



Internal Audit

FINAL

APPENDIX 3

South Lakeland District Council

Follow Up Review

2021/22

July 2021

Executive Summary

Introduction

1. This follow up review by TIAA established the management action that has been taken in respect of the recommendations arising from the internal audit reviews listed below at South Lakeland District Council. The review was carried out in June 2021.

Review	Year	Date Presented to Audit Committee
Follow Up – April 2021	2020/21	22/04/2021
Payroll	2020/21	22/04/2021
Performance Management	2020/21	22/04/2021
Insurance	2020/21	22/04/2021
Bereavement Services	2020/21	22/04/2021
Creditor Payments	2020/21	22/04/2021
Members' Interests and Declarations	2020/21	22/04/2021
Disabled Facilities Grants	2020/21	22/04/2021
NDR	2020/21	22/04/2021
Council Tax	2020/21	22/04/2021
Lake Services	2020/21	22/04/2021

Key Findings & Action Points

2. The follow up review considered whether the management action taken addresses the control issues that gave rise to the recommendations. The implementation of these recommendations can only provide reasonable and not absolute assurance against misstatement or loss. From the work carried out the following evaluations of the progress of the management actions taken to date have been identified.

Evaluation	Number of Recommendations
Implemented	14
Outstanding	36
Considered but not Implemented	-
Not Implemented	-

3. The key issue identified is that implementation remains by and large on track; although there has been some slippage, most recently due to COVID-19, recommendations continue to be implemented. Of the 50 recommendations in this report, 28% have been implemented. Of the 36 recommendations that remain outstanding, 69% are due to slippage beyond the original implementation date and 31% are because the original implementation date has not yet arrived.

Scope and Limitations of the Review

4. The review considered the progress made in implementing the recommendations made in the previous internal audit reports and established the extent to which management has taken the necessary actions to address the control issues that gave rise to the internal audit recommendations.
5. The responsibility for a sound system of internal controls rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses that may exist. Neither should internal audit work be relied upon to identify all circumstances of fraud or irregularity, should there be any, although the audit procedures have been designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of internal control may not be proof against collusive fraud.
6. For the purposes of this review reliance was placed on management to provide internal audit with full access to staff and to accounting records and transactions and to ensure the authenticity of these documents.

Disclaimer

7. The matters raised in this report are only those that came to the attention of the auditor during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Release of Report

8. The table below sets out the history of this report.

Date draft report issued:	5 th July 2021
Date management responses rec'd:	13 th July 2021
Date final report issued:	13 th July 2021

Executive Summary

Follow Up

9. Management representations were obtained on the action taken to address the recommendations and limited testing has been carried out to confirm these management representations. The following matters were identified in considering the recommendations that have not been fully implemented:

10. **Follow-up – April 2021**

Audit title	Insurance	Audit year	2017/18	Priority	2
Recommendation	A periodic reconciliation be performed between the system operated by Fleet and the claims system maintained by the Insurance Team to help ensure that all motor insurance work is properly claimed.				
Initial management response	We will work with Fleet to carry out reconciliations and will monitor the effectiveness of these.				
Responsible Officer/s	Operational Lead Delivery and Commercial Services	Original implementation date	30/01/2018	Revised implementation date(s)	31/12/2020 31/03/2021
Latest Update	The Operational Lead Delivery and Commercial Services advised that an update for Fleet software will help maintain this system and procedure.				
New implementation date	31/12/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Licensing – Premises & Clubs	Audit year	2017/18	Priority	2
Recommendation	The Statement of Licensing Policy be amended to reflect the current application routes.				
Initial management response	The policy is set by statutory guidance from the Home Office, underpinning this there is an EU service provision directive requiring on line applications and payments. The current IT suppliers do not provide this capability and we have already recognised this as a significant weakness in the current system and is one of the main IT requirements in the new IT solution. This is a key finding of the gap analysis. Due to the work involved and the cost we propose action is deferred until the new IT product is delivered.				
Responsible Officer/s	Principal Specialist (Health & Environment)	Original implementation date	31/12/2018	Revised implementation date(s)	31/12/2020
Latest Update	The Principal Specialist (Health & Environment) advised that the new implementation date remains on target to be met.				
New implementation date	31/10/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Awarding of Grants	Audit year	2017/18	Priority	2
Recommendation	An overarching policy on the provision of financial aid be approved which addresses any potential provision of State Aid.				
Initial management response	Following completion of the review recommended at point 10 above, an overarching policy can be prepared which will set out the broad principles to be taken into account when entering into grant arrangements with an economic activity. This will be completed within 3 months of completion of recommendation 10.				
Responsible Officer/s	Legal, Governance and Democratic Services Specialist	Original implementation date	31/03/2019	Revised implementation date(s)	31/03/2020 31/03/2021
Latest Update	The Legal, Governance and Democratic Services Specialist stated that a Council-wide policy is being developed. A report has been presented to CMT on the matter and a workshop has been held with Officers who work in relevant services with external solicitors to develop some template documents/guidance which are presently in draft.				
New implementation date	30/09/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Debtors	Audit year	2018/19	Priority	2
Recommendation	Procedures be amended to highlight the importance of the existing mitigating controls that address the risk that a separation of duties does not exist between the person raising and the person authorising a sales invoice and the risk that authorisation levels for sales invoices are not defined.				
Initial management response	There are an increasing proportion of invoices raised through interfaces from other systems, particularly for rents from the Technology Forge system which would complicate the approval process. The Customer Connect programme includes a full review of all processes. This recommendation will be considered as part of that review.				
Responsible Officer/s	Operational Lead Support Services	Original implementation date	31/03/2019	Revised implementation date(s)	31/03/2020 30/06/2021
Latest Update	The Case Management Team Leader (Support Services) advised that, following delays due to Covid, the Customer Connect service redesign has now recommenced and Debtors is part of tranche two, to be looked at towards the end of the year, possibly November time.				
New implementation date	30/11/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Cyber Security	Audit year	2018/19	Priority	2
Recommendation	A risk analysis be undertaken of the impact potential cyber threats may have on the Authority which should evaluate both technical and behavioural risk, cover those aspects of ICT delivery contained in the NCSC/CESG 10 steps to Cyber Security and include on-going consideration of security alerts issued by recognised cyber security authorities.				
Initial management response	Agreed for the risks of Cyber threats to be reviewed at a corporate level using the NCSC 10 steps as a guide. This should be linked into the business continuity and disaster recovery plans.				
Responsible Officer/s	Senior Specialist Performance, Innovation and Commissioning	Original implementation date	31/12/2019	Revised implementation date(s)	31/12/2020 30/06/2021
Latest Update	The Senior Specialist Performance, Innovation and Commissioning advised that, due to the pressure on services, in particular ICT and the management of business continuity during the covid-19 emergency and recovery, it is proposed that the implementation of the recommendation is completed by 30/10/2021.				
New implementation date	30/10/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Cyber Security	Audit year	2018/19	Priority	2
Recommendation	A cyber security incident response plan be produced identifying the various types of action required to address known threats detailed in the cyber risk analysis, referenced to detailed procedures dealing with the different actions required to the diverse types of security threat to which the Council may be subject. The arrangements for investigation of cyber incidents be supported by detailed forensic readiness procedures in order to preserve evidence to assist with the investigation and resolution of incidents and lessons learnt recorded.				
Initial management response	Agreed that a security incident management policy and a corresponding response plan are required.				
Responsible Officer/s	Senior Specialist Performance, Innovation and Commissioning	Original implementation date	30/09/2019	Revised implementation date(s)	31/12/2020 30/06/2021
Latest Update	The Senior Specialist Performance, Innovation and Commissioning advised that, due to the pressure on services, in particular ICT and the management of business continuity during the covid-19 emergency and recovery, it is proposed that the implementation of the recommendation is completed by 30/10/2021.				
New implementation date	30/10/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Cyber Security	Audit year	2018/19	Priority	2
Recommendation	Once in place, the cyber security incident plans and procedures be periodically tested, for example during testing/rehearsal of the corporate business continuity arrangements. The Audit Committee be made aware of the contents and requirements of the policy, procedures and response plans.				
Initial management response	The Management Policy and response plan will be shared with Audit Committee when completed.				
Responsible Officer/s	Senior Specialist Performance, Innovation and Commissioning	Original implementation date	31/12/2019	Revised implementation date(s)	31/12/2020 30/06/2021
Latest Update	The Senior Specialist Performance, Innovation and Commissioning advised that, due to the pressure on services, in particular ICT and the management of business continuity during the covid-19 emergency and recovery, it is proposed that the implementation of the recommendation is completed by 30/10/2021.				
New implementation date	30/10/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Empty Homes	Audit year	2019/20	Priority	2
Recommendation	The Empty Homes Strategy definition of an empty home be reconsidered to better align with the work performed by the Empty Homes Officer.				
Initial management response	Definition to be revised on next review of the Strategy.				
Responsible Officer/s	Principal Specialist (People)	Original implementation date	31/12/2020	Revised implementation date(s)	30/06/2021
Latest Update	The Principal Specialist (People) stated a Housing Strategy Action Plan update incorporating empty homes actions was discussed at the Portfolio Holder's Housing and Planning Advisory Group at its meeting on 10/12/2020. As reported previously, the remaining actions have been incorporated into the Housing Strategy Action Plan. It is proposed that for the next review a glossary is added to the Action Plan that can further explain the definitions. The next review will be considered at a meeting of the Portfolio Holder's Housing and Planning Advisory Group on 14/10/2021.				
New implementation date	14/10/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Household Waste Collection	Audit year	2019/20	Priority	3
Recommendation	Current terms of reference for the Waste and Recycling Project Board be formulated and subject to periodic review and approval.				
Initial management response	Review at next Project Board meet with input from Simon and Sion.				
Responsible Officer/s	Operational Lead for Delivery and Commercial Services/ Principal Street scene Officer	Original implementation date	September 2019	Revised implementation date(s)	31/03/2021 30/06/2021
Latest Update	The Delivery and Commercial Officer (Delivery and Commercial Services) advised that this has not been re-implemented due to the Covid priorities. There will be a review of this situation when more information is available about local Government reform and the requirements of the national waste consultation.				
New implementation date	30/09/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Risk Management	Audit year	2019/20	Priority	2
Recommendation	Risk Management training be mandatory for key organisational roles.				
Initial management response	A report will be prepared on publication of the appointed Customer Connect phase 1 & 2 roles and the publication of a complete organisational diagram. The report will present the key organisational roles – both strategic and operational - for mandatory training and strategic and operational risk register reviews. The mandatory status for training and reviews of risk registers allocated to key roles, if approved, will be reflected in member roles by committee services and staff roles by human resources and within risk documentation by Case Management.				
Responsible Officer/s	Customer Connect Programme Board. Report actioned by Case Management. Staff documentation actioned by Lead Human Resources Specialist. Member documentation actioned by Legal, Governance and Democratic Services Specialist.	Original implementation date	Phase 1 and 2 roles and their position within a new organisational diagram will be published by 31/03/2020. Report actioned within 1 month of above. Relevant documentation updated within 3 months of above.	Revised implementation date(s)	22/04/2021
Latest Update	The Case Management Officer advised that responsibility for the management of risks across the new organisational model has been agreed – however the mandatory status of risk management training is yet to be determined. Case Management Support Services will prepare a report for CMT detailing staff and councillor roles where mandatory risk management training is relevant – by the end of July 2021. Training for staff is available at all risk reviews (for both Strategic Risks and Operational Risks) and is also accessible via the staff intranet. All risk reviews for Strategic and Operational Risks are scheduled in as recurring quarterly appointments – being set up and facilitated by Case Management Support Services. Training for Councillors is part of the Risk Management Training Programme and the first session for 2021 is planned for the 15 th July				
New implementation date	31/07/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Data Protection Compliance	Audit year	2019/20	Priority	2
Recommendation	It be ensured that all staff complete the GDPR E-learning so that compliance can be evidenced and assurance gained that all staff have adequate GDPR awareness.				
Initial management response	Agree with recommendations – linked to Information and Cyber Security Audit Recommendations - current e-learning package to be reviewed in light of new staff roles - notably Customer Contact and Case Management roles. Consult and seek recommendations from Corporate Learning & Development Team. Resources to be made available, and a training package to be developed and used as part of a regular cycle of training for staff.				
Responsible Officer/s	Performance, Innovation and Commissioning Specialist	Original implementation date	31/12/2020	Revised implementation date(s)	31/12/2021
Latest Update	The Performance, Innovation and Commissioning Specialist advised that the 2021 Procurement Schedule has seen e-learning packages reprioritised as part of the overall corporate learning and development offer. The current GDPR e-learning is mandatory to all new starters and refresher courses are available as part of ongoing learning requirements for officers across the council. As yet there is no change to the revised implementation date of 31/12/2021.				
New implementation date		Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Contract Management	Audit year	2019/20	Priority	1
Recommendation	A guidance procedure be developed to provide responsible officers with a framework for managing and monitoring their contracts.				
Initial management response	Noted that this is the case. Updated guidance procedure to be developed and implemented in line with recommendations 11 and 9.				
Responsible Officer/s	Finance Lead Specialist & Procurement Specialist	Original implementation date	31/05/2020	Revised implementation date(s)	31/12/2020
Latest Update	The Procurement Specialist indicated that work is resuming shortly on the Procurement regulations and guidance should be complete with three months of these being issued.				
New implementation date	31/12/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Contract Management	Audit year	2019/20	Priority	2
Recommendation	It be ensured that the Sustainable Commissioning and Procurement Framework currently being developed includes an action plan for robust monitoring processes, similar to the current strategy, to ensure continual improvement, value for money and to confirm that the Council's vision and objectives are being achieved.				
Initial management response	Full Procurement review including response to the action plan to be prepared to Cabinet and annually thereafter. Currently being reviewed by a Strategy Specialist.				
Responsible Officer/s	Finance Lead Specialist & Procurement Specialist	Original implementation date	July 2020	Revised implementation date(s)	February 2021
Latest Update	The Procurement Specialist indicated that a full Procurement review including response to the action plan is to be prepared to Cabinet and annually thereafter. It will be presented at the next meeting of the Overview and Scrutiny Committee on 09/07/2021.				
New implementation date	31/07/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Contract Management	Audit year	2019/20	Priority	2
Recommendation	The contract management and procedure documents be updated to reflect the new procurement and contract management processes within the Council.				
Initial management response	Noted and agreed. There is conflicting policy information which is leading to poor practice. Currently liaising with Strategy Specialist.				
Responsible Officer/s	Procurement Specialist	Original implementation date	31/12/2020	Revised implementation date(s)	31/05/2021
Latest Update	The Procurement Specialist indicated that it is to be realised within three months of the updated Procurement Procedure Rules.				
New implementation date	31/10/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Contract Management	Audit year	2019/20	Priority	2
Recommendation	A standard format for all contract files be developed including a contract risk register.				
Initial management response	Noted and agreed. Although there are some template documents the portfolio needs to be increased and included in the training.				
Responsible Officer/s	Procurement Specialist	Original implementation date	31/05/2020	Revised implementation date(s)	31/12/2020 31/05/2021
Latest Update	The Procurement Specialist indicated that that there has been a request for documentation and a pack is being trialled. Evidence was provided as to the progress of this recommendation.				
New implementation date	31/10/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Contract Management	Audit year	2019/20	Priority	3
Recommendation	All projects be identified prior to the start of the new financial year.				
Initial management response	Finance directive, but with improved contracts register this can feed in and hopefully make the process more accurate.				
Responsible Officer/s	Finance Lead Specialist with Procurement Specialist	Original implementation date	31/03/2020	Revised implementation date(s)	31/12/2020
Latest Update	The Procurement Specialist stated that the new implementation date still stands.				
New implementation date	28/02/2022	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Customer Connect	Audit year	2019/20	Priority	2
Recommendation	Ownership of anticipated benefits arising from the Digital project be allocated and the benefits restated based upon the new plan and reported to the Steering Group.				
Initial management response	EsbAgile is one of many technology components which is part of the Digital and Customer Connect business cases. The original Digital Business Case was approved in April 2016 prior to Customer Connect but was always intended to be a key enabler for a major transformation programme such as Customer Connect. As part of the Customer Connect business case the requirements for technology were enhanced and as such the Digital Business case was in many ways consumed into Customer Connect. The Original Digital business case was jointly created with Eden DC and as such was governed by a joint digital board between SLDC and Eden DC. All decisions made in relation to delivering the Digital business case, including changes to timelines and budget requirements, were made by the joint digital board and as such agreed by both SLDC and Eden DC. Localised decisions are made in relation to the detailed configuration and exploitation of the technology which has been delivered. The Shared ICT Services Manager and the Scrum Master, will revisit the Digital Business Case and Customer Connect business case, identify the areas of technology which remain to be delivered, review against benefits required and align these into an updated forward delivery plan. The output of this work will be included in a wider report which is destined to be presented to the December Overview and Scrutiny Committee followed by Cabinet and Council on the overall programme deliverables, outcomes and benefits. This report will include all aspects of the programme and will highlight what is still left to achieve and how work will continue in the future. A new set of benefits will then be developed against future service improvements.				
Responsible Officer/s	Shared ICT Manager and SCRUM Master	Original implementation date	December 2020	Revised implementation date(s)	31/03/2022
Latest Update	The Operational Lead – Customer and Locality Services stated that the revised implementation date remains on target to be met.				
New implementation date		Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Main Accounting Systems	Audit year	2019/20	Priority	3
Recommendation	A mechanism be developed and implemented that routinely captures budget holder feedback of the support provided by Finance staff in order to maintain and further improve the process.				
Initial management response	The implementation of a new budget monitoring approach moving towards a business partnering approach was introduced from Q1 2020/21. Feedback will be gathered from Q2 2020/21 onwards both from budget holders and the finance team. Budget monitoring process will evolve during the remainder of the financial year.				
Responsible Officer/s	Finance Lead Specialist	Original implementation date	30/09/2020	Revised implementation date(s)	31/05/2021
Latest Update	The Finance Lead Specialist provided a timetable for the upcoming programme of training. This includes training on budgets and monitoring to be held in September 2021.				
New implementation date	30/09/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Leisure Services	Audit year	2019/20	Priority	3
Recommendation	A risk register for third party contracts be developed to reduce the risk of non-compliance of contract monitoring, as stated within the Contract Management Policy.				
Initial management response	Risk Register to be created for this contract.				
Responsible Officer/s	Operational Lead Delivery and Commercial Services	Original implementation date	01/09/2020	Revised implementation date(s)	30/06/2021
Latest Update	The Operational Lead Delivery and Commercial Services again advised that this is to be completed following a review by KKP of the contract. Further delays are due to the continuing Covid-19 pandemic.				
New implementation date	30/09/2021	Status	Outstanding	Implementation is in progress but the original target date has not been met.	

11. Payroll

Audit title	Payroll	Audit year	2020/21	Priority	3
Recommendation	Only up-to-date payroll-related policies and guidance be published on the Council's website. A specific review date and document owner be stated within each document.				
Initial management response	HR have a list and review dates of all policies.				
Responsible Officer/s	Human Resources Specialist	Original implementation date	31/12/2021	Revised implementation date(s)	
Latest Update	The Human Resources Specialist stated that all policies are being reviewed and updated where needed.				
New implementation date		Status	Outstanding	Implementation is in progress to meet the original target date.	

Audit title	Payroll	Audit year	2020/21	Priority	3
Recommendation	The current establishment be reflected in the 'Exceptional Effort / Merit / Qualification and/or Examination Success' form.				
Initial management response	This form will be up dated with the new structure as part of the policy review time table.				
Responsible Officer/s	Human Resources Specialist	Original implementation date	31/12/2021	Revised implementation date(s)	
Latest Update	The Human Resources Specialist advised that this policy has been amended and will have final sign off at HR Committee on 20/07/2021.				
New implementation date		Status	Outstanding	Implementation is in progress to meet the original target date.	

12. Insurance

Audit title	Insurance	Audit year	2020/21	Priority	3
Recommendation	The Annual Renewal of Insurance Contract Procedure be updated.				
Initial management response	Accepted, work will be undertaken in the summer to update policy and procedures.				
Responsible Officer/s	Finance Specialist and Deputy S151 Officer	Original implementation date	30/09/2021	Revised implementation date(s)	
Latest Update	The Finance Specialist and Deputy S151 Officer stated that, although no progress has been made to date due to the financial year-end and the Statement of Accounts, it is hoped to have this done by the deadline listed.				
New implementation date		Status	Outstanding	The recommendations remains on track to meet its original implementation date.	

13. Bereavement Services

Audit title	Bereavement Services	Audit year	2020/21	Priority	2
Recommendation	Existing procedures be amended to include a document date, owner and review period. A full suite of procedures be developed, maintained and tested, sufficient to facilitate effective succession planning.				
Initial management response	Existing procedures will be amended to include a document date, owner and review period. Development of a full suite of procedures will be executed by existing staff supported by Bereavement Services Specialist when recruited.				
Responsible Officer/s	Kayleigh Stockton and Bereavement Specialist (to be recruited)	Original implementation date	01/09/2021	Revised implementation date(s)	
Latest Update	The Operational Lead – People, Welfare and Income Maximisation advised that a new suite of procedures is being creating. The implementation date of further procedures has been amended until 31/12/2021 to allow further procedures to be developed following the successful appointment of the Bereavement Services Specialist and planned transition sessions.				
New implementation date	31/12/2021	Status	Outstanding	Implementation is in progress but the original target date will not been met.	

Audit title	Bereavement Services	Audit year	2020/21	Priority	2
Recommendation	In respect of sales from Bereavement Services, data entered into the finance system be sufficient to provide a proper audit trail to the relevant supporting information.				
Initial management response	Review of financial procedures and processes to be undertaken and improvements to be implemented with approval from Finance colleagues which will ensure that an audit trail exists with supporting information.				
Responsible Officer/s	Vicky McDonald/ Kayleigh Stockton	Original implementation date	01/06/2021	Revised implementation date(s)	01/08/2021
Latest Update	The Operational Lead – People, Welfare and Income Maximisation advised that meetings with the finance department were held on 01/03/2021 and 17/03/2021. Following these meetings to review bringing processes in line with the internal finance system Integra, all of the bereavement services staff have been trained to use Integra and are due to go live with the new process on 01/08/2021. A transitional period has been allowed for service users that have previously relied on cheque and BACS, rather than using an invoice process.				
New implementation date		Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Bereavement Services	Audit year	2020/21	Priority	2
Recommendation	An overall schedule be maintained within Bereavement Services to properly plan and execute periodic site visits to each cemetery and graveyard, to inform any additional identified maintenance work, and to serve as further confirmation of the completion of the identified work.				
Initial management response	Schedule to be developed along with a checklist of criteria to be assessed for maintenance works on an annual basis. Confirmation to be obtained and recorded against the checklist of the completion of any works required/carried out.				
Responsible Officer/s	Vicky McDonald/ Bereavement Services Specialist	Original implementation date	01/09/2021	Revised implementation date(s)	
Latest Update	The Operational Lead – People, Welfare and Income Maximisation advised that initial work has started and an action plan formulated. Meetings have been held with Continental Landscapes to inform them of the plans and the Bereavement Services Specialist continues to liaise on a regular basis. Audit document is to be produced as a documented record.				
New implementation date		Status	Outstanding	The recommendations remains on track to meet its original implementation date.	

14. **Creditor Payments**

Audit title	Creditor Payments	Audit year	2020/21	Priority	3
Recommendation	A detailed Financial Scheme of Delegation table be included in the Financial Procedures.				
Initial management response	Authorisation limits are currently set within the Integra system so when POs are raised they are sent to the authoriser with the relevant limit. We are currently developing a self-serve SharePoint page incorporating easy to use guidance and access to a Crystal Report detailing all authorisers and their limits. The finance procedures will be updated to reference the information on SharePoint.				
Responsible Officer/s	Finance Specialist (Systems and Capital), Finance Lead Specialist	Original implementation date	30/06/2021	Revised implementation date(s)	30/09/2021
Latest Update	The Finance Specialist (Systems and Capital) advised that the new 'self-service' SharePoint page has been built but appropriate security needs to be assigned to restrict visibility to finance officers. IT subsequently advised moving the new pages to a separate area, which has been done for the main 'self-service' page, but document links still need to be amended, which were broken because of the change.				
New implementation date		Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Creditor Payments	Audit year	2020/21	Priority	3
Recommendation	The Financial Procedures document be updated to include references to the Government's Prompt Payment Code and any other regulations relating to the prompt settlement of invoices.				
Initial management response	A link to the Government's Prompt Payment Code will be added to the Finance self-serve SharePoint page, again with reference to this added into the finance procedure rules.				
Responsible Officer/s	Finance Specialist (Systems and Capital), Finance Lead Specialist	Original implementation date	30/06/2021	Revised implementation date(s)	30/09/2021
Latest Update	The Finance Specialist (Systems and Capital) advised that the new 'self-service' SharePoint page has been built but appropriate security needs to be assigned to restrict visibility to finance officers. IT subsequently advised moving the new pages to a separate area, which has been done for the main 'self-service' page, but document links still need to be amended, which were broken because of the change.				
New implementation date		Status	Outstanding	Implementation is in progress but the original target date has not been met.	

Audit title	Creditor Payments	Audit year	2020/21	Priority	3
Recommendation	Creditor Turnover (Creditor Days) ratio and other relevant metrics be included as part of the financial KPI reporting framework.				
Initial management response	We do not use the KPI reporting framework. This information is recorded as part of the month end process and will be included in the quarterly monitoring reports going forward. It will go in the Q1 Corporate Finance Update which will be pulled together in July 2021.				
Responsible Officer/s	Finance Specialist (Systems and Capital), Finance Case Management Team Leader (Support Services), Finance Specialist and Deputy S151 Officer	Original implementation date	31/07/2021	Revised implementation date(s)	
Latest Update	The Finance Specialist (Systems and Capital) advised that this will be incorporated into the Q1 monitoring report for 2021/22. The information to be displayed has been discussed but has yet to be decided. A report will then be written to produce the agreed-upon information.				
New implementation date		Status	Outstanding	The recommendations remains on track to meet its original implementation date.	

15. **Disabled Facilities Grants**

Audit title	Disabled Facilities Grants	Audit year	2020/21	Priority	2
Recommendation	A review of the Constitution be completed to clarify procurement rules applicable to DFGs.				
Initial management response	The Council carries out a continual review of its constitution. At the 23rd February 2021 Council meeting it was agreed that a constitutional working group was established comprising of the Party Leaders and Portfolio Holder. The Monitoring Officer is currently reviewing the procurement rules and contract procedure rules with the Leadership Team and other officers. This piece of work forms part of this review. Proposals will be presented to Leadership team, Constitutional Working Group and finally to the Council meeting.				
Responsible Officer/s	Lead Specialist – Legal Governance, Democracy (Monitoring Officer)	Original implementation date	01/07/2021	Revised implementation date(s)	
Latest Update	An update was requested from the Lead Specialist – Legal Governance, Democracy (Monitoring Officer) but no response was received.				
New implementation date		Status	Outstanding	The original implementation date has not been met.	

Audit title	Disabled Facilities Grants	Audit year	2020/21	Priority	3
Recommendation	The Disabled Facilities Grant Policy be reviewed in accordance with its stated review cycle.				
Initial management response	The Disabled Facilities Grant Policy will be reviewed in 2021 to 2022. This will include a consultation period before the revised Policy goes through the relevant approval process.				
Responsible Officer/s	Amanda Pharaoh (Specialist – Housing)	Original implementation date	31/03/2022	Revised implementation date(s)	
Latest Update	The Specialist – Housing stated that the recommendation remains on target to meet the original implementation date.				
New implementation date		Status	Outstanding	The recommendations remains on track to meet its original implementation date.	

Audit title	Disabled Facilities Grants	Audit year	2020/21	Priority	3
Recommendation	The Disabled Facilities Grant Policy be enhanced to include: its link to Council priorities; and more explicit service standards.				
Initial management response	The Disabled Facilities Grant Policy will be reviewed in 2021 to 2022. This will include a consultation period before the revised Policy goes through the relevant approval process.				
Responsible Officer/s	Amanda Pharaoh (Specialist – Housing)	Original implementation date	31/03/2022	Revised implementation date(s)	
Latest Update	The Specialist – Housing stated that the recommendation remains on target to meet the original implementation date.				
New implementation date		Status	Outstanding	The recommendations remains on track to meet its original implementation date.	

Audit title	Disabled Facilities Grants	Audit year	2020/21	Priority	3
Recommendation	The Disabled Facilities Grant Procedure be updated to reflect the current structure and responsibilities.				
Initial management response	The Procedure will be reviewed along with the Policy in 2021 to 2022. This will then reflect the current structure and responsibilities.				
Responsible Officer/s	David Bradley (Specialist – Housing Standards)	Original implementation date	31/03/2022	Revised implementation date(s)	
Latest Update	An update was requested from the Specialist – Housing Standards but none was received.				
New implementation date		Status	Outstanding	The original implementation date has not yet arrived.	

Audit title	Disabled Facilities Grants	Audit year	2020/21	Priority	3
Recommendation	Applicants be required to confirm in writing their understanding that for any works to be carried out the two contracting parties are the applicant and the contractor.				
Initial management response	This will be picked up during the review of the Policy and Procedures in 2021 to 2022.				
Responsible Officer/s	David Bradley (Specialist – Housing Standards)	Original implementation date	31/03/2022	Revised implementation date(s)	
Latest Update	An update was requested from the Specialist – Housing Standards but none was received.				
New implementation date		Status	Outstanding	The original implementation date has not yet arrived.	

16. **NNDR**

Audit title	NNDR	Audit year	2020/21	Priority	2
Recommendation	A review of resources be undertaken and an action plan be developed to address the backlog of work and to ensure that there are adequate resources going forward.				
Initial management response	A detailed analysis of workload and performance rates over the last 18 months is currently being prepared which will be used to form the basis of any recommendations to produce an action plan and increase resources to reduce the current backlog. Considerations are currently being made to extend an existing temporary resource, and employ further short term assistance to focus on the backlog clearance.				
Responsible Officer/s	Operational Lead – Case Management	Original implementation date	30/06/2021	Revised implementation date(s)	31/03/2022
Latest Update	The Operational Lead – Case Management stated that an analysis of average workload has taken place and compared to the average workload in the two previous years. 20/21 saw an increase of 37% and, following the Customer Connect restructure, a reduction of 30% reduction in resourced hours (which includes temporary resources). A percentage of this increase will have resulted from the impacts of COVID 19, (recovery, payment breaks and impacts on NNDR due to business grants and closures) the backlog of work outstanding (repeat enquiries due to delays), and a vacant Revenues Specialist position. The vacant Specialist position has now been recruited, although the candidate is not yet in post pending completion of pre-employment checks. The existing temporary resource has now been extended until 09/21 and following a slightly longer than anticipated delay due to huge demand for Revenues contractors, a further temporary resource has now been recruited for an initial period of four months to focus on backlog clearance. A further temporary resource is currently being sourced to focus on backlog reduction. As working with a significant backlog and still suffering the impacts of COVID 19 it would be inappropriate to base permanent resource requirements on the current situation as it would not provide an accurate reflection of workload should the backlog be cleared. It is therefore intended to undertake a full review of resource requirements when the backlog has reduced significantly and the implementation of planned digital enhancements has been completed.				
New implementation date		Status	Outstanding	Implementation is in progress but the original target date has not been met.	

17. Council Tax

Audit title	Council Tax	Audit year	2020/21	Priority	2
Recommendation	A review of resources be undertaken and an action plan be developed to address the backlog of work and to ensure that there are adequate resources going forward.				
Initial management response	A detailed analysis of workload and performance rates over the last 18 months is currently being prepared which will be used to form the basis of any recommendations to produce an action plan and increase resources to reduce the current backlog. Considerations are currently being made to extend an existing temporary resource, and employ further short term assistance to focus on the backlog clearance.				
Responsible Officer/s	Operational Lead – Case Management	Original implementation date	30/06/2021	Revised implementation date(s)	31/03/2022
Latest Update	The Operational Lead – Case Management stated that an analysis of average workload has taken place and compared to the average workload in the two previous years. 20/21 saw an increase of 37% and, following the Customer Connect restructure, a reduction of 30% reduction in resourced hours (which includes temporary resources). A percentage of this increase will have resulted from the impacts of COVID 19, (recovery, payment breaks and impacts on NNDR due to business grants and closures) the backlog of work outstanding (repeat enquiries due to delays), and a vacant Revenues Specialist position. The vacant Specialist position has now been recruited, although the candidate is not yet in post pending completion of pre-employment checks. The existing temporary resource has now been extended until 09/21 and following a slightly longer than anticipated delay due to huge demand for Revenues contractors, a further temporary resource has now been recruited for an initial period of four months to focus on backlog clearance. A further temporary resource is currently being sourced to focus on backlog reduction. As working with a significant backlog and still suffering the impacts of COVID 19 it would be inappropriate to base permanent resource requirements on the current situation as it would not provide an accurate reflection of workload should the backlog be cleared. It is therefore intended to undertake a full review of resource requirements when the backlog has reduced significantly and the implementation of planned digital enhancements has been completed.				
New implementation date		Status	Outstanding	Implementation is in progress but the original target date has not been met.	

18. Lake Services

Audit title	Lake Services	Audit year	2020/21	Priority	2
Recommendation	Invoiced amounts for encroachments be properly determined using accurate encroachment dimensions. Agreements be updated accordingly and invoices raised at correct rates, be they residential or commercial. This proper determination of invoiced amounts be effected more economically via a phased approach, on a case by case basis, rather than a full lake survey.				
Initial management response	The Council's leadership team are currently looking at digital prioritisation and Operational Lead for Delivery and Commercial services to feed this into process to stress the need for the new upgraded system.				
Responsible Officer/s	Operational Lead for Delivery and Commercial Services	Original implementation date	31/03/2022	Revised implementation date(s)	
Latest Update	The Operational Lead for Delivery and Commercial Services advised that Tech Forge does not appear on the digital prioritisation list for the next three months. The original implementation date remains on target.				
New implementation date		Status	Outstanding	The original implementation date has not yet arrived.	

19. The following recommendations have been implemented.

Audit Title	Recommendation	Priority	Responsible Officer	Due Date	Status
Bereavement Services	The fees and charges advertised on the Council's website on the Cemeteries Service page be in agreement with those in the Fees and Charges Book approved by Council.	2	Vicky McDonald	28/02/2021	Implemented
Bereavement Services	In compliance with Paragraphs 2.1 and 9 of Schedule 6 to the deed of variation dated 26th July 2017 between the Council and CLL, an annual Business Plan be drafted and prepared by the Grounds Maintenance Partnership Board.	2	Mimi Myers/ Nicola Metcalfe	30/04/2021	Implemented
Bereavement Services	The number of closed churchyards stated on the Cemeteries and Closed Churchyards page of the Council's website be consistent with the number stated on the Cemeteries Service page.	3	Kayleigh Stockton	28/02/2021	Implemented
Creditor Payments	Fraud awareness training be arranged for all relevant staff involved in the management of financial controls.	2	Finance Case Management Team Leader (Support Services), Fraud Specialist	30/04/2021	Implemented
Creditor Payments	A system of carrying out supplier statement reconciliations be implemented whereby all major accounts are reconciled at least once a quarter.	3	Finance Case Management Team Leader (Support Services)	30/06/2021	Implemented
Homelessness	The working relationship with Cumbria County Council relating to homelessness be documented and agreed by both parties such that the service can provide appropriate, efficient and timely action.	2	Principal Specialist (People)	30/06/2021	Implemented
Household Waste Collection	The health and safety plan that is currently in progress be completed and implemented to help ensure that all operatives are properly trained and receive suitable periodic refresher training and that all routes are subject to sensible risk analyses.	2	Delivery and Commercial Officer (Delivery and Commercial Services)	30/06/2021	Implemented

Audit Title	Recommendation	Priority	Responsible Officer	Due Date	Status
Members' Interests and Declarations	As intended by the Legal, Governance and Democracy Specialist (Monitoring Officer), all members be asked to confirm that they have read and understood the Code of Conduct. A separate form be included as part of the induction process to evidence this going forward.	2	Linda Fisher	03/03/2021	Implemented
Members' Interests and Declarations	As planned, regular reporting of Gifts and Hospitality to the Standards Committee be resumed.	2	Linda Fisher	20/04/2021	Implemented
Members' Interests and Declarations	The Code of Conduct be expanded to include the necessary detail, including the recording of declined gifts and hospitality, and consideration of the cumulative effect of small gifts. Guidance provided as part of the induction process be reviewed.	3	Linda Fisher	20/04/2021	Implemented
Payroll	Reconciliations of the payroll system with the finance system be signed and dated by both the preparer and the reviewer on a timely basis.	2	Finance Specialist (Systems and Capital)	31/03/2021	Implemented
Payroll	When calculating the uplift to amounts already paid, as a result of any retrospective pay award, only those amounts earned during the period covered by the pay award be included in the uplift calculation.	2	Finance Specialist (Payroll)	12/12/2020	Implemented
Payroll	HM Revenue & Customs' online 'Check Employment Status for Tax' questionnaire be completed whenever a worker's employment status for tax purposes is called into question (IR35).	3	Human Resources Specialist	01/04/2021	Implemented
Payroll	The average number of sickness days per member of staff Performance Measure reported on the Council's website be updated with the latest available figures on a timely basis.	3	Human Resources Specialist	31/03/2021	Implemented