<p>Directorate Finance and Resources</p> <p>Division Strategy and Policy</p> <p>Previous review:</p>	<p>Overall Opinion:</p> <p>Limited Assurance</p>	<p>Direction of Travel:</p> <p>This is the first time that this area has been visited for a number of years.</p>																				
<p><u>Scope and Approach:</u> This review considered the following aspects of the Caldicott Governance arrangements:</p> <ul style="list-style-type: none"> • Caldicott Guardian role and responsibilities • Governance Framework • Training / awareness 																						
<p>High Priority Recommendations</p> <table border="0"> <tr> <td data-bbox="98 788 257 815">2022-23 R1</td> <td data-bbox="302 788 1422 847">The duties and responsibilities should be formally established within the nominated officer's job description.</td> </tr> <tr> <td data-bbox="98 871 257 898">2022-23 R2</td> <td data-bbox="302 871 1422 962">The role of the Caldicott Guardian should be widely publicised to ensure appropriate advice is provided and citizens may have a point of reference should they wish to complain about their data being shared.</td> </tr> <tr> <td data-bbox="98 986 257 1013">2022-23 R3</td> <td data-bbox="302 986 1422 1045">The National Data Guardian register should be updated with the names of the SIRO and Caldicott Guardian.</td> </tr> <tr> <td data-bbox="98 1069 257 1096">2022-23 R4</td> <td data-bbox="302 1069 1422 1160">All relevant officers should undergo the appropriate level of training to ensure that they have a full understanding of the role and how they can ensure that the Caldicott principles may be addressed.</td> </tr> <tr> <td data-bbox="98 1184 257 1211">2022-23 R5</td> <td data-bbox="302 1184 1422 1243">Steps should be taken to ensure that the Council complies with the mandated guidance and future applicable requirements issued by the National Data Guardian.</td> </tr> <tr> <td data-bbox="98 1267 257 1294">2022-23 R6</td> <td data-bbox="302 1267 1422 1326">The Caldicott Guardian should be consulted when compiling DPIA's and undertaking data breach investigations in order that they have an awareness of the issues and where required may offer appropriate advice.</td> </tr> </table> <div data-bbox="1464 743 2103 1270" style="float: right; border: 1px solid black; padding: 10px; margin-top: 20px;"> <p style="text-align: center;"><u>Summary of the recommendations by priority</u></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Priority</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>6</td> </tr> <tr> <td>Medium</td> <td>2</td> </tr> <tr> <td>Low</td> <td>1</td> </tr> </tbody> </table> </div>			2022-23 R1	The duties and responsibilities should be formally established within the nominated officer's job description.	2022-23 R2	The role of the Caldicott Guardian should be widely publicised to ensure appropriate advice is provided and citizens may have a point of reference should they wish to complain about their data being shared.	2022-23 R3	The National Data Guardian register should be updated with the names of the SIRO and Caldicott Guardian.	2022-23 R4	All relevant officers should undergo the appropriate level of training to ensure that they have a full understanding of the role and how they can ensure that the Caldicott principles may be addressed.	2022-23 R5	Steps should be taken to ensure that the Council complies with the mandated guidance and future applicable requirements issued by the National Data Guardian.	2022-23 R6	The Caldicott Guardian should be consulted when compiling DPIA's and undertaking data breach investigations in order that they have an awareness of the issues and where required may offer appropriate advice.	Priority	Count	High	6	Medium	2	Low	1
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Priority	Count																					
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Asset Rationalisation 2021/22

Directorate: Growth and City Development Division: Economic Development and Property Previous review: None	Overall Opinion: Significant Assurance	Direction of Travel: Not Applicable
<p><u>Scope and Approach:</u> This review considered the following aspects of Asset Disposal:</p> <ul style="list-style-type: none">• Review the role of the Board,• Assess progress made on the Asset Rationalisation Action Plan, and the links to the Recovery and Improvement Plan,• Review of processes surrounding disposals• Testing of a sample of disposals for adherence to process		
<p>High Priority Recommendations</p> <p>None</p>		

ECINS – Follow-up 2020/21

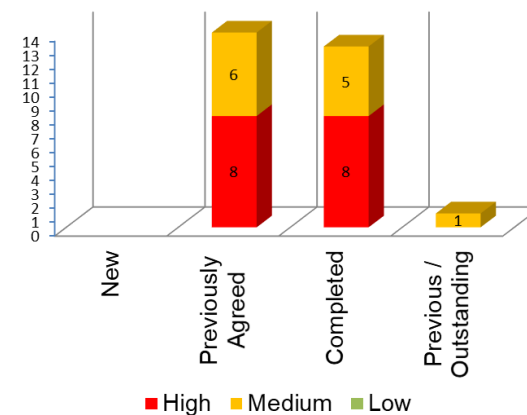
<p>Directorate Resident Services and Peoples Division Community Protection and Adult Social Care</p> <p>Previous review: ECINS Follow-up – February 2022 ECINS – November 2020</p>	<p>Overall Opinion: Moderate Assurance</p>	<p>Direction of Travel: Improvements have been made in the control and governance framework. These improvements will be formerly revisited as part of our assurance process for the OPCC.</p> 
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Scope and Approach: A follow-up review has been undertaken of the ECINS application in order to provide management and the OPCC with assurance that an appropriate control framework is in place.


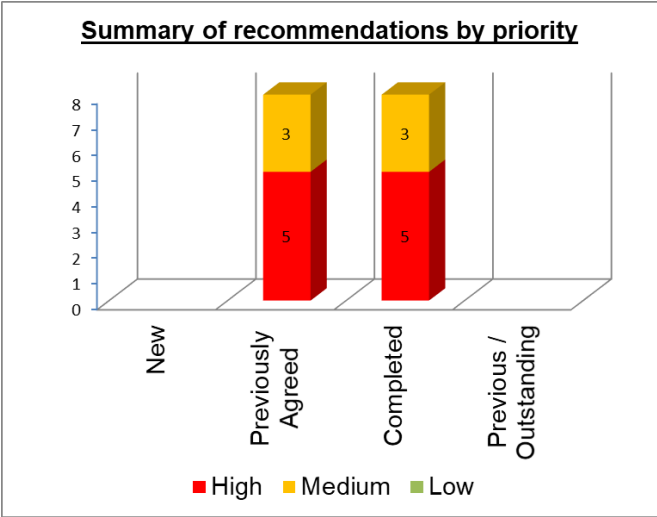
High Priority Recommendations

All high priority recommendations have been actioned.

Summary of recommendations by priority



Fleet Management 2019/20 –follow-up

<p>Department: Resident Services</p> <p>Division: Neighbourhood Services – Parking, Fleet & Transport Operations (Fleet Services)</p> <p>Previous review:</p> <p>Fleet Management 2019/20 – 5 August 2019</p> <p>Fleet Management 2017/18 - 8 December 2017</p>	<p>Overall Opinion:</p> <p>Significant Assurance</p>	<p>Direction of Travel:</p> <p>There has been significant improvement in the level of control.</p> 																				
<p><u>Scope and Approach:</u></p> <ul style="list-style-type: none">• Management of staffing• Jobs management• Stores• Training																						
<p>High Priority Recommendations</p> <p>No recommendations are outstanding.</p> <div data-bbox="1415 754 2069 1273"><p>Summary of recommendations by priority</p><table border="1"><thead><tr><th>Category</th><th>High</th><th>Medium</th><th>Low</th></tr></thead><tbody><tr><td>New</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Previously Agreed</td><td>5</td><td>3</td><td>0</td></tr><tr><td>Completed</td><td>5</td><td>3</td><td>0</td></tr><tr><td>Previous / Outstanding</td><td>0</td><td>0</td><td>0</td></tr></tbody></table></div>			Category	High	Medium	Low	New	0	0	0	Previously Agreed	5	3	0	Completed	5	3	0	Previous / Outstanding	0	0	0
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