

Agenda



Listening Learning Leading



**Vale
of White Horse**
District Council

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A MEETING OF THE

Joint Audit and Governance Committee

WILL BE HELD ON MONDAY 13 JULY 2020 AT 6.30 PM

THIS WILL BE A VIRTUAL, ONLINE MEETING.

Members of the Committee:

South Oxfordshire District Council

Mocky Khan (Co-Chair)

Peter Dragonetti

George Levy

Jane Murphy

Vale of White Horse District Council

Simon Howell (Co-Chair)

Eric de la Harpe

Amos Duveen

Andy Foulsham

Preferred Substitutes:

South Oxfordshire District Council

David Bartholomew

Sam Casey-Rerhaye

Sarah Gray

Victoria Haval

Axel Macdonald

Jo Robb

Anne-Marie Simpson

Alan Thompson

Ian White

Celia Wilson

Vale of White Horse District Council

Nathan Boyd

Samantha Bowring

Andy Cooke

Alison Jenner

Janet Shelley

Elaine Ware

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1 Apologies for absence

To record apologies for absence and the attendance of substitute members.

2 Minutes (Pages 4 - 8)

To adopt and sign as a correct record the Joint Audit and Governance Committee minutes of the meeting held on 27 January 2020.

3 Declarations of interest

To receive any declarations of disclosable pecuniary interests in respect of items on the agenda for this meeting.

4 Urgent business and chairman's announcements

To receive notification of any matters which the chairman determines should be considered as urgent business and the special circumstances which have made the matters urgent, and to receive any announcements from the chairman.

5 Public participation

To receive any questions or statements from members of the public that have registered to speak.

6 Risk management - corporate risk register (Pages 9 - 41)

To consider the report of the acting deputy chief executive – transformation and operations.

7 Health and safety progress update

To consider the report of the acting deputy chief executive – transformation and place. (Report to follow)

8 Statement of accounts 2018/19

To receive a verbal update from the interim head of finance's report.

9 Internal audit activity report - fourth quarter 2019/20 (Pages 42 - 103)

To consider the internal audit manager's report.

10 Internal audit management report - fourth quarter 2019/20 (Pages 104 - 111)

To consider the internal audit manager's report.

11 Internal audit plan 2020/21 (Pages 112 - 133)

To consider the internal audit manager's report.

12 Audit and governance work programme (Pages 134 - 138)

To note the committee's work programme for the second half of 2020.

MARGARET REED

Head of Legal and Democratic

Minutes



OF A MEETING OF THE **Joint Audit and Governance Committee**

**HELD ON MONDAY 27 JANUARY 2020 AT 6.30 PM
MEETING ROOM 1, 135 EASTERN AVENUE, MILTON PARK, OX14 4SB**

Present

Members:

South Oxfordshire District Councillors: Mocky Khan (Co-Chair, in the Chair), David Bartholomew (as substitute for Jane Murphy), Peter Dragonetti and George Levy
Vale of White Horse District Councillors: Simon Howell (Co-Chair, acting as Vice-Chairman), Eric de la Harpe, Amos Duveen and Andy Foulsham

Officers

Susan Baker, Steven Corrigan, Steve Culliford, Victoria Dorman-Smith, Simon Hewings, William Jacobs, Nilesh Parmar, Adrianna Partridge, Margaret Reed, Richard Spraggett, Mark Stone

Also present:

Malcolm Haines and Ken Suter (EY)

28 Apologies for absence

Councillor Jane Murphy had sent apologies for absence and had appointed Councillor David Bartholomew as her substitute.

29 Minutes

RESOLVED: to approve the minutes of the committee meeting held on 14 October 2019 as a correct record and agree that the Chairman signs them as such.

30 Declarations of interest

None

31 Urgent business and chairman's announcements

None

32 Public participation

None

33 Internal audit activity report - third quarter 2019/20

The committee considered the internal audit manager's report on internal audit activity during the third quarter of 2019/20.

The report showed that as at 31 December 2019, there had been two audits completed since the last committee meeting, one with a satisfactory assurance rating, the other with limited assurance. The latter related to the audit on elections and elections payments in 2019/20. Officers from the elections service were present to answer the committee's questions.

In answer to a question, the committee noted that following the forthcoming Police and Crime Commissioner election in May 2020, officers would undertake a contract procurement for a new elections training software package. Officers also reported that they had asked for additional information on the reasons why there had been some incorrect payments to elections staff and an update would be given at a future meeting.

RESOLVED: to note the internal audit activity report for the third quarter 2019/20.

34 Internal audit management report - third quarter 2019/20

The committee considered the internal audit manager's report on the management of internal audit during the third quarter of 2019/20. The committee noted that two planned audits had been delayed. Also, the internal audit manager had recruited to the two vacancies within her team.

RESOLVED: to note the internal audit management report for the third quarter 2019/20.

35 External auditor's audit results report 2018/19

The council's external auditor, EY, explained the reasons behind the delay in signing off the 2018/19 statement of accounts for both councils. The committee noted that it had taken longer than expected to obtain evidence for the areas requiring clarification. It was hoped that this work would be completed shortly.

RESOLVED: to note the external auditor's update.

36 Statement of Accounts 2018/19

From the previous minute item, the committee noted the reasons behind the delay in signing off the 2018/19 statement of accounts for both councils. It was hoped that this work would be completed shortly. The co-chairs asked to be kept informed on a weekly basis until this matter was resolved.

In order to allow the statement of accounts to be signed off in a timely fashion, it was proposed that the head of finance should be authorised to sign-off the accounts with co-chairs of the committee and EY. The committee concurred.

RESOLVED: to authorise the head of finance, following consultation with the committee's co-chairs, to sign off the 2018/19 statement of accounts for South Oxfordshire and Vale of

White Horse District Councils once the councils' external auditor, EY, is in a position to sign off the accounts.

37 Letter of Representation to the external auditor - South Oxfordshire

The committee noted that once the statement of accounts was signed off by the council's external auditor, the letter of representation from the committee's co-chair would have to be re-signed. As it was unclear when this would be, the committee agreed to authorise the letter to be re-signed at the appropriate time.

RESOLVED: to agree that the committee's co-chair from South Oxfordshire District Council signs the letter of representation to the external auditor once the statement of accounts 2018/19 have been signed-off.

38 Letter of Representation to the external auditor - Vale of White Horse

The committee noted that once the statement of accounts was signed off by the council's external auditor, the letter of representation from the committee's co-chair would have to be re-signed. The committee agreed to authorise the letter to be re-signed at the appropriate time.

RESOLVED: to agree that the committee's co-chair from Vale of White Horse District Council signs the letter of representation to the external auditor once the statement of accounts 2018/19 have been signed-off.

39 Annual Audit Letter 2018/19

As the statement of accounts for both councils had not been signed off, the external auditor, EY, had been unable to produce its annual audit letter 2018/19 for this committee meeting. This item would be deferred until the next meeting.

40 Treasury management mid-year monitoring 2019/20

The committee considered the interim head of finance's report, which monitored the councils' treasury management activities during the first six months of 2019/20. This showed that both councils had achieved higher treasury management income than anticipated during the period.

The report also set out details of a breach of South Oxfordshire's treasury management strategy resulting from a contradiction in the counterparty limits. The report recommended that the 2020/21 strategy was updated to correct this contradiction; the committee agreed.

RESOLVED: to

- (a) note the treasury management mid-year monitoring report 2019/20;
- (b) advise Cabinet that the committee is satisfied that the treasury management activities have been carried out within the treasury management strategy and policy; and

- (c) advise Cabinet that the committee supports the change to the South Oxfordshire treasury management strategy counterparty limits, as identified in paragraphs 21 and 22 of the interim head of finance's report.

41 Treasury management and investment strategy 2020/21 - South Oxfordshire

The committee considered the interim head of finance's report on the proposed treasury management and investment strategy for South Oxfordshire in 2020/21. The strategy included the changes to the counterparty limits discussed under the previous agenda item.

It was noted that although the joint committee often considered reports and made decisions affecting just one council, only South Oxfordshire councillors could vote on South Oxfordshire-only matters and only Vale councillors could vote on the Vale-only matters. The committee asked that this was clarified in the Constitution.

It was noted that the council's treasury management investments were governed by the Chartered Institute of Public Finance and Accountancy's code. Any change to the types of investments would need to be part of a review for 2021/22 strategy.

RESOLVED to recommend Cabinet to:

- (a) approve the South Oxfordshire treasury management strategy 2020/21, as set out in Appendix A of the interim head of finance's report;
- (b) approve the South Oxfordshire prudential indicators and limits for 2020/21 to 2022/23, as set out in Appendix A to the report; and
- (c) approve the South Oxfordshire annual investment strategy 2020/21, as set out in paragraphs 40 to 81 of Appendix A to the report, and the lending criteria detailed in table 5 of the report.

42 Treasury management and investment strategy 2020/21 - Vale of White Horse

The committee considered the interim head of finance's report on the proposed treasury management and investment strategy for the Vale in 2020/21.

RESOLVED to recommend Cabinet to:

- (a) approve the Vale's treasury management strategy 2020/21, as set out in Appendix A of the interim head of finance's report;
- (b) approve the Vale's prudential indicators and limits for 2020/21 to 2022/23, as set out in Appendix A to the report; and
- (c) approve the Vale's annual investment strategy 2020/21, as set out in paragraphs 40 to 81 of Appendix A to the report, and the lending criteria detailed in table 5 of the report.

43 Work Programme

The committee reviewed its work programme.

44 Exclusion of the public

RESOLVED: to exclude members of the press and public from the meeting for the following item of business under Part 1 of Schedule 12A Section 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that:

- (i) it involves the likely disclosure of exempt information as defined in paragraphs 1-7 Part 1 of Schedule 12A of the Act, and
- (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

45 Governance Update: work hours, work practices and councillor training

The committee received an update on governance arrangements and agreed to further councillor training.

Joint Audit and Governance Committee



Report of the Head of Corporate Services

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To: Joint Audit and Governance Committee

DATE: 13 July 2020

Corporate risk review

Recommendation

That the Committee undertakes a half yearly progress review of the corporate risk registers as outlined in the risk management strategy.

Purpose of the review

1. This is the half yearly progress review of the corporate risk registers for South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC). This review follows on from the joint audit and governance committee report in July 2019. There was no joint audit and governance committee meeting in Feb 2020.
2. The contact officers are Yvonne Cutler Greaves, Assurance team leader and Allison Holliday Risk and Insurance Officer for South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWDC), telephone 01235 422225.

Strategic Objectives

3. Managing the business effectively.

Background

4. The corporate risk registers attached have been compiled as outlined in the risk management framework and reviewed and updated with individual Heads of Service and have considered the impact of Covid 19 on the councils' operations. These are included where relevant in the attached.
5. There are a total of 52 risks (43 last report) on the South Oxfordshire District Council Corporate risk register and 53 risks (43 last report) on the Vale of White Horse District Council corporate risk register.
6. The top 10 risks are shown below:

Rank	Risk ref South/Vale	Description
1	2/2	IT Cybersecurity breach
2	15/15	Failure of third-party contracts
3	50/49	Loss of council revenues and increased council expenditure will result in council deficits going forward and inability to progress key projects. (Covid 19)
4	19/18	Failure to capitalise and influence national initiatives that benefit the districts.
5	34/33	Failure to provide suitable council office accommodation that is fit for purpose on time
6	11/11	Failure to fulfil the GDPR requirements
7	9/9	Failure to have an effective health and safety management system in place
8	33/ 32	Councils do not comply with their contractual obligations set down in 3rd party contracts resulting in inefficient operations, financial penalties and loss of reputation.
9	4/4	Council offices site security insufficient at 135 and Abbey House
10	51/ 52	Failure to effectively manage response to Covid 19 both during the incident and after as part of recovery.

7. Five risks have increased their score since last reported in July 2019:

Risk ref South/Vale	Description
21/20	Changes in legislation and government policy
7/ 7	Poor staff morale, wellbeing and personal security

13/13	Failure to adequately manage council finances to consider reduction in central government funding
44/43	Failure to identify new channels of revenue growth
23/22	Lack of informed and consistent decision making

8. Five risks have reduced their risk score since last reported in July 2019:

Risk ref South/Vale	Description
12/12	Poor/inconsistent programme and project management
34/33	Failure to provide suitable council office accommodation that is fit for purpose on time
37/36	Failure to prevent corporate fraud activity
38/37	Failure to deliver a major election
3/3	IT Infrastructure not supported

9. There are nine new risks for South Oxfordshire District Council and ten new risks for Vale of White Horse District Council:

Risk ref South/Vale	Description
47/48	Failure to allocate enough council resources to run new community amenities
49/50	Third party Business Contingency Plan is not fit for purpose
50/51	Loss of council revenues and increased council expenditure (Covid 19)
51/52	Failure to effectively manage the council response to Covid 19
52/54	Failure to prevent fraud when managing Covid 19 grants payments
53/ 55	Lack of clarity and transparency from central government on payment of discretionary Covid 19 payments
54/56	Lack of clarity and transparency on process of business grants payments due to Covid 19
55/53	Failure to manage expectations as to role of new community hub
56/57	Dealing with Covid 19 and all staff working remotely may cause delays in council decision making

V 58	Failure to deliver Dalton Barracks Garden Village
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10. One risk has been successfully mitigated and completed

Risk ref South/Vale	Description
48/49	Failure to ensure a smooth transition of HR and payroll services back 'in house'.

11. Covid 19 council response. The Assurance team leader was present at all the triage meetings recording the risks and mitigations over a three month period. There were weekly reviews both at triage and SMT to ensure due diligence and to support the councils' decision making. Covid 19 council response risk register is attached to this report.

Financial Implications

12. There are financial implications attached to managing the risks outlined in the corporate risk registers, and risk owners are responsible for ensuring costs of mitigation are proportionate to the risk exposure.

Legal Implications

13. None.

Risks

14. Risk identification is an integral part of this progress review.

Other Implications

15. None

Appendices

- Corporate risk register South Oxfordshire District Council July 2020
- Corporate risk register Vale of White Horse District Council July 2020
- Council response to Covid 19 risk register.

Risk rating:

	Limited /no assurance/critical
	Satisfactory assurance/risks
	Full/substantial assurance /risks

KEY

C Strategic objectives

- Sa** All strategic objectives
- Sb** Provide value for money
- Sc** Invest in the districts future
- Sd** Unlock the potential of Didcot
- Se** Services that reflect residents needs

er - South Oxfordshire District Council

Risk No/Ref	Strategic objective ref	Risk category	Risk description / consequences	Gross risk rating	Risk owner	Mitigation actions	Action owner	Net risk rating	Tolerable Y/N	Further mitigation actions if required	Review by when
2	Sa	Technology security	IT Cybersecurity breach due to inadequate security protection and naïve user behaviour. May lead to the council systems being hacked, resulting in the council being unable to operate effectively and securely and subject to loss of reputation as well as financial loss.	9	Adrianna Partridge	CAPITA information security infrastructure provides continuous updates of security software, firewalls and patches. Information security group regularly meets to discuss issues and mitigation actions. Cybersecurity awareness campaign to raise awareness of employee responsibilities to mitigate against data security issues. The risk and insurance officer along with risk champions review council risk exposure and mitigation actions. An information governance officer and data protection officer have been appointed. Roles and responsibilities to be defined going forward. LGA funding secured to train a key IT manager in the certificate of Cyber security (CISSM/P)	Lee Brown Sally Truman Yvonne Cutler Greaves Sandy Bayley	8	Y	Ongoing effective management of security arrangements provided by CAPITA contract. Ongoing cybersecurity awareness campaign. Ensure cybersecurity awareness as part of induction training for new starters. All cybersecurity breaches are investigated. Review mobile device security through a mobile device management procedure. The new campaign summarising key messages from 2018 to include regular real time news items on Jarvis outlining actual incident; e mail phishing exercises and training were delayed due to elections and has been superseded by an 'In house' Monitoring Group which will review training provided on the councils new learning management system as well as a comms campaign to raise awareness. Devise a cybersecurity incident plan across the councils.	Jul-20
15	Sb Se	Programmes	Failure of third party contracts to deliver acceptable levels of service results in a reduction in council service provision. (See separate risk registers)	8	Mark Stone	Constant review of contractors financial viability. Prioritise the introduction of business continuity plans. A new procurement officer is now in place and a review of the contracts database has commenced. Contractors have been unable to operate therefore loss of revenue may impact their future financial viability. Keep a watching brief.	SMT	8	Y	Continued refocus on third party contracts. Develop business continuity plans across all services. Review contract governance and clarify Roles and Responsibilities . Update contracts register.	Jul-20
48	Sa	Finance	Failure to ensure smooth transition of HR and Payroll services back" in house". Could result in loss of payroll service provision at a critical time of pay year Salary review and budget setting during Easter holiday period (April 2020).	8	Adrianna Partridge	Early engagement with CAPITA HR . Update 04/2020 April Pay day successful despite COVID 19 and return to in house . New resourcing provided to support in other areas IE Holiday entitlement.		8		Completed	Complete
50	Covid	Finance	Loss of council revenues and increased council expenditure will result in council deficits going forward and inability to progress key projects.	8	Mark Stone	Review expenditure and revenue trying to maintain business as usual across services. Ensure Council tax DDs are operational. Monitor government initiatives for local government support and finance. Finance team keep watching brief on expenditure via spreadsheet and undertake impact assessment. S151 Officers across Oxfordshire meet regularly to discuss collective impact. To enable monitoring, the Business Resilience Plans for all service teams will have a finance tab to facilitate efficient collection of this data for finance once they have given a steer on the type of information required.	Simon Hewings	7		Keep watching brief to enable revenue collections at earliest opportunity once lockdown is eased, support revenue creating service through lockdown. Continuously monitor expenditure to better understand the short, medium- and long-term financial exposure. Agree a revised budget in Autumn 2020	Jul-20

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19	Sc	Programmes	Failure to capitalise on and influence national initiatives that benefit the districts.	8	Mark Stone	Continue to work in partnership with others (experts) to seek new areas of potential funding, building on our successful approach to raising money to support a number of major developments in the district such as securing a housing grant deal for the district. There is an inconsistent approach to a feedback mechanism to share ideas on funding sources or comment on National Policy.	Andrew Down	5	Y	Management restructure has enabled resource to be allocated to research future funding opportunities through the Policy and Insight service area, within the remit of the service is external funding, with the objective of "We will identify and attract external funding to benefit our communities and fulfil our objectives; working to maximise inward investment into Oxfordshire". This will be undertaken via active collaboration and engagement with all our partners (Growth Board, Oxfordshire County Council and Homes England) to ensure favourable future outcomes. Review the impact of BREXIT on our rural communities (Loss of LEADER funding) and our economic communities (High St and Science Vale (Scientific experts). A framework as to how we will approach external funding opportunities is being devised by the team and will form part of their service plan. Post COVID19 Review all funding now available following lockdown.	Jul-20
34	Sb	Property	Failure to provide suitable council office accommodation that is fit for purpose on time resulting in poor staff morale, compromised service and loss of reputation.	8	Mark Stone	Project governance structure in place. A: 135 Eastern Ave -lease extension successfully negotiated with a get out clause of spring 2022 at the current location ongoing. B: Crowmarsh site: a working group includes all key stakeholders, the council portfolio holder, members and key officers. Project management will be undertaken by RIDGE. Successful design and engagement day held 13 Feb 2020. Over 300 people visited and commented on the design concept. Maintaining watching brief to understand implications to other teams (elections) if delayed. Project risk register reflects covid impact including supply of materials and therefore delay construction. Maintain a watching brief via project governance.	Adrianna Partridge Suzanne Malcolm	6	Y	Continuous review of performance through project board and reporting. As long as the programme remains on target with continued strict governance, clear leadership by officers and identified cabinet member the risk is reduced to 6. Review Crowmarsh security with the project team keeping insurance updated.	Jul-20
11	Sb	Procedural/ regulatory	Failure to fulfil the GDPR requirements may result in fines and reputational damage if data is breached or a challenge is made.	8	Adrianna Partridge	Designated GDPR resource and champions across the council. GDPR project board. Budget growth bid enabled to secure funding to support required changes as a result of regulations. DPR handover to Corporate Services. The new information governance and data protection officer has been appointed. Roles and responsibilities to be defined going forward.	Sally Truman/Sandy Bayley/Lee Brown	6	Y	Constant monitoring of legislative tests. Establish internal review procedures. Ensure a consistent retention policy across the councils. Write a new retention policy across the councils, review third party contractors and contracts to ensure processing personal data processing policies. Keep up to date with guidance from the information Commissioner. Review council systems namely Ocella to ensure personal data is removed from the system either automatically/manually. Action plan devised. POST COVID 19. Officers have been redeployed to support response to COVID 19 in community. Remind Staff about data retention once out of role. Issue reminders to dispose of written information.	Jul-20

9	Sb	Procedural - Health and safety	Failing to have an effective health and safety management system in place where, in some cases concerns and areas of non-compliance raised have not been acted upon because managers have been unable to gain the resources and support required to take mitigating action. This could result in: a fatality, illness or injury to staff or anyone else affected by our business; damage to property; legal action by HSE; civil claims and increased costs.	8	Adrianna Partridge	A part-time health and safety adviser is employed by the councils, health and safety policies are reviewed and updated every 3 years or when there are significant changes. Managers are briefed on H&S through OMG meetings, Connect or updates on Jarvis, mandatory health and safety training is provided to employees, managers and senior management every 3 years. Health and safety review board (HSRB) and quarterly reporting to SMT (due to organisational changes this did not take place last year), health and safety audit programme in place and internal audit provide governance, challenge and oversight. Health and safety adviser is a member of the risk forum to allow concerns to be highlighted via the corporate risk register across all service teams through the risk champions. We have instructed a Health and Safety consultant to review our strategy and approach and produce an action plan. Currently recruiting Senior Health and Safety Officer. SMT approved a new H&S strategy and Property model. COVID 19 UPDATE Home DSE checks undertaken and support given to those requiring additional DSE H&S Equipment in order to work from home (WFH). Refer to Covid 19 risk register. Failed to recruit Health and safety Officer but retained services of Health and Safety consultant to support.	Sally Truman	6	Y	Devise an action plan of SMT approved H&S framework to ensure a health and safety strategy is being developed which allows for: • Adequate allocation of resources for health and safety. • Commitment from the 'top' • Raising the profile of health and safety within the councils • Reviewing membership of the HSRB and the terms of reference of this group • Closer working with service managers to effectively raise risks to CE/HoS's either for them to action or accept. Reviewing health and safety policy framework. COVID 19 UPDATE Home DSE checks undertaken and support given to those requiring additional DSE H&S Equipment in order to WFH. Commence new recruitment campaign for senior and junior H&S advisor.	Jul-20
33	Sb	Contract	Councils do not comply with their contractual obligations set down in 3rd party contracts resulting in inefficient operations, financial penalties and loss of reputation.	8	Mark Stone	Communications to ensure people do their job as stipulated in the contract. Identify the right people to set up a degree of transparency with regards to performance levels. Set up a review and reporting process.	SMT	5	Y	POST COVID 19 Continuous review of Councils performance levels.	Jul-20
4	Sb	Security - resources	Council offices site security insufficient at both 135 where the location of business lounge and staff entrance increases risk of intruder entering the building and Crowmarsh site where there is an increased risk of injury by intruders resulting in high Public Liability claims which may not be covered by our insurers. During closure of offices there are different sorts of security risks i.e. members of public arriving at the offices when they are closed etc, staff that are in the building feeling vulnerable etc.	8	Suzanne Malcolm	At 135, security has been reviewed and recommendations made to reduce tailgating at the business lounge doors. A new disabled access point separate from the main access point has been instigated to reduce likelihood of tailgating through automatic doors. Security at 135 reviewed as now closed due to Covid 19, a series of protocols are in place and rooms allocated for visitors and regular skeleton staff. Ensure that there is always more than one person on site and that they are aware of the security protocols which have been instigated. Additional signage will be put at entrance to confirm building is closed to public and have also made MEPC security staff aware. CORNERSTONE: Review Security in place for staff whilst building is being used for food parcel operations during Covid 19.	Catrin Mathias	5	Y	Continuous review of security arrangements for 135 to eliminate the possibility of tailgating through the reception area doors. The door closure mechanism needs reviewing to either remove or speed up closure. The emergency exit side door at the rear of 135 is now designed for disabled access, this has reduced the risk of tailgating through the business lounge. Self closure doors to be reviewed as part of ongoing security updates. REVIEW the doors on ground floor adapted for wheelchair use. Investigate what can be done to speed closure time up when no wheelchair users employed by the council.	Jul-20
51	Covid	Resources	Failure to effectively manage response to covid 19 both during the incident and after as part of recovery, impacts our staff and residents through increase in infection rates or poor delivery of services.	8	Mark Stone	Regular Covid 19 triage meetings. Gold, silver and bronze command structure at county and national level. Key SMT members on silver works streams. Regular risk assessments, H&S assessments and DSE assessments carried out. Recovery working group set up to manage all aspects of return to work. SMT policy currently not to return to work.	Adrianna Partridge	5		Ongoing effective management of Business Recovery Plans, working practices and ongoing communication. Draw up plans which enable social distancing throughout offices and other workplaces across the council. Ensure Business Recovery Managers communicate business recovery plans and work with all service managers on the proposed return to offices or alternate working arrangements.	Jul-20

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12	Sb	Procedural	Poor/inconsistent programme and project management, inconsistent utilisation of tools and expertise across the councils resulting in poor delivery of projects, not realising the full benefits and understanding the risks and dependencies across the councils.	7	Adrianna Partridge	In some cases the council has a designated project officer, project registers and a project board approach exists. New Policy and programmes team have coordinated a programme and project management framework as part of the corporate delivery framework which includes a gateway approval process of governance.	Ben Coleman	5	Y	Embed the framework. Training programme to support the new approach successfully trialled with three elections and is being rolled out. Quarterly Corporate Delivery Framework meetings held with SMT (AP BW Policy and Insight and project team). Systematic review of Gateway 1 (GW1) and Gateway 2 (GW2) via SMT	Jul-20
40	Sb	Contracts	Failure to learn from contractor poor performance on core council services (IT/waste collection/grounds maintenance/contact centre/revs and bens and leisure) results in poor services for residents and loss of reputation.	7	Mark Stone	Methodology to report service breaches are in place, this provides evidence to use in contract re-negotiation. Contracts continue to be under review with focus on lessons learned. Governance structure in place and regular monitoring meetings held.	SMT	6	Y		Jul-20
8	SC Sd	Resources	Failure to attract and recruit staff to roles across all service teams may result in shortage of resources to enable the council to fulfil their statutory duties and could result in a poor level of customer service.	7	Mark Stone	Strategic HR now back in house. HR transformation is being implemented. LMS (LEAH) launched Feb 2020. The Staff survey results have helped inform the next steps in continuous learning. Continue to encourage and support existing staff to apply for internal vacancies.	Adrianna Partridge	6	Y	Management/Leadership team to continue to review staff cover throughout the councils. Have succession plans in place across all key team members. Review the recruitment and training and development elements of the HR policy framework. Develop people plans to ensure we recruit, develop and retain staff. Embed the new LMS /LEAH training Strategy	Jul-20
7	Sb	Resources personal security	Poor staff morale, wellbeing and personal security due to increased workloads, levels of abuse from residents on social media and at meetings as well as uncertainty over restructure, may result in stress leading to increased absence and low staff retention rates, with subsequent work load pressures and increased cost implication to plug the resource gap by recruiting contract staff.	7	Mark Stone	HR support through HR Assist available to all members of staff if required. Wellbeing specialists and members from HR Assist team presentations underway to staff as to what they do and how they can help staff. The leisure team communicate community activities for staff to be involved with. The wellbeing group meet regularly with Unison to monitor progress of staff attraction, resilience, implementation and training. Thames path initiative run via the wellbeing group. Staff survey completed. Annualised hours being managed directly by Line Managers. Due to Covid 19 gross risk rating increased to red 7 due to prolonged remote working, which may lead to stress and anxiety. Pulse surveys being undertaken to review how staff are feeling on a fortnightly basis and inform SMT on how to manage wellbeing as a result. Signpost staff to: HR to support through HR Assist. Team leaders and Mental Health First Aiders to be available to support by signposting to appropriate agencies. Encourage regular work catch ups via virtual meetings as well as wellbeing coffee meetings .	Adrianna Partridge/David Fairall	5	Y	The staff survey has been completed results released alongside the pulse survey results, SMT reviewing and action plan will be put in place.	Jul-20
49	Sb	Technology	Third party BCP is not fit for purpose and may result in poor customer service and loss of council reputation if there is failure of IT infrastructure.	8	Adrianna Partridge	Paul Merrick is reviewing the IT Business continuity Plan across 5CP. During Covid 19 regular Capita calls took place to resolve IT issues in an ongoing and collaborative way. Net risk moved down to 6 as all issues were managed well during Covid 19.	Lee Brown Simon Turner Yvonne Cutler Greaves	6		Embed revised Business Continuity Plans/Business Recovery Plan arrangements across all council service teams .	Jul-20

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52	Covid	Finance	Failure to prevent fraud when managing business grants thereby risking loss of revenue and reputation. The government has provided funds to the council to distribute to businesses, either by government rules (the initial small business and retail, hospitality and leisure schemes, and the later discretionary grant fund).	7	Simon Hewings	Ensure robust processes are in place and used to detect fraudulent or multiple applications. The cabinet office made available a toolkit for local authorities to access to help prevent and detect fraud for the grants called Spotlight. Both councils registered for this tool before the online grants opened. The tool is a check on any limited companies, partnerships or registered charities and works alongside companies house. As Spotlight only checks limited companies and not sole traders, officers also check that the bank account applicants were requesting the grant to be paid into was the one the business rates system held. If it wasn't then further enquiries were made and proof of the account was requested to ensure it belonged to the company and not an individual's own account.	Paul Howden	2/3		Conduct post checks after the payments are issued to ensure they were correct, which includes further Spotlight checking if the company couldn't be found initially along with basic due diligence checks. At the end of April the cabinet office and the national antifraud network have made available a tool for checking sole traders. We have registered for these but as they require consent we can't use them retrospectively (and they weren't available at the start of the application process) so I have ensured the declaration for the discretionary grant funding which is due to go live on 1 June 2020 reflects this. Officers should then be able to use Spotlight and the new sole trader tools for checking all of the companies that apply.	Jul-20
53	Covid	Finance	Lack of clarity and transparency from central government on the council allocation of limited Discretionary Grants to support local businesses and a failure to manage expectations as to how awards are made may result in dissatisfied applicants and loss of council reputation.	7	Suzanne Malcolm	Ensure that the process is clear and transparent with audit trails to support decision making. Clear comms on website to manage expectations as success rates may be low. Be aware of subjective bias in awards. Anti fraud checks are made to best of ability with information available as these will be small businesses giving councils no recourse to companies house information. Declaration to be signed before release of funds to avoid fraudulent uptake of state aid. Support and signpost unsuccessful applicants to alternative funding support. Advise council as to how best to manage reputational risk if choice is to go with non evidence based criteria.	Mel Smans	2/3			Jul-20
54	Covid	Finance/ Customer Service.	Lack of clarity and transparency around Councils offers of government backed Business Grants to support local businesses and how awards are made could result in grants made in error contributing to loss of revenue, potential fraudulent claims and reputational risk .	7	Suzanne Malcolm	Ensure that the process is clear and transparent with audit trails to support decision making. Clear comms on website to manage expectations to ensure eligibility is clear. Anti fraud checks carried out using Spotlight. See risk 53	Mel Smans	2/3			Jul-20
38	Se	Democratic process	Failure to deliver a major election in accordance with our statutory requirements, results in reputational damage and costs to re-run an election.	8	Margaret Reed	Preparation for the PCC elections which were to be held on the 7 May 2020 , followed by VE day bank holiday had commenced. Postponed due to Covid 19. Project planning and risk registers tailored to specific election requirements, which are reviewed and updated. Delivery is monitored on a regular basis as and when appropriate. Successfully delivered three elections within short timeframe. Net risk green reduced from 6 amber to 2 green. POST COVID 19 PCC elections and neighbourhood plan referendums delayed until 6 May 2021 due to COVID 19 and will now coincide with the county council elections scheduled for that date, along with any parish by-elections and neighbourhood plan referendums.	Steve Corrigan	2/3	Y	National Funding available for PCC elections and county council will meet the cost of their elections. The plans are regularly reviewed and monitored. Prepare a comms plan to aid recruitment and review progress. A dedicated election project team set up to constantly monitor IT support and resourcing, escalating any issues through the project governance arrangements and project risk register. POST COVID 19 PCC elections and neighbourhood plan referendums delayed until 6 May 2021 due to COVID 19 and will now coincide with the county council elections scheduled for that date, along with any parish by-elections and neighbourhood plan referendums, resulting in increased complexity. Officers will need to implement any necessary social distancing measures at polling stations and counts.	Jul-20

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3	Sb	Technology	IT infrastructure not supported with no back up or BCP (no separate WAN line from this building) and insufficient IT hardware and software licenses to support employees to undertake council activities, may result in poor customer service and loss of council reputation.	8	Adrianna Partridge	5CP and council Business Continuity Plan arrangements to mitigate against IT infrastructure failure. IT infrastructure lead has been recruited and is working on all elements of IT infrastructure. Reduced net risk rating due to covid 19 response and all staff working from home with few issues.	Lee Brown Simon Turner Yvonne Cutler Greaves	2/3	Y	Review of the adequacy of the IT infrastructure is ongoing. Paul Merrick is reviewing the IT Business Continuity Plan/ Disaster Recovery Plan across 5CP. Once IT Disaster Recovery arrangements are in place a programme of testing the plan will commence. IT technical strategy approved. Implementation of related projects currently paused.	Jul-20
28	Sb	Procedures	Lack of clarity on the procurement process, roles and responsibilities results in uninformed and inconsistent procurement of services which may result in increased long term costs, delays and services compromised, particularly works with regards to statutory compliance.	4	Simon Hewing	The council has recruited an experienced interim procurement expert to supplement the CAPITA service. Training has been rolled out across the councils to ensure consistent procurement of services. Urgent exemption procedures are in place as per section 140 of the procurement procedures.	Ben Watson	2/3	Y	Embed training which has been delivered to all staff across the council. Heads of Service to follow up usage of the Corporate Delivery Framework and check understanding of the process. This should include the appropriate use of Urgent Exemptions Procedures to facilitate urgent works in the appropriate circumstances. Section 140 details Emergencies and disasters process. Contract Register to be maintained and reviewed annually.	Jul-20
23	Sb	Democratic process	Lack of informed and consistent decision making across the councils will result in slow/non adoption of local plans, more planning appeals losses, increased costs, loss of infrastructure funding and loss of council reputation.	5	Adrian Duffield	Continue with Councillor training and support . The Heads of Service, section 151 and monitoring officers inform and advise relevant councillors on consequences and impact of planning decisions and legal, financial and policy implications of decisions. The council has a 3 year land supply as stipulated by the government. Won't be able to fully mitigate until Souths Plan is adopted. UPDATE 09/03/2020 Decision received 3/3/20 and plan progressing as directed by the Secretary of State. Virtual Local Plan meetings will be held in July to scrutinise local plan by planning inspectorate. Councillor training has been temporarily on hold due to Covid 19, but the programme will be reviewed in the Autumn 2020.	Adrian Duffield	5	Y	Maintain a consistent approach to briefing councillors on legal, financial and policy implications of making planning application decisions. Train Committee members and cabinet members on the planning process and implications and consequences of planning decisions in the local and national context. Provide support to parishes with regular updates and communications on reasons for planning decisions in the local and national context. Work with the consultation and customer engagement team to improve communication with local residents and parishes.	Jul-20
32	Sc Sd Se	Property	Failure to secure the redevelopment at key council owned sites in the district and capitalise on new building and refurbishment programmes may result in increased costs, a decrease in reputation and loss of potential funding from the redevelopment (merged with risk 20). Impact of Covid on marketability of projects and viability will be an added pressure on some of the proposed projects.	5	Suzanne Malcolm	Strategic property review underway by an external strategic property consultant to include site redevelopment opportunities ongoing. Strategic Property Advisor appointed (James Moore) is working to review Council benchmarking and options available by Dec '20 with Cushman and Wakefield supporting the work. Review number of staff to enable this work to continue. POST COVID 19 Timescales may change resulting in increased cost resulting from further deterioration of existing assets. Review work plan and schedules in light of information coming from suppliers and contractors to ensure assets and sites do not deteriorate over the short/medium term. Maintain a watching brief.	James Moore/ Catrin Mathias	5	Y	Develop partnership working with all landowners and developers to ensure timely preparedness (Didcot Gateway working in partnership with SOHA/OCC). This work will continue to progress and take time to embed before resulting improvements are seen. Continue to build on partnerships to ensure best use of assets.	Jul-20
41	Se	Security - resources	Major incident in the district - failure to adequately respond to a major incident affecting our residents may result in legal action (corporate manslaughter/environmental pollution) and loss of reputation.	6	Adrianna Partridge	The council has an Emergency plan; Emergency planning officer receives and reviews daily updates from the Local Resilience Forum and Resilience Direct.	Sally Truman	6	Y	Keep up to date on latest developments in this area. Continuous revision of plans as and when appropriate. Training in Emergency planning incidents. The Emergency Planning Officer (EPO) attends OCC meetings on a regular basis to ensure joint working and understanding of R&R in an emergency incident. EPO is part of Local Resilience Forum (LRF) and receives daily updates from Resilience Direct and LRF. POST COVID 19. Review Business Recover Plans with all teams to learn from what went well and what could be done better.	Jul-20

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6	Sa	Resources	Embedding the management structure that is fit for purpose and flexible creates a period of change and uncertainty resulting in staff retention issues and loss of knowledge and expertise in key areas, which may compromise delivery of the council objectives.	5	Mark Stone	Heads of Service (HoS) and Service Managers (SM's) have been appointed and are currently reviewing the structure and delivery model. Focus on succession planning to reduce risk of loss of expertise and experience. The 'Shape the service' programme has been completed resulting in HR transformation which is being implemented. A new structure has been introduced and awaits Corporate plan decision to finalise this structure.	Adrianna Partridge	5	Y	Monitor progress of embedding HR transformation and structure across the council to be fit for purpose and flexible. The roll out of the new Learning Management System (LMS) LEAH will enable links with personal development plans and training requirements. Have a succession plan in place for all key team members	Jul-20
18	Sd	Programmes	Didcot Garden town: Significant funding estimated at £319m is needed to deliver projects identified in the adopted delivery plan, failure to realise this future funding to expand/expansion delayed due to planning decisions may result in loss of reputation to deliver such projects for the community (separate risk register).	5	Suzanne Mald	New project manager successfully recruited and in post the team is being resourced. Produce a Develop Planning Policy (DPD) for Didcot Garden Town. Awaiting HIF Bid Funding agreement. See Risk 16	Marybeth Harasz	5	Y	Project management report to Cabinet to map out current priorities using existing funding priorities to better understand future funding requirements. A £218 million HIF award was announced in March 2019. Once the funding agreement is fully executed by Homes England and OCC, more than 1/3 of the funding toward the total £612 million estimated implementation cost would be achieved. This would be 1/3 of the total funding estimated in line with the 2031 delivery time frame. The Delivery Plan is a long term vision, so an update to the plan may be appropriate. The DPD document is to be scheduled by the Planning Policy team in line with work on the local plan.	Jul-20
25	Se	Customer service	Failure to maintain a consistent standard of customer service results in stagnant customer service initiatives and long term service reduction and thus reputational damage.	5	Adrianna Partridge	Individual service team KPI's. A new service team 'Customer Assurance ' encompasses internal and external customer services. A new community hub structure has been set up to help support our local community during the medium/long term recovery from Covid 19.	Sally Truman	5	Y	The Customer Assurance team to coordinate performance measures linked to both service plans and the corporate plan and linking to individual PDP's. Develop a customer services strategy to encompass all our customers to include residents; staff; councillors and third parties. Post COVID 19. Manage customer expectations re Councils duties to residents following the increase in support provided by Community Hubs.(Risk 25 and 42 link)	Jul-20
26	Sb Sc	Property	Lack of asset management expertise of council owned land and property portfolios results in under investment in property across the councils, reducing the ability to maximise incomes as well as lack of understanding as to where maintenance and insurance liabilities responsibilities lie (Council/Parishes etc).	5	Suzanne Malcolm	Validation of property records are now being undertaken by Cushman & Wakefield which will provide an up to date database of property ownership and inform an action plan for the management of the portfolio. The facilities teams work alongside the property team to enable seamless property maintenance and Health & Safety (H&S) checks as required. The property team have additional temporary resource in place to update the property database and prioritise H&S requirements. A new member of the team has been recruited to review property maintenance projects. Internal Audit have identified three areas of property: ownership/billing and H&S. A full time Corporate Health and Safety Compliance Officer seconded to the team for 18 months. SMT approved the new H&S strategy and Property model. New property manager (Catrin Mathias) has joined the council to lead on this.	James Moore/ Catrin Mathias	5	Y	Plan to establish a corporate property management model. Reinstate asset management group meetings to review ongoing issues and future strategies. Put in place a policy to allocate Cii/Sec 106 funding ensuring all key service teams in the council are informed (insurance/property/parks/arts etc) and thus enable allocation of this funding. A paper has been drafted for SMT, await outcome. Work has commenced on the asset management process and records are being checked for accuracy.	Jul-20

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37	Sb	Financial	Failure to prevent corporate fraud activity will result in increased cost to the councils, legal challenge and loss of reputation.	5	Simon Hewing	Regular Internal Audit review of financial control environment and specific anti fraud aspects to all audits. The council has a desk based benefit and council tax reduction scheme anti fraud team. A fraud specialist carried out an investigation to ensure areas of potential fraud are not being overlooked. Audit results considered by JAGC Committee.	Simon Hewings	5	Y	Act upon the findings of the fraud specialist report which found no major fraud activity risks. Report to JAGC in July 2020. Assurance team and risk Officer to review findings by July 2020.	Jul-20
16	Sc Se	Programmes	Failure to deliver Berinsfield development due to lack of funding or inability to release land to purchase for development results in council loss of reputation and financial backing. Project is impacted by NICS.(see separate risk register).	5	Suzanne Malcolm	Once Capita contract has been ratified, the councils responsibilities and approach will be reviewed. Cushman and Wakefield (C&W) have undertaken a project review to inform the forward plan. Garden village status bid was successful for Berinsfield, C&W have been commissioned to review this work on the councils behalf. Stakeholders communication to ensure all residents are on side and informed as to why the pace of development has slowed. Jayne Bolton has regular updates with parish councils and residents, Delayed due to local plan review. Cabinet have recently discussed and agreed a way forward which is now being implemented by officers with emphasis on active collaboration and engagement with all our partners (Oxfordshire County Council and Homes England) to ensure favourable future outcomes. The new management structure is enabling closer working with the economic development team. The new Garden Communities team will bring DGT, Berinsfield and Dalton Barracks together. The joined up approach should reduce risk as the expertise will be shared across all 3 projects.	Jayne Bolton	2/3	Y	There is now closer working with the Economic Development team taking both business and residents views and requirements into account in any future plans for Berinsfield. Link with housing development team to enable seamless approach to business and housing developments. Working closely with South Local plan (LP) to ensure any development is within the LP framework. Plans of the approach have gone for approval through cabinet. This is currently paused (Jan 20) due to Local Plan review.	Jul-20
14	Sc	Community services	Failure to maximise opportunities to realise areas of revenue growth may impact overall future council finances.	5	HOS/Suzanne Malcolm	The council engaged the Chartered Institute of Public Finance (CIPFA) to help it challenge its budgets and provide options for increasing income and reducing expenditure. The findings are being used to inform future plans for commercialisation.	HOS/SM's	2/3	Y	All Heads of Service to be vigilant in terms of new funding streams and opportunities. HoS must ensure that fees and charges relate to the budgeted cost of operating the service/scheme, are reasonably set and reviewed regularly. A proposed commercialisation strategy will be developed. Transformation team funded and now included in budget. POST COVID 19 may impact. Follow government guidance. Keep a watching brief.	Jul-20
27	Se	Safeguarding	Failure to deliver council safeguarding responsibilities may result in loss of reputation if a safeguarding incident occurs in our districts and we have not followed the stipulated procedures and protocols of reporting.	5	Liz Hayden	Mandatory training appropriate to the level of contact as a District Council with no social services and education responsibilities. POST COVID 19 Possible increase in safeguarding issues due to pressure of lockdown may increase no of families requiring support. All staff working in community roles have received safeguard training refresher. Safeguarding training is being delivered remotely on Skype or Microsoft Teams during the COVID crisis.	Diane Foster	2/3	Y	Review the safeguarding policy and training delivery. Work has commenced on review of Policy and will be in place by March 2020	Jul-20

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29	Sc Sd Se	Economic	Failure to address or remove barriers to Small and Medium Enterprises (SME) growth may result in SME's closing, moving out of the district, or not starting. This may result in a loss of potential business rates and reduced consumer spending in our market towns.	5	Suzanne Malcolm	Tractivity system to monitor business engagement and needs. Business Information System (BIS) action plan in place. Quarterly reporting on the action plan progress. Successfully won a national award. Set up and ran a Pop Up business school in the district. POST COVID 19 Maintain watching brief across Oxfordshire/OXLEP to mitigate impact of COVID 19 on SME's	Mel Smans	2/3	Y	Further review of actions based upon the feedback from the Tractivity system is ongoing. POST COVID 19 Maintain watching Brief on Government guidance and direction. Opening up the High St guidance from Government funding to provide guidance to SME's and retail.	Jul-20
30	Sc Sd Se	Economic	Insufficient support (including the EU funding shortfall) is provided to key research sites including Culham Science Centre(CSC)/Hydrology base at Howbery Park so the research is not commercialised to its full potential and businesses at the site relocate out of the district, resulting in a loss of employment.	5	Suzanne Malcolm	EU funding may not be available after Brexit, work being undertaken to ensure we maximise the Government funding through the shared prosperity fund. Continuous liaison with the key research sites.	Mel Smans	2/3	Y	The council structure is enabling the creation of an environment to help attract funding with less silo working. Support development of new business ventures in the district. Facilitate learning from best practises outside the council and increased awareness of opportunities. Work continues pending updates re funding post Brexit.	Jul-20
36	Sb	Security - resources	Incident at council offices or council owned building may place visitors and officers at risk and result in increased time by management to deal with the incident and associated investigations, legal requirement and liabilities which may result in reputation loss and compromised service. During closure of offices there are different sorts of security risks i.e. members of public arriving at the offices when they are closed etc, staff that are in the building feeling vulnerable etc	5	Adrianna Partridge	The council has an Emergency plan; and crisis response plan together with a dedicated Emergency planning officer. Incident policy and plans under continuous review with regular updates via the Local Resilience Forum (LRF) and Resilience Direct which the Emergency officer communicates latest updates, where relevant, setting up meetings when required to ensure all elements are covered. Review Security in place for staff whilst council owned buildings are used for various purposes relating to Covid19 Response.	Sally Truman/Gary Carey	2/3	Y	Keep up to date on latest developments in this area. Continuous revision of plans as and when appropriate. Training in Emergency planning incidents. Testing the plans including Lockdown procedures. Post COVID 19 Review Emergency plan following debrief with Emergency Officer	Jul-20
21	Sa	Procedural/regulatory	Changes in legislation and government policy, including potential creation of unitary authority or devolution in Oxfordshire may impact the operational delivery of the councils' corporate objectives.	5	Mark Stone	There is sufficient notice and lead time to enable the council to set up a project team and resourcing to enable the changes. Await Government legislation on Local government; national planning framework and the Environment Bill may impact future council plans. Hold a watching brief.	Andrew Down/ Michelle Wells	2/3	Y	Hold a watching brief. Environment Bill due to be reviewed. POST COVID 19 Maintain watching brief for govt initiatives.	Jul-20

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55	Covid	Customer Service	Failure to manage expectations as to role of New community hub may result in resident dissatisfaction and poor staff support going forward	5	Adrianna Partridge	Community hub Terms of reference and workstreams established. Roles and JDs written, recruitment campaign underway for 12 month secondment roles.	Ben Coleman	2/3			Jul-20
13	Sc	Financial	Failure to adequately manage council finances to take into account reduction in central government funding (including MHCLG grant income) results in councils inability to undertake its statutory duties at a time of increased demands (homelessness and an aging population) resulting in reduction in service level to our residents, innovative initiatives and projects going forward. Currently there is uncertainty around funding from central government which makes medium term financial planning very difficult.	5	Simon Hewings	The council has a Medium Term Financial Plan (MTFP) that will flag potential financial resilience problems five years in advance. This allows the council to determine an approach to managing future budget pressures. The MTFP is refreshed annually. The scale of any challenge will be known more fully following the government's 2021 spending review and pending government announcements on future funding streams. Funding is included for Transformation Activity 2021/22.	Simon Hewings	2/3	Y	Regular budget monitoring and annual refresh. Medium term financial plan ensures any potential risks are identified. Implement Transformation Activity Findings. Which are 1) Single Council 2)Income Generation 3) Smarter Working. Links to risk 44	Jul-20
44	Sb	Policy and insight	New channels of revenue growth: failure to identify new areas of revenue growth in the long term may result in the councils missing opportunities of becoming less reliant on government grants and subsidies. UPDATED COVID 19 Risk increased from 2/3 to 5	5	SMT/HOS	SMT to horizon scan opportunities as an integral part of the regular corporate risk register review. Improve staff awareness of the need to identify opportunities for revenue growth through a staff suggestion scheme with rewards for the best adopted idea. Post Covid 19 may impact the numbers of opportunities for revenue growth .	SMT/HOS	5	Y	All HOS to be vigilant in terms of new funding streams and opportunities. Increase awareness of what markets allow in terms of fees and charges. A proposed commercialisation strategy will be developed as per further mitigation in risk 13. POST COVID 19 Keep watching brief on Govt developments re funding.	Jul-20
31	Sc Sd Se	Economic	Failure to deliver the actions on the BIS plan may result in businesses not engaging with the councils leading to a reduction in the districts economic attractiveness and competitiveness and thus reduction in number of businesses start ups and growth and a reduction in business rate revenues, higher unemployment in the districts.	2/3	Suzanne Malcolm	Tractivity system to monitor business engagement and needs. BIS action plan in place. Quarterly reporting on the action plan progress. Successfully won a national award. Set up and ran a Pop Up business school in the district.	Mel Smans	2/3	Y	Further review of actions based upon the feedback from the Tractivity system. POST COVID 19 Economic: Focus on areas which allow businesses in the district to restart and be ready to address pent up demand. So that backlogs are cleared when businesses are allowed to restart EG •Licencing for Taxis: •Leisure: Work with contractors to ensure mothballing is reversed in a timely manner as and when re opening is allowed. •Food Hygiene: testing •Planning: There may be an increase in applications due to people having time to reconsider their homes as office spaces.	Jul-20

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24	Sa	Corporate plan	Failure to deliver on the corporate plan objectives results in reputational damage.	2/3	Mark Stone	The council has a designated project officer. In some cases project registers and a project board. Performance measuring and reporting against corporate plan objectives that are project based. Monthly board reports to cabinet. Performance measuring reports to scrutiny committee. Performance is assessed in the CEO appraisal. Covid 19 pandemic will impact Corporate plan as priorities change. Keep a watching brief.	SMT/Sally Truman	2/3	Y	The council structure includes a new service team, Customer Assurance to coordinate performance measures linked to both service plans and the corporate plan and linking to individual PDP's. Corporate plan due to be adopted mid 2020 following public consultation in July 2020.	Jul-20
42	Sa	Corporate services	Customer engagement and managing perception: failure to engage and manage the perception of our residents regarding key decisions in and out of the council control such as the Expressway route, may disenfranchise residents and result in loss of reputation.	2/3	Adrianna Partridge	Prepare a communications plan to ensure all key stakeholders and residents are kept informed throughout the decision making process. HOS have comms buddies to enable forward planning of the strategy.	Shona Ware	2/3	Y	Devise Engagement Charter . Post COVID 19 . Manage Cust expectations re what the council does following the support provided by Community Hubs. (Risk 25 and 42 link)	Jul-20
10	Sb Se	Procedural	Inconsistent approach to Third party contract monitoring in service teams , may result in a reduction in service provision and increased cost of performance.	2/3	SMT/HOS	TBC by SMT	HOS	2/3	Y	Management structure includes HOS and service management reporting on contract KPI's. Possible central contract monitoring group linked to SMT to review quarterly. Provision of effective contract monitoring training for staff.	Jul-20
43	Sa	Finance	Government deal for housing growth: failure to agree with members of the Oxfordshire councils means we may not meet the deal agreement criteria and result in the no infrastructure funding (of £30m pa over 5 years) for Oxfordshire, which may impact our councils' reputation.	2/3	Andrew Down	Working with partners and developers to deliver the growth deal through the Joint strategic spacial plan (JSSP) Oxfordshire 2050. Growth Deal Programme Board meet monthly across the county . First year target met. Second year targets not met and delivery of growth deal delayed by Covid-19. To be mitigated be a request to government to agree to reprofile the delivery dates. .	Andrew Down/ Susan Harbour	2/3 Possible 4	Y	Request to government to agree to reprofile the delivery dates and maintain a watching brief.	Jul-20
22	Se	Democratic process	Changes in the local political landscape including snap elections, may impact the operational delivery of the councils' corporate services.	2/3	Mark Stone	Following the May 2019 local elections all councillors received induction training. There are regular updates and meetings with all opposition parties throughout the year to enable good rapport building. Each service team has a councillor portfolio holder. The SMT monitors through HOS any changes that may impact council operations. The corporate plan is set one year after a local election to ensure any changes as a result of the election are reflected in a new corporate plan.	SMT/ Margaret Reed	2/3	Y	New corporate plan will be devised with performance measures and reporting process. Awaiting new Corp Plan. Due mid 2020	Jul-20
1	Sb	Customer	Poor customer insight and failure to act upon findings will impact the delivery of excellent services and not meet the needs of residents.	2/3	Adrianna Partridge	Council consultations on specific service and policy changes via the councils Consultation and Community Engagement Team. Framework for dealing with customer complaints; FOI's and MP enquiries. Town and Parish forums held. Business breakfasts with local businesses held twice yearly. Customer user workshops as part of website project.	Sally Truman	1	Y	The management structure includes a dedicated Consultation and Community Engagement team to coordinate information on our customers and customer insight. Conduct a feasibility study into whether or not a CRM system could improve customer insight by reviewing complaints trends to inform service planning. The ED team use Tractivity, Twitter and Facebook to maintain customer contact and feedback. Every event held offers the customer an opportunity to provide feedback which is used by the team to inform next steps.	Jul-20

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45	Sa	Corporate services	Brexit may impact the economic viability and specific services within the districts in the short to medium term.	2/3	Adrianna Partridge	Working group set up to review risks and mitigation. Linked to OCC county/nation wide initiatives. Designated Brexit officer appointed .Triage Group formed and BRP for Brexit in place	Ben Coleman Michelle Wells	2/3		Business impact assessments of all service teams ongoing.	Jul-20
46	Sa	Policy and insight / Finance	Uncertainty over the expressway route may have impact on the Local plan. Once route agreed it may impact council finances due to costs of running public consultations in the affected areas of the district. Greater risk in South Oxfordshire.	2/3	Andrew Down	Route option was expected Autumn 2019. Delayed due to General Election. Expressway decision is "paused" (official government position). Still nothing we can do. Outside of our control.		2/3		The National infrastructure strategy due March 2020 delayed will set criteria for the routes and Arc status. Continue to keep watching brief	Jul-20
47	Sa	Infrastructure and development	Failure to allocate sufficient council resources to run new community amenities planned for through past Sec 106 monies on large developments such as GWP results in new community centres built but not occupied ,loss of council reputation	2/3	Suzanne Malcolm	Review of current new community centres to agree way forward. Infrastructure and planning Group formed to future proof further allocation of monies to ensure council do not take on any further liabilities .	Jayne Bolton	2/3			Jul-20
56		Democratic process	Dealing with Covid 19 and all staff remote working may delay council decision making and governance and impact on services and council reputation.	2/3	Mark Stone	Legal and democratic to manage calendar of meetings and ensure that as many planned meetings as possible are held in order to make timely decisions. IT successfully set up virtual meetings, we are leading the way with this across the country.	Margaret Reed/ Steve Culliford	2/3		Continue to hold virtual meetings whilst the law allows and meeting rooms are not available. Continue to explore options for allowing public participation at virtual meetings.	Jul-20
17	Sc Se	Programmes	Enterprise zone 1 pace of expansion is not quick enough to realise the business rate income over 25 years to cover the cost of borrowing against projected incomes. Impacted by NICS. Council fails to attract more business or retain business in the zones 1 (2 if agreed) thus impacting on business rate income.	1	Andrew Down	A requirement to review borrowing. Engage external advice for future income forecasting use the data to assess the level of future borrowing . This is currently being procured. We now have the new forecasting model which still shows acceptable profile even with Covid-19 impacts built in.	Andrew Down/Susan Harbour	1	Y	Internal forecasting has confirmed we should raise business rates income to cover the cost of borrowing - External consultants are currently working to validate that forecasting result.	Jul-20

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Risk rating:
 Limited /no assurance/critical
 Satisfactory assurance/risks
 Full/substantial assurance /risks

KEY

VWHDC Strategic objectives

- Va Running an efficient council
- Vb Housing and infrastructure
- Vc Sustainable communities and wellbeing
- Vd Building an even stronger economy

Corporate Risk Register - Vale of White Horse District Council

Risk No/Ref	Strategic objective ref	Risk category	Risk description / consequences	Gross risk rating	Risk owner	Mitigation actions	Action owner	Net risk rating	Tolerable Y/N	Further mitigation actions if required	Review by when
2	Va	Technology security	IT Cybersecurity breach due to inadequate security protection and naïve user behaviour may lead to the council systems being hacked resulting in the council being unable to operate effectively and securely and subject to loss of reputation as well a financial loss.	9	Adrianna Partridge	CAPITA information security infrastructure provides continuous updates of security software, firewalls and patches. Information security group regularly meets to discuss issues and mitigation actions. Cybersecurity awareness campaign to raise awareness of employee responsibilities to mitigate against data security issues. The risk and insurance officer along with risk champions review council risk exposure and mitigation actions. An information governance officer and data protection officer have been appointed. Roles and responsibilities to be defined going forward. LGA funding secured to train a key IT manager in the certificate of Cyber security (CISSM/P)	Lee Brown Sally Truman Yvonne Cutler Greaves Sandy Bayley	8	Y	Ongoing effective management of security arrangements provided by CAPITA contract. Ongoing cybersecurity awareness campaign. Ensure cybersecurity awareness as part of induction training for new starters. All cybersecurity breaches are investigated. Review mobile device security through a mobile device management procedure. The new campaign summarising key messages from 2018 to include regular real time news items on Jarvis outlining actual incident; e mail phishing exercises and training were delayed due to elections and has been superseded by an 'In house' Monitoring Group which will review training provided on the councils new learning management system as well as a comms campaign to raise awareness. Devise a cybersecurity incident plan across the councils.	Jul-20
15	Vb Ve	Programmes	Failure of third party contracts to deliver acceptable levels of service results in a reduction in council service provision. (See separate risk registers)	8	Mark Stone	Constant review of contractors financial viability. Prioritise the introduction of business continuity plans. A new procurement officer is now in place and a review of the contracts database has commenced. Contractors have been unable to operate therefore loss of revenue may impact their future financial viability. Keep a watching brief.	SMT	8	Y	Continued refocus on third party contracts. Develop business continuity plans across all services. Review contract governance and clarify Roles and Responsibilities . Up to date contracts register.	Jul-20
49	Va	Finance	Failure to ensure smooth transition of HR and Payroll services back" in house". Could result in loss of payroll service provision at a critical time of pay year Salary review and budget setting during Easter holiday period (April 2020).	8	Adrianna Partridge	Early engagement with CAPITA HR . Update 04/2020 April Pay day successful despite COVID 19 and return to in house . New resourcing provided to support in other areas IE Holiday entitlement.		1		Completed	complete

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51	Covid	Finance	Loss of council revenues and increased council expenditure will result in council deficits going forward and inability to progress key projects.	9	Mark Stone	Review expenditure and revenue trying to maintain business as usual across services. Ensure Council tax DDs are operational. Monitor government initiatives for local government support and finance. Finance team keep watching brief on expenditure via spreadsheet and undertake impact assessment. S151 Officers across Oxfordshire meet regularly to discuss collective impact. To enable monitoring, the Business Resilience Plans for all service teams will have a finance tab to facilitate efficient collection of this data for finance once they have given a steer on the type of information required.	SH	7		Keep watching brief to enable revenue collections at earliest opportunity once lockdown is eased, support revenue creating service through lockdown. Continuously monitor expenditure to better understand the short, medium- and long-term financial exposure. Agree a revised budget in Autumn 2020	Jul-20
18	Vc	Programmes	Failure to capitalise and influence national initiatives that benefit the districts.	8	Mark Stone	Continue to work in partnership with others (experts) to seek new areas of potential funding building on our successful approach to raising money to support a number of major developments in the district such as securing a housing grant deal for the district. There is an inconsistent approach to a feedback mechanism to share ideas and on funding sources or comment on National Policy.	Andrew Down	5	Y	Management restructure has enabled resource to be allocated to research future funding opportunities through the Policy and Insight service area ,within the remit of the service is external funding, with the objective of "We will identify and attract external funding to benefit our communities and fulfil our objectives; working to maximise inward investment into Oxfordshire". This will be undertaken via active collaboration and engagement with all our partners (Growth Board, Oxfordshire County Council and Homes England) to ensure favourable future outcomes. Review the impact of BREXIT on our rural communities (Loss of LEADER funding) and our economic communities (High St and Science Vale (Scientific experts). A framework as to how we will approach external funding opportunities is being devised by the team and will form part of their service plan. Post COVID19 Review all funding now available following lockdown.	Jul-20
33	Vb	Property	Failure to provide suitable council office accommodation that is fit for purpose on time resulting in poor staff morale, compromised service and loss of reputation.	8	Mark Stone	Project governance structure in place. A: 135 Eastern Ave -lease extension successfully negotiated with a get out clause of spring 2022 at the current location ongoing. B: Crowmarsh site: a working group includes all key stakeholders ,the council portfolio holder, members and key officers. Project management will be undertaken by RIDGE. Successful design and engagement day held 13 Feb 2020. Over 300 people visited and commented on the design concept. Maintaining watching brief to understand implications to other teams (elections) if delayed. Project risk register reflects Covid 19 impact including supply of materials and therefore delay construction. Maintain a watching brief via project governance.	Adrianna Partridge Suzanne Malcolm	6	Y	Continuous review of performance through project board and reporting. As long as the programme remains on target with continued strict governance, clear leadership by officers and identified cabinet member the risk is reduced to 6. Review Crowmarsh security with the project team keeping insurance updated.	Jul-20
11	Vb	Procedural/regulatory	GDPR failure to fulfil the requirements may result in fines and reputational damage if data is breached or a challenge is made.	8	Adrianna Partridge	Designated GDPR resource and champions across the council. GDPR project board. Budget growth bid enabled to secure funding to support required changes as a result of regulations. DPR handover to Corporate Services. The new information governance and data protection officer has been appointed. Roles and responsibilities to be defined going forward.	Sally Truman/Sandy Bayley/Lee Brown	6	Y	Constant monitoring of legislative tests. Establish internal review procedures. Ensure a consistent retention policy across the councils. Write a new retention policy across the councils, review third party contractors and contracts to ensure processing personal data processing policies. Keep up to date with guidance from the information Commissioner. Review council systems namely Ocella to ensure personal data is removed from the system either automatically/manually. Action plan devised. POST COVID 19. Officers have been redeployed to support response to COVID 19 in community. Remind Staff about data retention once out of role. Issue reminders to dispose of written information.	Jul-20

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9	Vb	Procedural - Health and safety	Failing to have an effective health and safety management system in place where, in some cases concerns and areas of non-compliance raised have not been acted upon because managers have been unable to gain the resources and support required to take mitigating action. This could result in: a fatality, illness or injury to staff or anyone else affected by our business; damage to property; legal action by HSE; civil claims and increased costs.	8	Adrianna Partridge	A part-time health and safety adviser is employed by the councils, health and safety policies are reviewed and updated every 3 years or when there are significant changes. Managers are briefed on H&S through OMG meetings, Connect or updates on Jarvis, mandatory health and safety training is provided to employees, managers and senior management every 3 years. Health and safety review board (HSRB) and quarterly reporting to SMT (due to organisational changes this did not take place last year), health and safety audit programme in place and internal audit provide governance, challenge and oversight. Health and safety adviser is a member of the risk forum to allow concerns to be highlighted via the corporate risk register across all service teams through the risk champions. We have instructed a Health and Safety consultant to review our strategy and approach and produce an action plan. Currently recruiting Senior Health and Safety Officer. SMT approved a new H&S strategy and Property model. COVID 19 UPDATE Home DSE checks undertaken and support given to those requiring additional DSE H&S Equipment in order to work from home (WFH). Refer to Covid 19 risk register. Failed to recruit but retained services of H&S consultant to support.	Sally Truman	6	Y	Devise an action plan of SMT approved H&S framework to ensure a health and safety strategy is being developed which allows for: • Adequate allocation of resources for health and safety. • Commitment from the 'top' • Raising the profile of health and safety within the councils • Reviewing membership of the HSRB and the terms of reference of this group • Closer working with service managers to effectively raise risks to CE/HoS's either for them to action or accept. Reviewing health and safety policy framework. COVID 19 UPDATE Home DSE Checks undertaken and support given to those requiring additional DSE H&S Equipment in order to WFH. Commence new recruitment campaign for senior and junior H&S advisor.	Jul-20
32	Vb	Contract	Councils do not comply with their contractual obligations set down in 3rd party contracts resulting in inefficient operations, financial penalties and loss of reputation.	8	Mark Stone	Communications to ensure people do their job as stipulated in the contract. Identify the right people to set up a degree of transparency with regards to performance levels. Set up a review and reporting process.	SMT	5	Y	POST Covid 19. Continuous review of Councils performance levels.	Jul-20
4	Va	Security - resources	Council offices site security insufficient at both 135 where the location of business lounge and staff entrance increases risk of intruder entering the building and Crowmarsh site where there is an increased risk of injury by intruders resulting in high Public Liability claims which may not be covered by our insurers. During closure of offices there are different sorts of security risks i.e. members of public arriving at the offices when they are closed etc, staff that are in the building feeling vulnerable etc	8	Suzanne Malcolm	At Abbey House reception, review of recommendations of a security risk assessment and future use of CCTV. The high risk client from OCC has now been relocated from Abbey house this will help reduce the number of incidents occurring. The side entrance door to reception has been closed to members of the public to minimise the risk. Reception area designs drawn up for reception desk. Active dialogue with OCC to ascertain future responsibilities and therefore budgetary contribution for security upgrade. At 135, security has been reviewed and recommendations made to reduce tailgating at the business lounge doors. A new disabled access point separate from the main access point has been instigated to reduce likelihood of tailgating through automatic doors. Security at 135 reviewed as now closed due to Covid 19, a series of protocols are in place and rooms allocated for visitors and regular skeleton staff. Abbey House is closed due to Covid 19. Ensure that there is always more than one person on site and that they are aware of the security protocols which have been instigated. Officers are putting additional signage at entrance to confirm building is closed to public and have also made MEPC security staff aware. Review Security in place for staff whilst buildings are being used for Covid 19 response work.	Catrin Mathias	5	Y	Continuous review of security arrangements for 135 to eliminate the possibility of tailgating through the reception area doors, the door closure mechanism need review to either remove or speed up closure. The emergency exit side door at the rear of 135 is now designed for disabled access, this has reduced the risk of tailgating through the business lounge. Self closure doors to be reviewed as part of ongoing security updates. REVIEW the doors on ground floor adapted for wheelchair use. Investigate what can be done to speed closure time up when no wheelchair users employed by the council,	Jul-20

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52	Covid	Resources	Failure to effectively manage response to covid 19 both during the incident and after as part of recovery, impacts our staff and residents through increase in infection rates or poor delivery of services.	8	Mark Stone	Regular Covid 19 triage meetings. Gold, silver and bronze command structure at county and national level. Key SMT members on silver works streams. Regular risk assessments/H&S assessments and DSE assessments. Recovery working group set up to manage all aspects of return to work. SMT policy currently not to return to work.	AP	5		Ongoing effective management of Business Recovery Plans, working practices and ongoing communication. Draw up plans which enable social distancing throughout offices and other workplaces across the council. Ensure Business Recovery Managers communicate business recovery plans and work with all service managers on the proposed return to offices or alternate working arrangements.	Jul-20
12	Vb	Procedural	Poor/inconsistent level of programme and project management coordination and corporate methodology and controls, inconsistent utilisation of expertise across the councils resulting in poor delivery of projects, not realising the full benefits and understanding the risks and dependencies across the councils.	7	Adrianna Partridge	In some cases the council has a designated project officer, project registers and a project board approach exists. New policy and programmes team have coordinated a programme and project management frame work as part of the corporate delivery framework which includes a gateway approval process of governance.	Ben Coleman	5	Y	Embed the framework. Training programme to be run to support the new approach successfully trialled with three elections and is being rolled out. Quarterly Corporate Delivery Framework meetings held with SMT (AP BW Policy and Insight and project team). Systematic review of Gateway1 (GW1) and Gateway 2 (GW2) via SMT	Jul-20
39	Va	Contracts	Failure to learn from contractor poor performance on core council services (IT/waste collection/grounds maintenance/contact centre/Revs & Bens and leisure) results in poor services for residents and loss of reputation.	7	Mark Stone	Methodology to report service breaches are in place, this provides evidence to use in contract re-negotiation. Contracts continue to be under review with focus on lessons learned. (GW3) Governance structure in place and regular monitoring meetings held.	SMT	6	Y		Jul-20
8	Vc Vd	Resources	Failure to attract and recruit staff to roles across all service teams may result in shortage of resources to enable the council to fulfil their statutory duties and could result in a poor level of customer service.	7	Mark Stone	Strategic HR now back in house. HR transformation is being implemented. LMS (LEAH) launched Feb 2020. The Staff survey results have helped inform the next steps in continuous learning. Continue to encourage and support existing staff to apply for internal vacancies.	Adrianna Partridge	6	Y	Management/Leadership team to continue to review staff cover throughout the councils. Have succession plans in place across all key team members. Review the recruitment and training and development elements of the HR policy framework . Develop people plans to ensure we recruit, develop and retain staff. Embed the new LMS /LEAH training Strategy .	Jul-20

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7	Vb	Resources personal security	Poor staff morale, wellbeing and personal security due increased workloads, levels of abuse from residents on social media and at meetings as well as uncertainty over restructure, may result in stress leading to increased absence and low staff retention rates, with subsequent work load pressures and increased cost implication to plug the resource gap by recruiting contract staff.	7	Mark Stone	HR support through HR Assist available to all members of staff if required. Wellbeing specialists and members from HR Assist team presentations underway to staff as to what they do and how they can help staff. The leisure team communicate community activities for staff to be involved with. The wellbeing group meet regularly with Unison to monitor progress of staff attraction, resilience, implementation and training. Thames path initiative has commenced via the wellbeing group. Staff survey completed. Annualised hours being managed directly by Line Managers. Due to Covid 19 gross risk rating to red 7 due to prolonged remote working, which may lead to stress and anxiety. Pulse surveys being undertaken to review how staff are feeling on a fortnightly basis and inform SMT on how to manage wellbeing as a result. Signpost staff to: HR to support through HR Assist. Team leaders and Mental Health First Aiders to be available to support by signposting to appropriate agencies. Encourage regular work catch ups via virtual meetings as well as wellbeing coffee meetings .	David Fairall	5	Y	The staff survey has been completed results released alongside the pulse survey results ,SMT reviewing and action plan will be put in place.	Jul-20
50	Vb	Technology	Third party Business Continuity Plan is not fit for purpose and may result in poor customer service and loss of council reputation if there is failure of IT infrastructure.	8	Adrianna Partridge	Paul Merrick is reviewing the IT Business Continuity Plan across 5CP . During Covid 19 regular Capita calls took place to resolve IT issues in an ongoing and collaborative way. Net risk moved down to 6 as all managed well during Covid 19.	Lee Brown Simon Turner Yvonne Cutler Greaves	6		Embed revised Business Continuity Plan/Business Recovery Plan arrangements across all council service teams.	Jul-20
54	Covid	Finance	Failure to prevent fraud when managing grants thereby risking loss of revenue and reputation. The government has provided funds to the council to distribute to businesses, either by government rules (the initial small business and retail, hospitality and leisure schemes, and the later discretionary grant fund).	7	Simon Hewings	Ensure robust processes are in place and used to detect fraudulent or multiple applications . The cabinet office made available a toolkit for local authorities to access to help prevent and detect fraud for the grants called Spotlight. Both councils registered for this tool before the online grants opened. The tool is a check on any limited companies, partnerships or registered charities and works alongside companies house. Officers ran each limited company through Spotlight before the payment was released. As Spotlight only checks limited companies and not sole traders, officers also checked that the bank account they were requesting the grant to be paid into was the one the business rates system held. If it wasn't then further enquiries were made and proof of the account was requested to ensure it belonged to the company and not an individual's own account.	Paul Howden	2/3		Conduct post checks after the payments are issued to ensure they were correct, which includes further Spotlight checking if the company couldn't be found initially along with basic due diligence checks. At the end of April the cabinet office and the national antifraud network made available a tool for checking sole traders. Councils have registered for these but as they require consent we can't use them retrospectively (and they weren't available at the start of the application process).Officers will ensure that the declaration for the discretionary grant funding which is due to go live on 1 June 2020 reflects this. In future officers will be able to use Spotlight and the new sole trader tools for checking all of the companies that apply.	Jul-20
55	Covid	Finance	Lack of clarity and transparency from central government on the council allocation of limited Discretionary Grants to support local businesses and a failure to manage expectations as to how awards are made may result in dissatisfied applicants and loss of council reputation.	7	Suzanne Malcolm	Ensure that the process is clear and transparent with audit trails to support decision making. Clear comms on website to manage expectations as success rates may be low. Be aware of subjective bias in awards. Anti fraud checks are made to best of ability with information available as these will be small businesses giving councils no recourse to companies house information. Declaration to be signed before release of funds to avoid fraudulent uptake of state aid. Support and signpost unsuccessful applicants to alternative funding support. Advise council as to how best to manage reputational risk if choice is to go with non evidence based criteria.	Mel Smans	2/3			Jul-20
56	Covid	Finance/ Customer Service.	Lack of clarity and transparency around Councils offers of government backed Business Grants to support local businesses and how awards are made could result in grants made in error contributing to loss of revenue, potential fraudulent claims and reputational risk .	7	Suzanne Malcolm	Ensure that the process is clear and transparent with audit trails to support decision making. Clear comms on website to manage expectations to ensure eligibility is clear. Anti fraud checks carried out using Spotlight. See risk 54	Mel Smans	2/3			Jul-20

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37		Democratic process	Failure to deliver a major election in accordance with our statutory requirements, results in reputational damage and costs to re-run an election.	8	Margaret Reed	Preparation for the PCC elections which were to be held on the 7 May 2020 , followed by VE day bank holiday had commenced. Postponed due to Covid 19. Project planning and risk registers tailored to specific election requirements, which are reviewed and updated. Delivery is monitored on a regular basis as and when appropriate. Successfully delivered three elections within short timeframe. Net risk green (reduced from 6 amber to 2 green). POST COVID 19 PCC elections and neighbourhood plan referendums delayed until 6 May 2021 due to COVID 19 and will now coincide with the county council elections scheduled for that date, along with any parish by-elections and neighbourhood plan referendums.	Steve Corrigan	2/3	Y	National Funding available for PCC elections and county council will meet the cost of their elections. The plans are regularly reviewed and monitored. Prepare a comms plan to aid recruitment and review progress. A dedicated election project team set up to constantly monitor IT support and resourcing, escalating any issues through the project governance arrangements and project risk register. POST COVID 19 PCC elections and neighbourhood plan referendums delayed until 6 May 2021 due to COVID 19 and will now coincide with the county council elections scheduled for that date, along with any parish by-elections and neighbourhood plan referendums, resulting in increased complexity. Will need to implement any necessary social distancing measures at polling stations and counts.	Jul-20
3	Vb	Technology	IT infrastructure not supported with no back up or Business Continuity Plan (no separate WAN line from this building) and insufficient IT hardware and software licenses to support employees to undertake council activities, may result in poor customer service and loss of council reputation.	8	Adrianna Partridge	5CP and council Business Continuity Plan arrangements to mitigate against IT infrastructure failure. IT infrastructure lead has been recruited and is working on all elements of IT infrastructure. Reduced net risk rating due to covid 19 response and all Working from home with few issues.	Lee Brown Simon Turner Yvonne Cutler Greaves	2/3	Y	Review of the adequacy of the IT infrastructure is ongoing. Paul Merrick is reviewing the IT Business Continuity Plan/ Disaster Recovery Plan across 5CP. Once IT Disaster Recovery arrangements are in place a programme of testing the plan will commence. IT technical strategy approved. Implementation of related projects currently paused.	Jul-20
27	Vb	Procedures	Lack of clarity on the procurement process, roles and responsibilities results in uninformed and inconsistent procurement of services which may result in increased long term costs, delays and services compromised particularly works with regards to statutory compliance.	4	Simon Hewing	The council has recruited an experienced interim procurement expert to supplement the CAPITA service. Training has been rolled out across the councils to ensure consistent procurement of services. Urgent exemption procedures are in place as per section 140 of the procurement procedures.	Ben Watson	2/3	Y	Embed training which has been delivered to all staff across the council. Heads of Service to follow up usage of the Corporate Delivery Framework and check understanding of the process. This should include the appropriate use of Urgent Exemptions Procedures to facilitate urgent works in the appropriate circumstances. Section 140 details Emergencies and disasters process. Contract Register to be maintained and reviewed annually.	Jul-20

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22	Vb	Democratic process	Lack of informed and consistent decision making across the councils will result in more planning appeals losses, increased costs and loss of council reputation.	5	Adrian Duffield	Continue with Councillor training and support . The Heads of Service, section 151 and monitoring officers inform and advise relevant councillors on consequences and impact of planning decisions and legal, financial and policy implications of decisions. The council has a 3 year land supply as stipulated by the government. Won't be able to fully mitigate until Souths Plan is adopted. UPDATE 09/03/2020 Decision received 3/3/20 and plan progressing as directed by the Secretary of State. Virtual Local plan meetings will be held in July to scrutinise local plan by planning inspectorate. Continue with Councillor training and support. The Heads of Service, section 151 and monitoring officers inform and advise relevant councillors on consequences and impact of planning decisions and legal, financial and policy implications of decisions. The council has a 3 year land supply as stipulated by the government. Won't be able to fully mitigate until Souths Plan is adopted. UPDATE 09/03/2020 Decision received 3/3/20 and plan progressing as directed by the Secretary of State. Virtual Local Plan meetings will be held in July to scrutinise local plan by planning inspectorate. Councillor training has been temporarily on hold due to Covid 19, but the programme will be reviewed in the Autumn 2020 .	Adrian Duffield	5	Y	Maintain a consistent approach to briefing councillors on legal, financial and policy implications of making planning application decisions. Train Committee members and cabinet members on the planning process and implications and consequences of planning decisions in the local and national context. Provide support to parishes with regular updates and communications on reasons for planning decisions in the local and national context. Work with the consultation and customer engagement team to improve communication with local residents and parishes.	Jul-20
28	Vc Vd	Property	Failure to secure the redevelopment at key council owned sites in the district and capitalise on new building and refurbishment programmes may result in increased costs, a decrease in reputation and loss of potential funding from the redevelopment.(merged with risk 20). Impact of Covid 19 on marketability of projects and viability will be an added pressure on some of the proposed projects.	5	Suzanne Malcolm	Strategic property review underway by an external strategic property consultant to include site redevelopment opportunities ongoing. Strategic Property Advisor appointed (James Moore) is working to review Council benchmarking and options available by Dec '20 with Cushman and Wakefield supporting the work. Review number of staff to enable this work to continue. Dalton barracks site has now been designated garden village status. POST COVID 19 Timescales may change resulting in increased cost arising from further deterioration of existing assets. Review work plan and schedules in light of information coming from suppliers and contractors to ensure assets and sites do not deteriorate over the short/medium term. Maintain a watching brief.	James Moore/ Catrin Mathias	5	Y	Developing partnership working with all landowners and developers to ensure timely preparedness. This work will continue to progress and take time to embed before resulting improvements are seen. The portfolio includes: The Charter; Old Abbey House; The Upper Reaches, await councillor steer with the intention of having one public estate looking at best use of assets to create a community hub in collaboration with Abingdon Town Council. Continue to build on partnerships to ensure best use of assets. A paper is going to SMT and Cabinet on 21 Feb, outlining future plans for the three properties listed, a report as to viability of Old Abbey house from ZM will help put the situation into context and support the decision making process. On hold during Covid 19 lockdown	Jul-20
40	Va	Security - resources	Major incident in the district. Failure to adequately respond to a major incident affecting our residents may result in legal action (corporate manslaughter/environmental pollution) and loss of reputation.	6	Adrianna Partridge	The council has an Emergency plan. Emergency planning officer receives and reviews daily updates from the Local Resilience Forum and Resilience Direct.	Sally Truman	6	Y	Keep up to date on latest developments in this area. Continuous revision of plans as and when appropriate. Training in Emergency planning incidents. The Emergency Planning Officer attends OCC meetings on a regular basis to ensure joint working and understanding of R&R in an emergency incident. Emergency Planning Officer (EPO) is part of Local Resilience Forum (LRF) and receives daily updates from resilience direct. POST Covid 19. Review Business Resilience Plan (BRP) with all teams to learn from what went well and what could be done better.	Jul-20
6	Va	Resources	Embedding the management restructure creates a period of change and uncertainty resulting in staff retention issues and loss of knowledge and expertise in key areas, which may compromise delivery of the council objectives.	5	Mark Stone	Heads of service and Service Managers have been appointed and are currently reviewing the structure and delivery model. Focus on succession planning to reduce risk of loss of expertise and experience. The 'Shape the service' programme has been completed resulting in HR transformation which is being implemented. A new structure has been introduced and awaits Corporate plan decision to finalise this structure.	Adrianna Partridge	5	Y	Continue to embed permanent council structure to operate in a steady state. Develop people plans to ensure we recruit, develop and retain staff. Initiate a training and development programme. LMS (Training System) launched Feb 2020 .	Jul-20

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17	Vd	Programmes	Didcot Garden town: Significant funding estimated at £319m is needed to deliver projects identified in the adopted delivery plan, failure to realise this future funding to expand/expansion delayed due to planning decisions may result in loss of reputation to deliver such projects for the community (separate risk register).	5	Suzanne Malcolm	New project manager successfully recruited and in post. The team is being resourced. Produce a Develop Planning Policy (DPD)for Didcot Garden Town. Awaiting HIF Bid Funding agreement.	Marybeth Harasz	5	Y	Project management report to Cabinet to map out current priorities using existing funding priorities to better understand future funding requirements. A £218 million HIF award was announced in March 2019. Once the funding agreement is fully executed by Homes England and OCC, more than 1/3 of the funding toward the total £612 million estimated implementation cost would be achieved. This would be 1/3 of the total funding estimated in line with the 2031 delivery time frame. The Delivery Plan is a long term vision. An update to the plan may be appropriate. The DPD document is to be scheduled by the Planning Policy team in line with work on the local plan.	Jul-20
24	Va	Customer service	Failure to maintain a consistent standard of customer service results in stagnant customer service initiatives and long term service reduction and thus reputational damage.	5	Adrianna Partridge	Individual service team Key Performance Indicators (KPI's). A new service team 'Customer Assurance ' encompasses internal and external customer services . A new community hub structure has been set up to help support our local community during the medium/long term recovery from Covid 19.	Sally Truman	5	Y	The Customer Assurance team to coordinate performance measures linked to both service plans and the corporate plan and linking to individual PDP's. Develop a customer services strategy to encompass all our customers to include residents; staff; councillors and third parties. Post COVID 19 . Manage Customer expectations re Councils duties to residents following the increase in support provided by Community Hubs.(Risk 24 and 41 link)	Jul-20
25	Vb Vc	Property	Lack of asset management expertise of council owned land and property portfolios results in under investment in property across the councils, reducing the ability to maximise incomes as well as lack of understanding as to where maintenance and insurance liabilities responsibilities lie (Council/Parishes etc).	5	Suzanne Malcolm	Validation of property records are now being undertaken by Cushman & Wakefield which will provide an up to date database of property ownership and inform an action plan for the management of the portfolio. The facilities teams work alongside the property team to enable seamless property maintenance and Health & Safety checks as required. The property team have additional temp resource in place to update property database and prioritise H&S requirements. A new member of the team (PPE) has been recruited to review property maintenance projects. Internal Audit have identified three areas of property: ownership/billing and H&S. Safety Compliance Officer seconded to the team for 18 months. SMT approved the new H&S strategy and Property model. New property manager (Catrin Mathias) has joined the council to lead on this.	James Moore/Catrin Mathias	5	Y	Plan to establish a corporate property management model. Reinstate asset management group meetings to review ongoing issues and future strategies. Put in place a policy to allocate Cil/Sec 106 funding ensuring all key service teams in the council are informed (insurance/property/parks/arts etc) and thus enable allocation of this funding. Internal Audit have identified three areas of property: ownership/billing and H&S. Work has commenced on the asset management process and records are being checked for accuracy.	Jul-20
36	Vb	Financial	Failure to prevent corporate fraud activity will result in increased cost to the councils, legal challenge and loss of reputation.	5	Simon Hewing	Regular Internal Audit review of financial control environment and specific anti fraud aspects to all audits. The council has a desk based benefit and council tax reduction scheme anti fraud team. A fraud specialist carried out an investigation to ensure areas of potential fraud are not being overlooked. Audit results considered by JAGC Committee.	Simon Hewing	5	Y	Act upon the findings of the fraud specialist report which found no major fraud activity risks. Report to JAGC in July 2020. Assurance team and risk Officer to review findings by July 2020.	Jul-20
14	Vc	Community services	Failure to maximise opportunities to realise areas of revenue growth may impact overall future council finances.	5	HOS/Suzanne Malcolm	The council engaged the Chartered Institute of Public Finance (CIPFA) to help it challenge its budgets and provide options for increasing income and reducing expenditure. The findings will be used to inform future plans for commercialisation.	HOS/SM's	2/3	Y	All Heads of Service to be vigilant in terms of new funding streams and opportunities. Heads of Service (HoS) must ensure that fees and charges relate to the budgeted cost of operating the service/scheme, are reasonably set and reviewed regularly. A proposed commercialisation strategy will be developed. Transformation team funded and now included in budget. POST Covid 19. May impact. Follow government guidance. Keep a watching brief.	Jul-20

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26	Vc	Safeguarding	Failure to deliver council safeguarding responsibilities may result in loss of reputation if a safeguarding incident occurs in our districts and we have not followed the stipulated procedures and protocols of reporting.	5	Liz Hayden	Mandatory training appropriate to the level of contact as a District Council with no social services and education responsibilities. POST COVID 19 Possible increase in safeguarding issues due to pressure of lockdown. May increase no. of families requiring support. All staff working in community roles have received safeguard training refresher. Safeguarding training is being delivered remotely on Skype or Microsoft Teams during the Covid 19 pandemic.	Diane Foster	2/3	Y	Review the safeguarding policy and training delivery. Work has commenced and will be completed by 31 March 2020. Training undertaken via Skype and Microsoft Teams whilst staff are working from home.	Jul-20
29	Vc Vd	Economic	Failure to address or remove barriers to Small and Medium Enterprises (SME) growth may result in SME's closing, moving out of the district, or not starting. This may result in a loss of potential business rates and reduced consumer spending in our market towns.	5	Suzanne Malcolm	Tractivity system to monitor business engagement and needs. Business Information System (BIS) action plan in place. Quarterly reporting on the action plan progress. Successfully won a national award. Set up and ran a Pop Up business school in the district. POST Covid 19 Maintain watching brief across Oxfordshire/OXLEP to mitigate impact of Covid 19 on SMEs	Mel Smans	2/3	Y	Further review of actions based upon the feedback from the Tractivity system is ongoing. POST COVID 19 Maintain watching brief on Govt guidance and direction. Opening up the High St guidance from Government. Funding to provide guidance to SME's and retail.	Jul-20
30	Vc Vd	Economic	Insufficient support (including the EU funding shortfall) is provided to key research sites at Harwell, so the research is not commercialised to its full potential and businesses at the site relocate out of the district, resulting in a loss of employment.	5	Suzanne Malcolm	EU funding may not be available after Brexit, work being undertaken to ensure we maximise the Government funding through the shared prosperity fund. Continuous liaison with the key research sites.	Suzanne Malcolm	2/3	Y	The new management structure is enabling the creation of an environment to help attract funding with less silo working. Support development of new business ventures in the district. Facilitate learning from best practises outside the council and increased awareness of opportunities. Work continues pending updates re funding post Brexit.	Jul-20
35	Vb	Security - resources	Incident at council offices or council owned building may result in increased time to deal with the incident and associated investigations, legal requirement and liabilities which may result in reputation loss and compromised service. During closure of offices there are different sorts of security risks i.e. members of public arriving at the offices when they are closed etc, staff that are in the building feeling vulnerable etc	5	Adrianna Partridge	The council has an Emergency plan; and crisis response plan together with a dedicated Emergency planning officer. Incident policy and plans under continuous review with regular updates via the local Resilience Forum and Resilience Direct which the Emergency officer communicates latest updates where relevant setting up meetings when required to ensure all elements are covered. Security at 135 reviewed as now closed due to Covid 19, a series of protocols are in place and rooms allocated for visitors and regular skeleton staff. Abbey House is closed due to Covid 19. -Mitigation: ensure that there is always more than one person on site and that they are aware of the security protocols which have been instigated. We are putting additional signage at entrance to confirm building is closed to public and have also made MEPC security staff aware. Review Security in place for staff whilst buildings are being used for Covid 19 response work.	Sally Truman/ Gary Carey	2/3	Y	Keep up to date on latest developments in this area. Continuous revision of plans as and when appropriate. Training in Emergency planning incidents. Testing the plans including Lockdown procedures. Post Covid 19 Review Emergency plan following debrief with Emergency Officer.	Jul-20

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20	Vc	Procedural/regulatory	Changes in legislation and government policy, including potential creation of unitary authority or devolution in Oxfordshire may impact the operational delivery of the councils' corporate objectives.	5	Mark Stone	There is sufficient notice and lead time to enable the council to set up a project team and resourcing to enable the changes. Await Government legislation on Local government; national planning framework and the Environment Bill may impact future council plans. Hold a watching brief.	Andrew Down/ Michelle Wells	2/3	Y	Hold a watching brief. Environment Bill due to be reviewed. POST Covid 19 Maintain watching brief for govt initiatives.	Jul-20
53	Covid	Customer Service	Failure to manage expectations as to role of New community hub may result in resident dissatisfaction and poor staff support going forward.	5	Adrianna Partridge	Community hub Terms of reference and workstreams established. Roles and JDs written, recruitment campaign underway for 12 month secondment roles.	Ben Coleman	2/3			Jul-20
13	Vc	Financial	Failure to adequately manage council finances to take into account reduction in central government funding (including MHCLG grant income) results in councils inability to undertake its statutory duties at a time of increased demands (homelessness and an aging population) resulting in reduction in service level to our residents, innovative initiatives and projects going forward. Currently there is uncertainty around funding from central government which makes medium term financial planning very difficult. COVID 19 Risk Increased from 2/3 to 5	5	Simon Hewing	The council has a Medium Term Financial Plan (MTFP) that will flag potential financial resilience problems five years in advance. This allows the council to determine an approach to managing future budget pressures. The MTFP is refreshed annually. The scale of any challenge will be known more fully following the government's 2021 spending review and pending government announcements on future funding streams. Funding is included for Transformation Activity 2021/22.	Simon Hewing	2/3	Y	Regular budget monitoring and annual refresh. Medium term financial plan ensures any potential risks are identified. Implement Transformation Activity Findings. Which are 1) Single Council 2)Income Generation 3) Smarter Working. Links to risk 43	Jul-20
43	Vc	Policy and insight	New channels of revenue growth: failure to identify new areas of revenue growth in the long term may result in the councils missing opportunities of becoming less reliant on government grants and subsidies. UPDATED COVID 19 Risk Increased from 2/3 to 5	5	SMT/HOS	SMT to horizon scan opportunities as an integral part of the regular corporate risk register review. Improve staff awareness of the need to identify opportunities for revenue growth through a staff suggestion scheme with rewards for the best adopted idea. Post Covid 19 may impact the numbers of opportunities for revenue growth.	SMT/HOS	2/3	Y	All Heads of Service to be vigilant in terms of new funding streams and opportunities. Increase awareness of what markets allow in terms of fees and charges. A proposed commercialisation strategy will be developed as per further mitigation in risk 13. POST COVID 19 Keep watching brief on Government developments re funding.	Jul-20
58	New	Economic	Dalton Barracks Garden Village. Failure to deliver Dalton Barracks Garden Village due to lack of funding results in loss of council reputation and financial backing.	5	Suzanne Malcolm	Stakeholders communication to ensure all residents are on side and kept informed of developments or delays. Engage with all partners to ensure favourable future outcomes. Ensure close working with Planning Policy team. The new Garden Communities team will bring DGT, Berinsfield and Dalton Barracks together. The joined up approach should reduce risk as the expertise will be shared across all 3 projects.		2/3			

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31	Vc Vd	Economic	Failure to deliver the actions on the BIS plan may result in businesses not engaging with the councils leading to a reduction in the districts economic attractiveness and competitiveness and thus reduction in number of businesses start ups and growth and a reduction in business rate revenues, higher unemployment in the districts.	2/3	Suzanne Malcolm	Tractivity system to monitor business engagement and needs. BIS action plan in place. Quarterly reporting on the action plan progress. Successfully won a national award. Set up and ran a Pop Up business school in the district. Review further actions and plans in light of Covid 19 see further mitigation.	Mel Smans	2/3	Y	Further review of actions based upon the feedback from the Tractivity system. POST Covid 19 Economic: Focus on areas which allow businesses in the district to restart and be ready to address pent up demand. So that backlogs are cleared when businesses are allowed to restart EG •Licencing for Taxis: •Leisure: Work with contractors to ensure mothballing is reversed in a timely manner as and when re opening is allowed. •Food Hygiene: testing •Planning: There may be an increase in applications due to people having time to reconsider their homes as office spaces.	Jul-20
23	Va	Corporate plan	Failure to deliver on the corporate plan objectives results in reputational damage.	2/3	Mark Stone	The council has a designated project officer. In some cases project registers and a project board. Performance measuring and reporting against corporate plan objectives that are project based. Monthly board reports to cabinet. Performance measuring reports to scrutiny committee. Performance is assessed in the CEO appraisal. Covid 19 pandemic will impact Corporate plan as priorities change. Keep a watching brief.	SMT	2/3	Y	The council structure includes a new service team, Customer Assurance to coordinate performance measures linked to both service plans and the corporate plan and linking to individual PDP's. Corporate plan due to be adopted mid 2020 following public consultation in July 2020. Delayed by Covid 19.	Jul-20
41	Va	Corporate services	Customer engagement and managing perception: failure to engage and manage the perception of our residents regarding key decisions in and out of the council control such as the Expressway route, may disenfranchise residents and result in loss of reputation.	2/3	Adrianna Partridge	Prepare a communications plan to ensure all key stakeholders and residents are kept informed throughout the decision making process. Heads of Service have comms buddies to enable forward planning of the strategy.	Shona Ware	2/3	Y	Devise Engagement Charter . Post COVID 19 . Manage Cust expectations re what the council does following the support provided by Community Hubs. (Risk 25 and 41 link)	Jul-20
10	Vb	Procedural	Inconsistent approach to Third party contract monitoring in service teams , may result in a reduction in service provision and increased cost of performance.	2/3	SMT/HOS	TBC by SMT	HOS	2/3	Y	Management structure includes Heads of Service and service management reporting on contract KPI's. Possible central contract monitoring group linked to SMT to review quarterly. Provision of effective contract monitoring training for staff.	Jul-20
42	Vb	Finance/ Strategic Partnerships	Government deal for housing growth: failure to agree with members of the Oxfordshire councils means we may not meet the deal agreement criteria and result in the no infrastructure funding (of £30m pa over 5 years) for Oxfordshire, which may impact our councils' reputation.	2/3	Andrew Down	Working with partners and developers to deliver the growth deal through the Joint strategic spacial plan (JSSP) Oxfordshire 2050. Growth Deal Programme Board meet monthly across the county . First year target met. Second year targets not met and delivery of growth deal delayed by Covid-19. To be mitigated by a request to government to agree to reprofile the delivery dates.	Andrew Down/ Susan Harbour	2/3 Possibly 4	Y	Request to government to agree to reprofile the delivery dates and maintain a watching brief.	Jul-20

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21	Va	Democratic process	Changes in the local political landscape including snap elections, may impact the operational delivery of the councils' corporate objectives.	2/3	Mark Stone	Following the May 2019 local elections all councillors received induction training. There are regular updates and meetings with all opposition parties throughout the year to enable good rapport building. Each service team has a councillor portfolio holder. The SMT monitors through HOS any changes that may impact council operations. The corporate plan is set one year after a local election to ensure any changes as a result of the election are reflected in a new corporate plan.	SMT/ Margaret Reed	2/3	Y	New corporate plan will be devised with performance measures and reporting process. Awaiting new Corp Plan.	Jul-20
1	Vb	Customer	Poor customer insight and failure to act upon findings will impact the delivery of excellent services and not meet the needs of residents.	2/3	Adrianna Partridge	Council consultations on specific service and policy changes via the councils Consultation and Community Engagement Team. Framework for dealing with customer complaints; FOI's and MP enquiries. Town and Parish forums held. Business breakfasts with local businesses held twice yearly. Customer user workshops as part of website project.	Sally Truman	1	Y	The management structure includes a dedicated Consultation and Community Engagement team to coordinate information on our customers and customer insight. Conduct a feasibility study into whether or not a CRM system could improve customer insight by reviewing complaints trends to inform service planning. The ED team use Tractivity, Twitter and Facebook to maintain customer contact and feedback. Every event held offers the customer an opportunity to provide feedback which is used by the team to inform next steps.	Jul-20
44	Vc	Corporate services	Brexit may impact the economic viability and specific services within the districts in the short to medium term.	2/3	Adrianna Partridge	Working group set up to review risks and mitigation. Linked to OCC county/nation wide initiatives. Designated Brexit officer appointed, Triage Group formed and Business Recovery Programme for Brexit in place	Ben Coleman Michelle Wells	2/3		Business impact assessments of all service teams ongoing.	Jul-20
45	Vc	Strategic Partnerships / Finance	Uncertainty over the expressway route may have impact on the Local plans and the Oxfordshire Plan 2050. Once route agreed it may impact council finances due to costs of running public consultations in the affected areas of the district. Greater impact on South Oxfordshire.	2/3	Andrew Down	Route option was expected Autumn 2019. Delayed due to General Election. Expressway decision is "paused" (official government position). Still nothing we can do. Outside of our control.	Andrew Down/ Susan Harbour	2/3		The National infrastructure strategy due March 2020, delayed will set criteria for the routes and Arc status. Continue to keep watching brief	Jul-20
46	Vc	Planning/ Finance	Abingdon reservoir plans result in a financial impact for the council to run and attend public enquiries and consultations in the district.	2/3	Adrian Duffield / Andrew Down	Budgets have been agreed to fund public engagement in Spring 2020. However, this has been delayed and is subject to Thames Water Public Enquiry 2024 with a possible Commissioning in 2038, hence public enquiry budget removed. Keep a watching brief.		2/3		Keep a watching brief.	Jul-20
48	Vc	Infrastructure and development	Failure to allocate sufficient council resources to run new community amenities planned for through past Sec 106 monies on large developments such as GWP resulted in new community centres built but not occupied resulting in loss of council reputation	2/3	Suzanne Malcolm	Review of current new community centres to agree way forward. Infrastructure and planning Group formed to future proof further allocation of monies to ensure council do not take on any further liabilities.	Jayne Bolton	2/3			Jul-20
57	Covid	Democratic process	Dealing with Covid 19 and all staff remote working may delay council decision making and governance and impact on services and council reputation.	2/3	Mark Stone	Legal and democratic to manage calendar of meetings and ensure that as many planned meetings as possible are held in order to make timely decisions. IT successfully set up virtual meetings, we are leading the way with this across the country.	Margaret Reed/ Steve Culliford	2/3		Continue to hold virtual meetings whilst the law allows and meeting rooms are not available. Continue to explore options for allowing public participation at virtual meetings.	Jul-20
17	Vc	Programmes	Enterprise zone 1 pace of expansion is not quick enough to realise the business rate income over 25 years to cover the cost of borrowing against projected incomes. Impacted by NICS. Council fails to attract more business or retain business in the zones 1 & 2 thus impacting on business rate income.	1	Andrew Down	A requirement to review borrowing. Engage external advice for future income forecasting use the data to assess the level of future borrowing this is currently being procured. We now have the new forecasting model which still shows acceptable profile even with Covid-19 impacts built in.	Andrew Down/Susan Harbour	1	Y	Internal forecasting has confirmed we should raise business rates income to cover the cost of borrowing. External consultants are currently working to validate that forecasting result. Also a need to focus on further inward investment. New post created to facilitate this plus more effective working relationship with OxLEP. Under Review	Jul-20

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Risk Profile: Covid 19 Council response to provide help to local community whilst maintaining a safe skeleton service operation

Satisfactory risk assurance AMBER 5

There are currently 19 risks on the register (refer to register attached) of which there are three critical and seven high risks resulting in an average gross risk score of eight. There is enough mitigation in place to reduce the gross risk score rating in seven of these to an average of score six (amber).

Top Ten Risks: (ranked by priority band, numbering is for referencing purposes only)

Critical	2. Community Hub advice: The district council gives incorrect advice or signposts somebody to the wrong service resulting in hardship stress and severe consequences to individual caller.
	4. Community Hub food deliveries: food parcel delivery directly via council is not fit for purpose and may cause allergic reaction when eaten.
	18. Finance: loss of council revenues and increased council expenditure will result in council deficits going forward and inability to progress key projects.
High	5. Community Hub food deliveries: council delivery driver pool is not clear as to their responsibilities which may result in accidents and increased council liability.
	7. Community hub food distribution/Charity partnerships: failure to put in place proper safety checks and procedures/requesting all relevant H&S docs from leasee when leasing out a community centre (Northern Community centre GWP to SOFEA) for the use of a charity involved in food distribution may lead to the council being exposed to PL claims.
	8. Staff wellbeing: increased workload impact staff wellbeing and leads to ill health and absence.
	9. Staff wellbeing: staff may feel more stress as a result of working from home/135 or volunteering juggling work and childcare etc. Or handling distressing calls in their own home with no one to share the burden with. Results in low morale and an increase in stress of individual.
	10. Properties statutory compliance: failure to follow our statutory checks on vacant properties (fire and alarm checks etc) may result in theft and property damage over time and limit our insurance cover.
	16. IT Cybersecurity: remote working compromises cyber security.
	15. IT infrastructure for remote working is not fit for purpose with intermittent server connections and VPN connections results in inconsistent service to our residents.

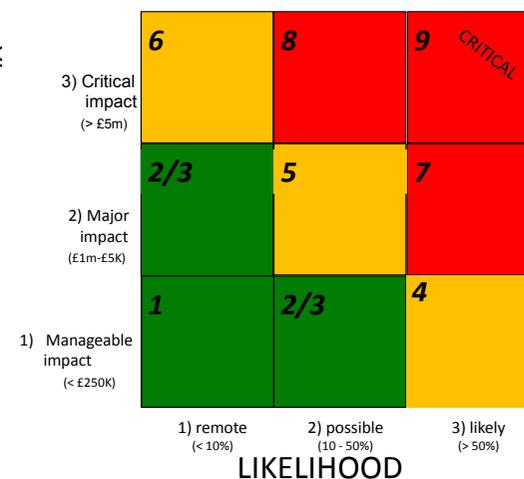
The remaining nine risks are amber with an average gross risk score of five, after mitigation the average net risk rating is reduced to two (green). This is the first review of risks and requires further consideration at the daily triage meetings. Effective mitigation actions are in place, together with action owners and risk review dates, though some risk mitigation actions require further clarity and further work required to identify all the risks. (Average risk score: 5* amber)

*The risk score is an average net risk score across the risk profile

Areas of concern:

- Risk 18: Finance:** loss of council revenues and increased council expenditure will result in council deficits going and inability to progress key projects.
 There is some mitigation in place, but this is dependent upon the length of time the country is in lockdown and is therefore out of our control. Monitoring the short medium and on term impacts
 - Risk 16: IT Cybersecurity:** remote working compromises cyber security.
 Mitigation is in place to ensure staff are made aware of the types of behaviours that may compromise IT security whilst working at home but again this should be a regular update whilst we must ensure capita firewalls are resilient.
 - Risk 15: IT infrastructure for remote working is not fit for purpose** with intermittent server connections and results in inconsistent service to our residents. Capita our IT partners are responsible for this and requires constant monitoring by the council.
- Risks 8/9 Staff wellbeing** though there is enough mitigation in place to reduce the gross risk score this will require constant review throughout this pandemic and when we return to the office.

Covid 19 council response Risk Profile



Covid 19 Council response to provide help to local community whilst maintaining a safe skeleton service operation Risk Register.

Risk No/Ref	Risk area	Risk description/ consequences	Gross risk rating	Risk owner	Mitigation actions	Action owner	Net risk rating	Tolerable Y/N	Further mitigation actions if required	Review by when
1	Community Hub	Failure to allocate resources to tackle community request in timely manner may result in people in need of help not receiving it (food parcel/help etc)	5	Triage Team	Devise a set of criteria to ensure we allocate right response to right people whilst also knowing when to divert calls back to OCC who are best to deal with such calls. Ensure we have the up to date shielded and vulnerable lists. Ensure we have back up numbers of volunteer staff. Overall volunteer spreadsheet on U drive for easy access visibility and update.	Triage Team	2	y		15-Apr
2	Community Hub	The district council gives incorrect advice or signposts somebody to the wrong service resulting in hardship stress and severe consequences to individual caller.	9	Triage Team	Devise a set of criteria to ensure we allocate right response to right people whilst also knowing when to divert calls back to OCC who are best to deal with such calls. Ensure we have the up to date shielded and vulnerable lists. Ensure we have back up numbers of volunteer staff.	Triage Team	5	y		15-Apr
3	Community Hub	Failure of District council community hub to understand the community help and advice that is currently available across the districts may lead to duplication of effort and lose the good will of the existing community groups on the ground.	5	Triage Team	Council community hub mapping out existing community groups across both districts and make links into them to help and support and refer callers to their local group for help if they call in to our community call centre.	Triage Team	2	y		15-Apr
4	Food delivery hub	Food parcel delivery directly via council is not fit for purpose and may cause allergic reaction when eaten or miss key items that are needed for a nutritionally balanced offer	9	Triage Team	Each food parcel has a food allergy disclaimer label. All items are individually packaged and labelled. Purchasing supplementary items to provide better balance of items in boxes. Meeting room 1 at 135 is being re organised to provide sufficient space for food parcel despatches well as being made up in house from council suppliers. If notified of allergens the team will endeavour to put appropriate food items in the box but cannot guarantee this due to the nature of the situation. Hence the need for disclaimer label above. Activity risk assessments are underway to manage risk to volunteers. Lifting and handling training requested. Labelling of food and hygiene when portioning out bulk food stuffs are under review to avoid contamination.	Triage Team	6	y		15-Apr

5	Food delivery hub	Council delivery driver pool are not clear as to their responsibilities which may result in accidents and increased council liability.	8	Triage Team	Driver protocols in place; All drivers have insurance to drive for business. Council has sight of driver's licenses. Review activity and ask for feedback regularly to improve service and safety. Activity risk assessment performed.	Triage Team	6	y		15-Apr
6	Food delivery hub	Council driving pool unfamiliar with area they are driving to and may take longer or get lost and therefore not fulfil task.	2	Triage Team	Spreadsheet set up identifying drivers to local areas to ensure everyone familiar with where they are driving to and from. Use of sat nav and lone alert GIS.	Triage Team	2	y		15-Apr
7	Property / community food hub	Failure to put in place proper safety checks and procedures/requesting all relevant H&S docs from lease when leasing out a community centre (Northern Community centre GWP to SOFEA) for the use of a charity involved in food distribution may lead to the council being exposed to PL claims.	8	Triage Team	Notify insurers action any guidance and recommendations from insurers. Have a contract in place that cover T&C's and R&R's from outset. See copies of charity H&S risk assessments for manual handling etc. Action security and monitoring checks if required.	Triage Team	6	y		15-Apr
8	Staff wellbeing	Increased workload impact staff wellbeing and leads to ill health and absence.	8	Triage Team	Regular staff comms. Flexible working policy as set out via HR comms. Re assurance from council that everyone will get paid. Everyone urged to have virtual activities with teams and regular catch ups. Dress down Fridays etc. Emphasis on HOS and managers to ensure the wellbeing of their team is key and review staff working hours if they take a break and adequate amount of time off.	Triage Team	6	y	Regular monitoring and review at triage and SMT	15-Apr
9	Staff wellbeing	Staff may feel more stress as a result of working from home/135 or volunteering juggling work and childcare etc. Or handling distressing calls in their own home with no one to share the burden with. Results in low morale and an increase in stress of individual.	8	Triage Team	Regular staff comms. Flexible working policy as set out via HR comms. Re assurance from council that everyone will get paid. Everyone urged to have virtual activities with teams and regular catch ups. Dress down Fridays etc. Emphasis on HOS and managers to ensure the wellbeing of their team is key and review staff working hours if they are also volunteering to ensure they take a break and adequate amount of time off.	Triage Team	6	y	Regular monitoring and review at triage and SMT	15-Apr
10	Health and safety	Failure to follow our statutory checks on vacant properties (fire and alarm checks etc) may result in theft and property damage over time and limit our insurance cover.	8	Triage Team	Facilities team and property team undertake regular statutory checks are all vacant properties. ZM informed of vacant properties due to Covid 19 received guidance on action to take to limit exposure to property damage.	Triage Team	6	y		15-Apr

11	Remote working	Failure to ensure staff adhere to remote working policy and do not follow DSE guidelines or have inadequate equipment or working environment results in poor staff wellbeing and injury.	6	Triage Team	Staff allowed to borrow office equipment to facilitate a safe working environment at home. Comms to staff about how to work from home as well as DSE guidance issued.	Triage Team	2	y	Review Home working set up with all staff on a regular basis via team leaders and service managers emphasise DSE working arrangements.	15-Apr
12	135 office	Failure to ensure 135 offices operation are safely open for business to key services may compromise council future resilience.	5	Triage Team	Regular staff cover with designate areas both in and out of reception areas to ensure social distancing. Set for opening hours availability of post collection use of printers as well as link to IT to solve issues.	Triage Team	2	y		15-Apr
13	Property	Failure to ensure any vacant council owned properties are protected and do not fulfil insurance requirements may lead to PL and property damage claims which will not be covered.	5	Triage Team	Regular updates on property status to ZM. Follow ZM guidance regarding security and alarm monitoring. Property team undertake regular stat checks.	Triage Team	2	y		15-Apr
14	IT	Failure to provide enough equipment to enable remote working due to lack of software (VPN licenses).	5	Triage Team	Regularly updated with Capita. Review user list and remove users who have left from system and therefore free up licenses (undertake Capita housekeeping)	Triage Team	2	y	Aim to have all staff remote working with suitable equipment by mid-April.	15-Apr
15	IT	IT infrastructure for remote working is not fit for purpose with intermittent serve connections and VPN connections results in inconsistent service to our residents.	7	Triage Team	Regular calls to Capita with updates on help desk calls.	Triage Team	7	y	Guidance to users to review their personal network connectivity at home and thus identify where the issue lies (capita infrastructure/their own) identify work arounds such as copy files to P drives etc.	15-Apr
16	IT	Remote working compromises cyber security	8	Triage Team	Guidance and reminders through comms to avoid being hacked. Removing password reset avoids staff resorting to simple passwords and thereby not compromising the network.	Triage Team	8	y	Regular monitoring and review at triage and SMT	15-Apr
17	BAU council services and future resilience	Failure to ensure the council statutory and key services are not compromised during this event as it may result in a slow recovery and poor future business resilience.	5	Triage Team	BRP in place across services outlining critical services and their requirements to ensure BAU. Constantly monitoring and updating via daily triage an SMT.	Triage Team	5	y		15-Apr

18	Finance	Loss of council revenues and increased council expenditure will result in council deficits going forward and inability to progress key projects.	9	Triage Team	Finance team keep watching brief on expenditure via spreadsheet and undertake impact assessment.	Triage Team	9	N	Keep watching brief to enable revenue collections at earliest opportunity once lockdown is eased, support revenue creating service through lockdown. Continuously monitor expenditure to better understand the short, medium- and long-term financial exposure.	15-Apr
19	communications	Failure to communicate accurate up to date information to key stakeholders (residents/Cllrs/volunteers and council staff) may result in errors and poor service to our residents which may leave them without essential items and services during lockdown.	5	Triage Team	Most key messages are centrally sourced and therefore there are continuous checks from the source to ensure accuracy. The Gold/Silver command structure enable regular checks and clarity around messages daily sense checked via council triage team.	Triage Team	2		Regular monitoring and review at triage and SMT	15-Apr

Risk rating:

-  Limited /no assurance/critical
-  Satisfactory assurance/risks
-  Full/substantial assurance /risks

Joint Audit and Governance Committee

Report of Internal Audit Manager

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To: Joint Audit and Governance Committee

DATE: 13 July 2020

Internal audit activity report quarter four 2019/2020

Recommendations

That members note the content of the report

Purpose of report

1. The purpose of this report is to summarise the outcomes of recent internal audit activity at both councils for the committee to consider. The committee is asked to review the report and the main issues arising, and seek assurance that action will be/has been taken where necessary.
2. The contact officer for this report is Victoria Dorman-Smith, Internal Audit Manager for South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC), telephone 01235 422430.

3. Delivery of an effective internal audit function will support the councils in meeting their strategic objectives.

Background

4. Internal audit is an independent assurance function that primarily provides an objective opinion on the degree to which the internal control environment supports and promotes the achievements of the council's objectives. It assists the councils by evaluating the adequacy of governance, risk management, controls and use of resources through its planned audit work, and recommending improvements where necessary. After each audit assignment, internal audit has a duty to report to management its findings on the control environment and risk exposure, and recommend changes for improvements where applicable. Managers are responsible for considering audit reports and taking the appropriate action to address control weaknesses.

5. Assurance ratings given by internal audit indicate the following:

Full assurance: There is a good system of internal control designed to meet the system objectives and the controls are being consistently applied.

Substantial assurance: There is a sound system of internal control designed to meet the system objectives and the controls are being applied.

Satisfactory assurance: There is basically a sound system of internal control although there are some minor weaknesses and/or there is evidence that the level of non-compliance may put some minor system objectives at risk.

Limited assurance: There are some weaknesses in the adequacy of the internal control system which put the system objectives at risk and/or the level of non-compliance puts some of the system objectives at risk.

Nil assurance: Control is weak leaving the system open to significant error or abuse and/or there is significant non-compliance with basic controls.

6. Each recommendation is given one of the following risk ratings:

High Risk: Fundamental control weakness for senior management action

Medium Risk: Other control weakness for local management action

Low Risk: Recommended best practice to improve overall control

2019/2020 audit reports

7. As at 31 March 2020, since the last joint audit and governance committee meeting the following audits and follow up reviews have been completed:

Completed Audits: 6

Full Assurance: 0

Substantial Assurance: 0

Satisfactory Assurance: 2

Limited Assurance: 4

Nil Assurance: 0

Audit Area	Assurance Rating	Total Recs	High Risk	No. Agreed	Medium Risk	No. Agreed	Low Risk	No. Agreed
Joint								
1. Capital Management & Accounting 19/20 (appendix 1)	Limited*	10	1	1	8	8	1	1
2. Council Tax 19/20 (appendix 1)	Limited*	12	2	2	5	5	5	5
3. Sundry Debtors 19/20 (appendix 1)	Limited*	4	2	2	1	1	1	1
4. Payroll 19/20 (appendix 1)	Limited*	8	4	4	3	3	1	1
Creditor Payments 19/20	Satisfactory	5	0	0	3	3	2	2
Treasury Management 19/20	Satisfactory	2	0	0	2	2	0	0
SODC								
None								
VWHDC								
None								

* Under normal circumstances, Capita would be invited to the JAGC to discuss any limited assurance audit reports for Capita service offerings. However, as this is the first virtual JAGC meeting, Capita are not in attendance. The internal audit manager will take away any questions the committee may have for Capita and will obtain responses in due course.

8. At its meeting on 27 January 2020, officers undertook to provide additional information at a future meeting on the reasons why there had been some incorrect payments to verification and count elections staff at the district and parish elections and the EU Parliamentary election in May 2019.

The main reason was that staff were paid by the quarter hour, to meet the requirements of the election software set up, and not the half hour as set out in the fees and charges. In addition, the practice of rounding down payments for five minutes over the hour resulted in payments below the advertised scale. In some cases, the quarter hour unit rate entered for a number of staff was 15 pence above the advertised rate resulting in overpayments.

For future elections, officers will consider the option of a flat payment and/or a restriction on staff arriving and leaving at different times which puts a strain on the administration of inputting and checking payments for in excess of 200 staff. Officers acknowledge that for future elections greater clarity must be provided to those officers administering the payments on the fees applicable and the need to undertake additional checking.

Follow Up Reviews

Audit Area	Initial Assurance Given	No. of Recs	Implemented	Partly Implemented	Not Implemented	Ongoing	No longer applicable
Joint							

5. Property Management 18/19 (appendix 1)	Limited	6	0	0	Agenda Item 9		
					3	3	0
Risk Management 18/19	Satisfactory	6	2	0	3	1	0
Mobile Home Parks 19/20	Satisfactory	10	4	0	1	5	0
Insurance 18/19	Substantial	5	0	1	3	1	0
Disabled Facility Grants 19/20	Full	1	1	0	0	0	0
SODC							
None							
VWHDC							
None							

9. **Appendix 1** of this report sets out the key points and findings relating to the completed audits which have received limited or nil assurance, and satisfactory or full assurance reports which members have asked to be presented to committee.
10. Members of the committee are asked to seek assurance from the internal audit reports and/or respective managers that the agreed actions have been or will be undertaken where necessary.
11. A copy of each report has been sent to the appropriate service manager, the section 151 officer and the relevant member portfolio holder. In addition, reports are now published on the councils' intranet and limited assurance reports are reviewed by the strategic management team.
12. Internal audit continues to carry out a six month follow up on all non-key financial audits to establish the implementation status of agreed recommendations. All key financial system recommendations are followed up as part of the annual assurance cycle.

Financial implications

13. There are no financial implications attached to this report.

Legal implications

14. None.

Risks

15. Identification of risk is an integral part of all audits.

VICTORIA DORMAN-SMITH
INTERNAL AUDIT MANAGER

1. Capital Management and Accounting

MANAGEMENT SUMMARY

1. INTRODUCTION

- 1.1 This report details the internal audit review of procedures, controls and the management of risk in relation to capital management and accounting. The audit has been undertaken in accordance with the 2019/2020 audit plan agreed with the audit and governance committee of South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC). The audit has a priority score of 21. The audit approach is provided in the audit framework in Appendix 1.
- 1.2 The following areas have been covered during this review to provide assurance that:
- the councils have an up-to-date capital financial strategy and asset management plan in order to develop and manage the capital programme;
 - adequate monitoring is undertaken in relation to capital contracts and approved budgets;
 - appropriate capital accounting arrangements are in place;
 - there is adequate authorisation of additions, disposals, write-offs, transfers and amendments of the asset register;
 - the asset register is regularly reconciled to other sources and adequate controls are in place over the completeness of the register;
 - the property and asset management system is suitably maintained and updated.

2. BACKGROUND

- 2.1 Previously, as part of the five councils' partnership (5CP), Capita provided the accountancy service and Arcadis provided property services. Property services and strategic finance teams were brought back in-house in April 2018 and December 2018 respectively. The councils' strategic finance team, Capita accountancy team and the councils' property team are responsible for different aspects of capital management and accounting activities.
- 2.2 Capital management covers how the councils' assets are maintained and managed. Capital accounting looks at how capital is financed and accounted for, including the recording of assets in a register with an appropriate categorisation to determine how they are measured within the balance sheet.
- 2.3 Capital accounting is based on IFRS standards as implemented by the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom. Transactions such as purchase/disposal of assets, depreciation and revaluation are recorded in the accounts. The annual financial statements, which include details of capital assets and capital expenditure, are reviewed by the councils' external auditors, Ernst and Young (EY). The 2018/2019 statement of accounts for both SODC and VWHDC were audited by EY beginning in September 2019 and as at 11 March 2020 this has still to be finalised.

- 2.4 The balance for asset values, for the uncertified accounts, as at 31 March 2019, as taken directly from the statement of accounts are: **Agenda Item 9**

	SODC	VWHDC
Property, plant and equipment	£33,344,000	£45,929,000
Investment properties	£7,838,000	£5,683,000
Intangible assets	£28,000	£38,000

3. PREVIOUS AUDIT REPORTS

- 3.1 Capital management and accounting was last subject to an internal audit review in March 2019, and 11 recommendations were raised, of which four recommendations were restated from the previous review in 2017/2018. All 11 recommendations were agreed, and a satisfactory assurance opinion was issued.
- 3.2 Five of the 11 recommendations have been implemented. Six recommendations have not been implemented and have been restated as part of this review (Recs 1 to 6). Two of the restated recommendations have been consolidated into one recommendation (Rec 5).

4. 2019/2020 AUDIT ASSURANCE

- 4.1 **Limited assurance:** There are some weaknesses in the adequacy of the internal control system which put the system objectives at risk and/or the level of non-compliance puts some of the system objectives at risk.
- 4.2 Nine (seven joint, one SODC and one VWHDC) recommendations have been raised in this review. One high risk, seven medium risk and one low risk.

5. MAIN FINDINGS

5.1 **Capital financial strategy and asset management plan**

- 5.1.1 Both SODC and VWHDC have a capital strategy for the period 2019/2020 to 2028/2029. In December 2017, new CIPFA guidance came into force on the prudential code for capital finance in local authorities, which requires all councils to have a capital strategy in place by 2019. The councils' capital strategy has been developed to ensure that the councils' capital expenditure and investment decisions are in line with their service objectives, and properly takes account of stewardship, value for money, prudence, sustainability and affordability. Both SODC and VWHDC capital strategies were approved by full council in February 2019.
- 5.1.2 As noted in the previous audit, a joint asset management plan 2015 to 2019 is in place, along with draft portfolio strategies (developed by Arcadis in 2017) for each council. Both the asset management plan and the portfolio strategies have not been approved or adopted by the councils and the asset management plan is now outdated. Review of the portfolio strategies found that they fulfil the requirements of the CIPFA guidance for an asset strategy but not for an asset management plan.
- 5.1.3 **Area assurance: Substantial**
One previous recommendation has been restated as a result of our work in this area (Rec 1).

- 5.2.1 The strategic finance team maintain and update the capital programmes for both SODC and VWHDC, which record the individual projects and expenditure to date with expected spend profiled by year. It is noted that SODC's capital programme is split into 'approved' and 'provisional', while VWHDC only has an 'approved' programme; this is due to the differing positions of the two councils. At the time of the audit review (December 2019), the latest capital programmes covered the period 2019/2020 to 31 March 2024 and were approved by Cabinet in January 2019 (SODC) and February 2019 (VWHDC).
- 5.2.2 The capital programmes are reviewed as part of the budget setting process. Any growth bids are considered as part of preparing the capital programmes along with, for SODC only, any capital projects to be moved from provisional to the approved capital programme. During the year, the capital programmes are reviewed and updated in line with cabinet or cabinet member decisions, that affect the budget or project viability. From review of both council's capital programmes, they now include the responsible officer for each project. Through the corporate delivery framework, there is now a process in place for the evaluation of projects following their delivery.
- 5.2.3 Since December 2018, capital budget monitoring is undertaken monthly with budget holders; however, the capital position is reported to Cabinet every quarter. There is a standard documented monthly budget monitoring process in place, which is in accordance with a budget monitoring timetable. This involves the strategic finance team obtaining initial capital budget positions from budget managers which are then presented to the senior management team (SMT) to agree the reported position. The capital position reported to Cabinet in October 2019 was found to be adequately supported.
- 5.2.4 In 2019/2020 to date (January 2020) there have been three SODC transfers between the 2019/2020 provisional and approved budget. All three budget transfers were found to have been authorised in line with the constitution. There were no budget transfers for VWHDC during 2019/2020 up to January 2020.
- 5.2.5 In 2019/2020 up to January 2020, as part of the VWHDC budget monitoring process, it was noted that on two occasions, project managers requested to vire budgets between capital projects. A review of the two budget virements confirmed that they were approved in line with the councils' constitution. There were no virements in 2019/2020 to date (January 2020) for SODC.
- 5.2.6 Area assurance: Full
No recommendations have been made as a result of our work in this area.

5.3 Capital accounting arrangements

- 5.3.1 Capital accounting relates to the recording of transactions for asset purchases, disposals, depreciation and revaluation within the accounts and these transactions. The previous audit review recommended that following the in-sourcing of the strategic finance team in September 2018, formal capital management procedures should be documented. Significant progress has been made in relation to these procedures; however, they had not been finalised at the time of the audit.

5.3.2 Guidance on the budget setting process is available to council officers on the intranet, and this includes budget responsibilities for capital projects and covers growth bids. However, the guidance held on the intranet relates to the current financial year, 2019/2020, rather than the current budget setting year, 2020/2021. Year-end closedown guidance, including capital expenditure, is emailed to heads of service, service managers and other officers involved with budgets in the form of a memorandum.

5.3.3 Area assurance: Substantial
One previous recommendation has been restated as a result of our work in this area (Rec 2).

5.4 **Asset registers**

5.4.1 The accountancy team (Capita) maintain the fixed asset registers in excel and the property services team maintain the property register on the Concerto system. Property valuations are recorded on the fixed asset registers and the net book value at the end of each financial year is adjusted to allow for additions, disposals, depreciation and revaluation. Review of the SODC and VWHDC fixed asset registers confirmed that they comply with the requirements of the councils' financial procedure rules and CIPFA guidelines.

5.4.2 As at December 2019, the latest fixed asset registers were for 2018/2019, for the financial year ending 31 March 2019. Review of the 2018/2019 fixed asset register found that there were eight (four SODC and four VWHDC) asset additions, totalling £1,060,092 (£364,843 SODC and £695,249 VWHDC). There was one asset disposal for VWHDC (£3,430,000) and no asset disposals for SODC.

5.4.3 Based on our review we found that the eight asset additions had been approved in accordance with the councils' financial procedure rules. Review of the VWHDC asset disposal identified that the costs incurred from the sale of the asset (e.g. auctioneers, agents' fees etc.) totalling £48,704 were incorrectly recorded as capital receipts instead of revenue receipts in the 2018/2019 accounts.

5.4.4 The councils have a five-year asset revaluation schedule in place which was undertaken by Sanderson Weatherall in 2019/2020, the contract for 2020/2021 has since been awarded to Lambert Smith Hampton. Asset revaluations have been split into the following categories:

- Year one (2016/2017) - car parks;
- Year two (2017/2018) - leisure centres, parks, cemeteries, allotments and open spaces;
- Year three (2018/2019) - public convenience, civic estates and housing (including mobile homes park);
- Year four (2019/2020) - investment properties and long leases;
- Year five (2020/2021) - Tenanted Non-Residential Property (TNRP) (ex. investments and long leases), community centres and surplus/vacant sites.

It is noted that the five-year schedule has been approved by the section 151 officer, as required by CIPFA guidance.

5.4.5 At the time of the audit (December 2019), the latest asset revaluation undertaken was for the year three asset categories, for financial year 2018/2019. The year four valuations will be undertaken by 31 March 2020. A

total of 27 (12 SODC and 15 VWHDC) properties were revalued. **Agenda Item 9**
found that:

- For SODC, three out of the 12 revalued assets, the asset values per the valuation report did not reconcile to the asset values per the fixed asset register and Agresso. The differences totalled £74,681 in relation to the following:
 - Cattle Market WC (£242): difference is due to depreciation on the fixed asset register, which should be zero.
 - High Street WC (£369): difference is due to historic rounding differences; and
 - Cornerstone Arts Centre (£74,070): difference is due to an incorrect asset value updated on Agresso, which did not agree to the revaluation report.
- For VWHDC, all 15 asset revaluations were reconciled from the valuation report to the fixed asset register and Agresso, with no issues noted.

5.4.6 Review of the property register within Concerto identified that the property data is outdated and requires additional resources to ensure that the records are reviewed for completeness and accuracy. A project has been initiated to review and update the Concerto property data. At the time of the audit this had not been completed; however, a project officer had been seconded for a period of six months and to assist with uploading data onto Concerto in relation to the council's primary sites.

5.4.7 The previous audit recommended that all the land and property data required by the Local Government Transparency Code 2015 should be added to the property register, for publishing annually on the council websites. In addition, it was previously recommended to formally document asset management procedures. Review confirmed that the two previous recommended actions have not been implemented.

5.4.8 Area assurance: Limited
Two previous recommendations have been restated (Recs 3 and 4) and five recommendations have been made as a result of our work in this area (Recs 6 to 8).

5.5 Asset register reconciliation

5.5.1 The accountancy team (Capita) maintains the fixed asset registers on spreadsheets for accounting purposes, whilst the property services team is responsible for maintaining the main asset register (Concerto), which lists all physical assets owned by both councils. As detailed in 5.4.5, the asset register held on Concerto is incomplete and outdated; therefore, a reconciliation between the asset register and fixed asset register has not been undertaken during 2019/2020.

5.5.2 Area assurance: Limited
One recommendation has been raised as a result of our work in this area (Rec 9).

5.6 Property and asset management system

5.6.1 The Concerto system is accessible via the web browser. To obtain access users are required to be set up on the system with a username and password. The password policy requires passwords to be a minimum of eight alphanumeric characters; however, it the system does not require users to

regularly change their password although it has the capability. **Agenda Item 9**
Concerto system also has an audit trail to record user logon and other activities. To add and remove users, the request is made through the property services team and approval is needed from the user's line manager.

5.6.2 Regular Concerto user access reviews are not performed. Review of the Concerto last logged in report identified:

- One user had not logged in since 2016;
- Four users had not logged in since 2017;
- 18 users had not logged in since 2018;
- 18 users had never logged in to Concerto.

Review of the Concerto user listing identified a total of nine contractors, of which one contractor no longer required system access (as noted in the previous audit).

5.6.3 As part of the Capita HR joiners, movers and leavers process, employee changes are not always communicated to the councils' Concerto system administrator. However, based on our review, it was found that there were no leavers with access to Concerto.

5.6.4 Area assurance: Substantial

One previous recommendation has been restated as a result of our work in this area (Rec 5).

6. ACKNOWLEDGEMENTS

6.1 Internal audit would like to take this opportunity to thank all staff involved for their assistance with the audit.

7. CATEGORISATION OF RECOMMENDATIONS

7.1 To assist management in using our reports, we have categorised our recommendations according to their level of priority as follows:

High risk	Fundamental control weakness for senior management action	Rec 8
Medium risk	Other control weakness for local management action	Recs 1-4, 6-7 and 9
Low risk	Recommended best practice to improve overall control	Rec 5

PREVIOUS RECOMMENDATIONS RESTATED

CAPITAL FINANCIAL STRATEGY AND ASSET MANAGEMENT PLAN

1. Asset management plans

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Up-to-date and approved asset management plans are in place and adopted by the councils.</p> <p><u>Findings</u> As noted in the previous audit review, a joint asset management plan 2015 to 2019 was developed; however, the plan has not been approved by the councils and is now outdated. Therefore, a current and approved asset management plan is not in place for both councils.</p> <p><u>Risk</u> If an up-to-date asset management plan is not in place, there is a risk of inappropriate or inconsistent decisions being made when managing assets.</p>	<p>a) Review and update the joint asset management plan and ensure that it meets the requirements set out in the prudential code.</p> <p>b) Obtain Cabinet approval for the updated joint asset management plan.</p>	Strategic Property Advisor
Management Response		Implementation Due Date
<p>Recommendation is Agreed Management response: Head of Development & Regeneration</p>		31 March 2021

CAPITAL ACCOUNTING ARRANGEMENTS

2. Guidance notes - capital accounting

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Up-to-date and comprehensive capital accounting guidance notes are in place.</p> <p><u>Findings</u> The strategic finance team are in the process of developing a set of capital accounting procedure notes, which include guidance on the following areas:</p> <ul style="list-style-type: none"> • capital budgeting; • maintenance of the capital programme; • capital monitoring; and • capital closedown. <p>It is noted that only the finance business partner has knowledge of the capital accounting processes and procedures; therefore, in the absence of any formal procedure notes, it was agreed for the finance business partner to transfer knowledge to the wider strategic finance team. However, at the time of the audit this has not yet been performed.</p> <p>In addition, the budget setting guidance published on the councils' intranet (Jarvis) refers to 2019/20 rather than 2020/21 and is therefore outdated.</p> <p><u>Risk</u></p>	<p>a) In the short term (i.e. until formal procedures have been completed) ensure historic capital accounting knowledge is transferred/communicated to the strategic finance team.</p> <p>b) Finalise the formal capital accounting procedure notes.</p> <p>c) Review and update the budget setting guidance published on Jarvis to ensure it is current.</p>	Senior Finance Business Partner

<p>If appropriate and up-to-date guidance notes are not in place, there is a risk of officers unknowingly taking incorrect actions within capital accounting.</p> <p>Furthermore, if Strategic accountancy staff with specific capital knowledge are moved / not available, there is a risk of the councils being exposed to greater risk of errors.</p>	Agenda Item 9
Management Response	Implementation Due Date
<p>Recommendation is Agreed Guidance notes are almost complete and knowledge sharing is to take place over the next few months. Management response: Senior Finance Business Partner</p>	31 December 2020

ASSET REGISTERS

3. Concerto land and property details

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Land and property data, required by the Local Government Transparency Code 2015, is held in the property register and published on the councils' website on an annually basis.</p> <p><u>Findings</u> The Concerto system is used to publish the councils' land details as required by the Local Government Transparency Code 2015. Review of both SODC and VWHDC websites found that the council property lists are dated 5 November 2015, therefore the property lists are not published annually, as required by the code.</p> <p>Also, from review of the council property lists on the website found that not all the required information is recorded as an indicator for council occupied property and whether an asset is land only or land with a permanent building was not stated.</p> <p>However, it was noted that limited Geographic Information System (GIS) information was available to the public.</p> <p><u>Risk</u> There is a risk that If the required land and property data is not made available to the public, there is a risk that the councils are not complying with the Local Government Transparency Code 2015 resulting in an adverse impact to the councils' reputation.</p> <p>Furthermore, if accurate information on the councils' assets is not publicly available, this may result in additional freedom of information requests, which may have adverse financial impact.</p>	<p>All of the land and property data required by the Local Government Transparency Code 2015 should be added to the Property Register and published in a timely manner annually.</p>	<p>Property Operations Team Leader</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed The land and property data will be added to the property register and published. Management response: Head of Development & Regeneration</p>		31 December 2020

4. Asset management procedures

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Procedures are available to officers to guide them in managing property assets.</p> <p><u>Findings</u> Since April 2018, property services has been brought back in-house, with responsibility for the asset register passing from Arcadis to the councils' property services team. A project has been initiated to review of the workflow within the Concerto system to align to revised process maps.</p> <p>However, there is currently no formal procedures in place for the ongoing maintenance of asset data recorded in the Concerto system, to ensure data is complete and accurate.</p> <p><u>Risk</u> Lack of asset management procedures, may increase the risk that reviews, and ongoing quality checks are not performed.</p>	<p>Document formal asset management procedures to ensure the ongoing quality of asset data recorded in the Concerto system.</p>	<p>Property Operations Team Leader</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed Management response: Head of Development & Regeneration</p>		<p>31 August 2020</p>

PROPERTY AND ASSET MANAGEMENT SYSTEM

5. Concerto system access

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The system enforces users to regularly change their password to ensure that secure system access is maintained. User access reviews are regularly performed to ensure access is granted to authorised users.</p> <p><u>Findings</u> Based on our review of the Concerto system, it was noted that the password policy on the system requires passwords to be a minimum of eight alphanumeric characters; however, Concerto does not require users to regularly change their password despite having the capability to do so.</p> <p>Review of the Concerto last logged in report identified the following:</p> <ul style="list-style-type: none"> • 1 user had not logged in since 2016; • 4 users had not logged in since 2017; • 18 users had not logged in since 2018; • 18 users had never logged in to Concerto. <p>Review of Concerto users identified a total of nine contractors with access to the system. Review confirmed that access was appropriate for eight of the nine contractors. However, for one contractor, access is no longer required (as identified in the previous audit review).</p> <p>Furthermore, the Concerto system administrator does not receive the HR monthly leavers report,</p>	<p>a) Activate the enforced password change within Concerto, on a regular basis.</p> <p>b) On a regular basis, undertake a review of Concerto user access.</p> <p>c) Establish an agreed upon process to provide the monthly HR leavers listing to the Concerto system administrator.</p>	<p>a) Property Operations Team Leader</p> <p>b) Property Operations Team Leader</p> <p>c) Strategic HR Manager</p>

which would assist in the timely removal of leavers from Concerto.		Agenda Item 9
Risk If regular password changes are not enforced by the Concerto system, along with lack of user access review, this may increase the risk of unauthorised or inappropriate access.		
Management Response		Implementation Due Date
Recommendation is Agreed Management response: Head of Development & Regeneration and Strategic HR Manager		a) 31 March 2020 b) 31 March 2020 c) 29 February 2020

2019/2020 RECOMMENDATIONS

ASSET REGISTERS

6. Asset disposals (VWHDC only)

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Asset disposals are correctly recorded on the financial system, in line with financial reporting standards and financial procedure rules.</p> <p><u>Findings</u> As at December 2019, the latest fixed asset registers were for 2018/2019. Review found that there were eight (four SODC and four VWHDC) asset additions, totalling £1,060,092 (£364,843 SODC and £695,249 VWHDC). There was one asset disposal for VWHDC (£3,430,000) and no asset disposals for SODC.</p> <p>Review of the VWHDC asset disposal, in relation to the Parade, identified that the costs incurred from the sale of the asset (e.g. auctioneers, agents' fees etc.) totalling £48,704 were incorrectly recorded as capital receipts instead of revenue receipts in the 2018/2019 accounts. The costs comprised the following:</p> <ul style="list-style-type: none"> • two rents: £8,932; • auctioneers' fees: £37,800; • search fees: £519; and • agents' fees: £1,453. <p><u>Risk</u> Incorrect treatment of asset disposal costs increases the risk of financial misstatement and therefore non-compliance to financial procedure rules.</p>	Action a prior year adjustment to correct the miscoding between revenue and capital receipts.	Senior Finance Business Partner
Management Response		Implementation Due Date
Recommendation is Agreed Disposal in 2018/19 to be checked and corrected if required. Management response: Senior Finance Business Partner		31 March 2020

7. Revaluation of assets (SODC only)

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Assets are revalued on a cyclical basis, in line with the asset revaluation schedule and the fixed</p>	Make the appropriate correcting adjustments to	Senior Finance Business Partner

<p>asset register is adjusted to reflect the latest asset valuation.</p> <p><u>Findings</u> At the time of the audit (December 2019), the latest asset revaluation undertaken was for the year three asset categories. A total of 27 (12 SODC and 15 VWHDC) properties revalued and review found that for SODC, three out of the 12 revalued assets, the asset values per the valuation report did not reconcile to the asset values per the fixed asset register. The differences totalled £74,681 in relation to the following:</p> <ul style="list-style-type: none"> • Cattle Market WC (£242): difference is due to depreciation on the fixed asset register, which should be zero. • High Street WC (£369): difference is due to historic rounding differences; and • Cornerstone Arts Centre (£74,070): difference is due to incorrect revaluation of the asset by Capita. <p><u>Risk</u> Incorrect recording of asset valuations increases the risk of financial misstatement and therefore non-compliance to financial procedure rules.</p>	<p>correct the asset valuation differences identified.</p>	<p>Agenda Item 9</p>
<p>Management Response</p>		<p>Implementation Due Date</p>
<p>Recommendation is Agreed Agree to correct the Cornerstone error in the fixed asset register. The other differences are not material and will be looked into in due course. Management response: Senior Finance Business Partner</p>		<p>31 March 2020</p>

8. Property register data

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The property register per Concerto holds accurate data on all council assets.</p> <p><u>Findings</u> As noted in the previous audit, land and property data required by the Local Government Transparency Code 2015 should be added to the property register.</p> <p>Review of the property register within Concerto identified that the property data is outdated and requires additional resources to ensure that the records are reviewed for completeness and accuracy.</p> <p>A project has been initiated to review and update the Concerto property data. At the time of the audit this had not been completed; however, a project officer had been seconded for a period of six months and to assist with uploading data onto Concerto in relation to the council's primary sites.</p> <p><u>Risk</u> If the councils do not hold accurate data on its land and buildings, then these cannot be managed efficiently and effectively.</p>	<p>a) A project plan is developed to identify the resource required to both populate the property register with all the required data and to check the accuracy of the data currently held on the property register. Formal approval should be obtained for this as necessary.</p> <p>b) Upon completion of the review, establish a process to regularly review the completeness and accuracy of the property register.</p>	<p>Head of Development & Regeneration</p>
<p>Management Response</p>		<p>Implementation Due Date</p>

<p>Recommendation is Agreed</p> <p>a) The property surveyor will submit a proposal for the project plan via Gateway 1 by 30 June 2020. The project plan is expected to be in place by 31 August 2020.</p> <p>b) Asset management procedures will be developed.</p> <p>Management response: Head of Development & Regeneration</p>	<p>Agenda Item 9</p> <p>a) 31 August 2020 b) 31 August 2020</p>
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ASSET REGISTER RECONCILIATION

9. Asset register reconciliations

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The property assets on the fixed asset register are regularly reconciled to the property register.</p> <p><u>Findings</u> Review of the asset register on Concerto confirmed that the information is incomplete and outdated. Therefore, a reconciliation between the asset register and fixed asset register has not been undertaken during 2019/2020.</p> <p><u>Risk</u> If a reconciliation is not undertaken between the property register (Concerto) and the fixed asset register, there is a risk of one or both registers being inaccurate resulting in errors to the balance sheet.</p>	<p>Once all the required land and property data has been loaded onto Concerto, and its accuracy has been verified, establish a process to ensure that on a regular basis, a formally documented reconciliation is undertaken between the FAR and the Concerto property register.</p>	<p>N/A</p>
Management Response		Implementation Due Date
<p>This recommendation has already been raised in the property management 2018/2019 audit report.</p> <p>Refer to recommendation 5 in the property management 2018/2019 audit report for implementation due date and responsible officer.</p>		<p>Refer to recommendation 5 of the property management 2018/2019 audit report</p>

MANAGEMENT SUMMARY**1. INTRODUCTION**

- 1.1 This report details the internal audit review of procedures, controls and the management of risk in relation to council tax. The audit has been undertaken in accordance with the 2019/2020 audit plan agreed with the audit and governance committee of South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC). The audit has a priority score of 24. The audit approach is provided in the audit framework in Appendix 1.
- 1.2 The following areas have been covered during the course of this review to provide assurance that:
- valuation records are appropriately maintained and reconciled with new or amended properties identified, and reported in a timely manner;
 - liability for council tax is correctly determined with discounts appropriately managed and applied in accordance with agreed processes and legislation;
 - exemptions are appropriately documented and managed in accordance with legislation and agreed procedures;
 - annual, new and revised bills are correct and issued in accordance with legislation and billing suppressions are appropriately utilised and monitored;
 - payments, credits, refunds and suspense transactions are appropriately recorded and managed with collection rates monitored and accurately reported; and
 - recovery, enforcement and write-offs are undertaken in accordance with agreed procedures and legislation and recovery suppressions are appropriately used and monitored.

2. BACKGROUND

- 2.1 Each year the district authorities calculate their council tax base and, subsequently, the district precept. Oxfordshire County Council (OCC), the police and crime commissioner and the town and parish councils also set their precepts based on the tax base. These precepts together make up the final council tax charge.
- 2.2 Capita continue to administer council tax and since 1 August 2016 this has been as part of the five councils' partnership (5CP). In addition to homeworkers, Capita have a contact centre and staff based at their Bromley offices who carry out valuation updates and system administration functions. The Advantage system (previously Academy) is used to manage council tax accounts and correspondence is captured on the electronic document and records management system (EDRMS). The contract is overseen by the councils' revenues and benefits team.
- 2.3 As at October 2019 there were 61,875 banded properties in SODC and 58,111 banded properties in VWHDC.

- 3.1 Council tax was last subject to an internal audit review in March 2019 and four recommendations were raised. All four recommendations were agreed and a satisfactory assurance opinion was issued.
- 3.2 None of the previous recommendations have been implemented and are restated as part of this review.

4. 2019/2020 AUDIT ASSURANCE

- 4.1 **Limited assurance:** There are some weaknesses in the adequacy of the internal control system which put the system objectives at risk and/or the level of non-compliance puts some of the system objectives at risk
- 4.2 12 recommendations have been raised in this review. Two high risk, five medium risk and five low risk.

5. MAIN FINDINGS

5.1 Valuation records

- 5.1.1 The process for maintaining valuation records remains unchanged from the 2018/2019 audit review. Information regarding new and amended properties is obtained from visits by Capita's property inspectors, notification of changes from the councils' local land and property gazetter system, regular planning and building control listings and contact from taxpayers. Capita send lists of new and amended properties to the Valuation Office Agency (VOA) on a weekly basis and these are checked to ensure they are listed in subsequent VOA schedules.
- 5.1.2 During internal audit's review of valuation records, it was identified that as at 24 October 2019, for a total of 56 new properties (38 SODC and 18 VWHDC) the Capita property inspections team were delayed in notifying the VOA. Internal audit confirmed that there had been no delay in the VOA target processing time (126 days); however, there were delays in issuing council tax bills for these properties. At the time of the audit (November 2019), the potential impact to the councils' new homes bonus for the 56 properties was not known.
- 5.1.3 On a weekly basis, Capita downloads schedules from the VOA website and updates the council tax system with any new, amended or deleted properties. In addition to a weekly check on property numbers as part of processing VOA schedules, a full reconciliation of VOA property listings against the council tax system property data is undertaken every quarter. A review of the most recent full reconciliations for August 2019 established that actions are taken to rectify issues identified such as mismatches between property reference numbers.
- 5.1.4 During our review of the weekly VOA listings, it was found that for an account with duplicate records within Advantage, the property had been requested for deletion by the VOA.
- 5.1.5 Area assurance: Limited
Two recommendations have been made as a result of our work in this area (Recs 5 and 6).

- 5.2.1 Discounts are available to council taxpayers, including personal discounts, second home and empty property discounts, and reduction for disabilities. During the review of discounts, it was found that five (four SODC and one VWHDC) council tax accounts contained either errors or omissions in the account information recorded within Advantage (e.g. taxpayer name, property ownership).
- 5.2.2 The 5CP service specification for the revenues and benefits contract with Capita requires a system to be in place to review claims for discount, disregards, reliefs and exemptions periodically, and on at least an annual basis, to identify any changes in circumstances. This also includes a requirement to utilise all available information including credit reference agencies.
- 5.2.3 An independent review of single person discounts (SPD) was initiated in 2018 by Capita and the councils' investigations team, employing a traffic light system to focus on higher risk accounts. Based on our review, internal audit is satisfied that adequate evidence of the SPD review and results is held on the Capita shared drive. However, there is no formal evidence of the review (e.g. correspondence, notes and results) documented within either EDRMS or Advantage.
- 5.2.4 **Area assurance: Substantial**
Two recommendations have been made as a result of our work in this area (Recs 7 and 8).

5.3 Exemptions

- 5.3.1 Council taxpayers can apply for property exemptions for both unoccupied and occupied properties. If properties are occupied, the council taxpayer must meet criteria to qualify for the exemption, for example, wholly student occupied or armed forces accommodation. Exemptions granted due to the property being unoccupied are inspected by the inspectors (Capita).
- 5.3.2 Per the 5CP service delivery plan, Capita are required to perform the following in relation to property inspections:
- physically inspect all unoccupied and substantially unfurnished properties to confirm their status within three months of first being notified and within a six-monthly work cycle thereafter; and
 - undertake a rolling review of all properties that are the subject of discount and exemption applications (excluding) ensuring that each property is reviewed at least annually.
- Occupied properties are reviewed through a mailshot requesting that the council taxpayer signs to confirm if there are no changes or provides details of changes. It is noted that reviews and inspections for certain occupied properties are not required, i.e. diplomatic or armed forces' residents.
- 5.3.3 Review of 40 (20 SODC and 20 VWHDC) accounts with a discount or exemption identified the following:
- for three exemptions for visiting forces (CLASS P) (one SODC and two VWHDC), provisional end dates for the exemption were not recorded in Advantage, as stated on the supporting letter submitted with the initial exemption request.
 - for four exemptions for properties wholly occupied by students (CLASS N) (three SODC and one VWHDC), provisional end dates for the exemption were not recorded in Advantage, as stated on the

supporting academic certificate/letter submitted with the exemption request. **Agenda Item 9**

- for six (four SODC and two VWHDC) exemptions, inspection results were not formally documented in Advantage. Due to the lack of formal audit trail, internal audit was unable to validate whether property inspections had been performed by Capita in line with the 5CP service delivery plan.

5.3.4 Area assurance: Substantial

Two previous recommendations have been restated as a result of our work in this area (Recs 1 and 2).

5.4 **Billing**

5.4.1 Capita staff based at Bromley enter the annual billing precept parameters in Advantage. Review of the SODC and VWHDC council tax annual billing parameters confirmed that they are reviewed by the Capita revenues and benefits team and the council's revenue and benefits officer. An annual bill production and posting reconciliation is undertaken along with other reconciliations, including number of live accounts and banded/unbanded properties.

5.4.2 Bills are produced on a daily basis and the Advantage system has a billing parameter in place setting the number of days of grace allowed between a bill being raised and the next instalment date to be available when calculating billing instalments. This allows sufficient notice to be given for direct debit collections.

5.4.3 Bills can be suppressed by using diary codes and these are reviewed as part of daily billing. Based on our review of diary codes as at 24 October 2019, 838 (94%) of SODC diary codes and 584 (94%) of VWHDC diary codes were added within one week of the report date. Internal audit is satisfied that there is regular review of diary codes and explanations for aged diary codes appear reasonable.

5.4.4 Area assurance: Full

No recommendations have been made as a result of our work in this area.

5.5 **Payments and refunds**

5.5.1 As recorded in the 2018/2019 council tax audit, council taxpayers are advised of available payment methods. Every weekday evening, cash receipts are imported into Advantage and detailed reports are produced supporting a reconciliation of cash posted with the totals exported from the cash receipting system (Icon). Review of suspense accounts as at November 2019, found that unallocated transactions for 2019/2020 totalled £10,740 for SODC and £9,545 for VWHDC.

5.5.2 Individual refund requests are reviewed by Capita and sent in batches to the councils' revenues and benefits team for checking and authorisation. The revenues and benefits officer carries out a 15% random sample quality check on the refunds before authorising the payment. Based on testing of ten SODC and ten VWHDC refund transactions during 2019/2020 up to October 2019, we noted that transactions were authorised and issued appropriately.

5.5.3 As at October 2019, the live credit balance is £1,878,198 for SODC and £1,291,127 for VWHDC, of which £177,556 and £194,272 relate to 2019/2020

transactions respectively. Based on our review we noted that ~~Agenda Item 9~~ of formal evidence to validate whether regular reviews of accounts in credit have been performed.

5.5.4 Based on our review, we confirmed that the revenues and benefits performance report is produced by Capita on a monthly basis, in line with the 5CP contract. The report provides an overview of performance of agreed key performance indicators (KPIs) for the council tax and benefits service. The September 2019 performance report indicates that Capita council tax collection rate is in line with 2018/2019, with a cumulative collection rate of 58.33% for SODC (58.61% in 2018/2019) and 58.05% for VWHDC (58.26% in 2018/2019).

5.5.5 In addition to the monthly 5CP reporting and at the request of the revenues and benefits manager, Capita have historically provided the councils with monthly performance analysis (word document), which provides more detailed analysis specific to SODC and VWHDC. However, at the time of the audit (November 2019) it was confirmed that the report was last provided to the revenues and benefits team in March 2019.

5.5.6 Per the 5CP service delivery plan, Capita are required to carry out monthly reconciliations (i.e. accounts to bills produced, CTS balancing, credit transfers, and bills produced). However, it was noted that there is no formal evidence or confirmation from Capita to the revenues and benefits team that these reconciliations have been undertaken in 2019/2020.

5.5.7 Area assurance: Substantial
One previous recommendation has been restated as a result of our work in this area (Rec 3) and one recommendation has been made as a result of our work in this area (Rec 9).

5.6 **Recovery, enforcement and write offs**

5.6.1 The recovery process is set out within the corporate debt recovery strategy. An agreed 2019/2020 recovery timetable is also in place. Testing of 20 (ten SODC and ten VWHDC) accounts in arrears confirmed that recovery action is taken in accordance with the agreed recovery process. However, the review identified the following:

- a file containing enforcement agent returns containing personally identifiable information (e.g. debt, case history details, enforcement actions) for several council tax accounts was attached to each individual account within EDRMS;
- for one account where an attachment of earnings letter was sent out to the taxpayer's employer; however, no further follow up was performed when no response had been received from the employer; and
- for three out of the nine VWHDC accounts where committal summons had been historically served, there was no committal documentation (i.e. committal summons, covering letters and service orders) found on Advantage or EDRMS. At the time of the audit (November 2019) a review of committal documentation held within EDRMS and Advantage for SODC was being undertaken by Legal, therefore internal audit was unable to validate the number of missing committal records.

5.6.2 Circumstance codes are used if recovery is required to be put on hold, and on an annual basis the accounts on hold are reviewed and placed back into the recovery cycle. From our review, internal audit is satisfied that there is regular review of the circumstance codes.

5.6.3 As at 1 October 2019 there were 1,944 (1,176 SODC and 768 VWHDC) accounts totalling £1,729,831 (£1,070,423 SODC and £659,408 VWHDC) coded to write off pending in Advantage and had not been passed to the revenues and benefits team for review and authorisation. At the time of the audit (November 2019) there have been no write offs processed in 2019/2020, therefore no additional testing was performed.

5.6.4 Area assurance: Limited
One previous recommendation has been restated as a result of our work in this area (Rec 4) and three recommendations have been made as a result of our work in this area (Recs 10-12).

6. ACKNOWLEDGEMENTS

6.1 Internal audit would like to take this opportunity to thank all staff involved for their assistance with the audit.

7. CATEGORISATION OF RECOMMENDATIONS

7.1 To assist management in using our reports, we have categorised our recommendations according to their level of priority as follows:

High risk	Fundamental control weakness for senior management action	Recs 6 and 12
Medium risk	Other control weakness for local management action	Recs 2, 4, 5, 7 and 10
Low risk	Recommended best practice to improve overall control	Recs 1, 3, 8, 9 and 11

OBSERVATIONS AND RECOMMENDATIONS

PREVIOUS RECOMMENDATIONS RESTATED

EXEMPTIONS

1. Property exemptions

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Provisional end dates for occupied property exemptions are recorded in Advantage.</p> <p><u>Findings</u> Review of 40 (20 SODC and 20 VWHDC) accounts with a discount or exemption identified the following:</p> <ul style="list-style-type: none"> For three exemptions for visiting forces (CLASS P) (one SODC and two VWHDC), provisional end dates for the exemption were not recorded in Advantage, as stated on the supporting letter submitted with the initial exemption request. For four exemptions for properties wholly occupied by students (CLASS N) (three SODC and one VWHDC), provisional end dates for the exemption were not recorded in Advantage, as stated on the supporting 	Remind individuals of the requirement to formally record provisional end dates for exemptions in Advantage.	Council Tax Manager (Capita)

academic certificate/letter submitted with the initial exemption request.		Agenda Item 9
Risk Property exemptions may be granted beyond the approved end date, resulting in unauthorised exemptions.		
Management Response		Implementation Due Date
Recommendation is Agreed		29 February 2020
Although not essential (as these accounts are reviewed and monitored) I agree that the 'provisional end date' field within Advantage is a very good administration tool and does help act as a further failsafe measure. The example identified will be looked at, along with a script of all cases in receipt of this exemption category to identify any others where correct protocol has not been followed.		
Management response: Revenues and Benefits Manger		

2. Property inspections

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Property inspections are performed in line with the 5CP service delivery plan and property inspection notes are formally documented.</p> <p><u>Findings</u> Per the 5CP service delivery plan, output specification ref. C017 (administration of council tax), Capita are required to perform the following in relation to property inspections:</p> <ul style="list-style-type: none"> Physically inspect all unoccupied and substantially unfurnished properties to confirm their status within three months of first being notified and within a six-monthly work cycle thereafter; and Undertake a rolling review of all properties that are the subject of discount and exemption applications (excluding) ensuring that each property is reviewed at least annually. <p>During our review of 40 (20 SODC and 20 VWHDC) exemptions, discounts and accounts in recovery, we identified six (four SODC and two VWHDC) accounts where inspection results were not formally documented in Advantage.</p> <p>Due to the lack of formal audit trail, internal audit was unable to validate whether property inspections had been performed by Capita in line with the 5CP service delivery plan.</p> <p><u>Risks</u> If evidence of property inspection results is not formally documented, there is an increased risk of unauthorised council tax exemptions.</p>	Remind individuals of the requirement to perform property inspections in line with the 5CP service delivery plan, to check that exemption criteria have not changed and to formally record inspection notes in Advantage.	Council Tax Manager (Capita)
Management Response		Implementation Due Date
Recommendation is Agreed		29 February 2020

The follow up administration notes of all visits should be visible either through the Advantage system and/or EDRMS. The visiting team will be reminded of this accordingly.

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Management response: Revenues and Benefits Manager

PAYMENTS AND REFUNDS

3. Live credits

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Council tax accounts in credit are regularly reviewed and traced with the customer, with evidence of the review formally documented.</p> <p><u>Findings</u> As at October 2018, the live credit balance is £1,852,352.83 for SODC and £1,311,084.47 for VWHDC, of which £314,978.34 and £138,542.51 relate to 2018/2019 transactions respectively. As at October 2019, the live credit balance is £1,878,198.25 for SODC and £1,291,127.16 for VWHDC, of which £177,566.25 and £194,272.00 relate to 2019/20 transactions respectively.</p> <p>During the 2018/2019 audit, a sample of 20 (ten SODC and ten VWHDC) live credits was reviewed to ensure accounts in credit have been regularly reviewed. Based on our testing we noted that for 17 accounts (nine SODC and eight VWHDC) there was lack of formal documentation to validate whether regular reviews had been performed. During the 2019/2020 review, internal audit was informed that the process remains unchanged, therefore no additional testing was performed.</p> <p><u>Risk</u> Lack of formal review of live credit balances results in lack of audit trail and may result in process inefficiencies.</p>	Formally document review activity in Advantage for accounts in credit.	Council Tax Manager (Capita)
Management Response		Implementation Due Date
<p>Recommendation is Agreed in Principle</p> <p>A 'cleansing' exercise is still required to clear out old unclaimed credit, however, as far as regular reviews is concerned to trace closed account credit, this is something which the councils would not dedicate much time and resource on. Credit bills are sent to last known addresses and refund claims forms are sent out in all cases. Other than this the councils will focus resources on collecting and enforcing unpaid debt as a priority.</p> <p>It should be noted that there is a clear audit trail of when the closing bill and refund forms were issued via CIC on Advantage.</p> <p>Management response: Revenues and Benefits Manager</p>		30 June 2020

RECOVERY, ENFORCEMENT AND WRITE OFFS

4. Write offs pending

(Medium Risk)

Rationale	Recommendation	Responsibility
<u>Best Practice</u>	To continue with the agreed process to regularly review	Council Tax Manager (Capita)

<p>Accounts coded to write offs pending are regularly communicated to the revenues and benefits team for review and approval.</p> <p>Findings As at 1 October 2019 there were 1,944 (1,176 SODC and 768 VWHDC) accounts totalling £1,729,831 (£1,070,423 SODC and £659,408 VWHDC) that have been coded to write off pending in Advantage and had not been forwarded to the revenues and benefits team for review and authorisation.</p> <p>At the time of the audit (November 2019), internal audit noted that four (two SODC and two VWHDC) batches of proposed write offs were presented by Capita to the councils in October and November 2019 for approval.</p> <p>Risk If a review of accounts, where recovery has been exhausted, is not carried out regularly and write offs proposed, this may cause inefficiencies in recovering other council tax where the taxpayer has the ability to pay.</p>	<p>council tax accounts and write off amounts where recovery actions have been exhausted.</p>	<p>Agenda Item 9</p>
<p>Management Response</p>		<p>Implementation Due Date</p>
<p>Recommendation is Agreed</p> <p>As with recommendation 3, a 'cleansing exercise' is overdue to clear dead system debt off the system, which has already been identified as 'Write-Off', due to all avenues (tracing etc.) being exhausted. Write-offs have started to come through for authorisation and Capita should be aiming to clear down all cases by 31 March 2020 as agreed in the 18/19 audit.</p> <p>Management response: Revenues and Benefits Manager</p>		<p>31 March 2020</p>

2019/2020 RECOMMENDATIONS

VALUATION RECORDS

5. Property inspections

(Medium Risk)

Rationale	Recommendation	Responsibility
<p>Best Practice Checks are in place to ensure property deletion requests are authorised. Regular reviews of property deletions are undertaken to identify any errors or anomalies.</p> <p>Findings Based on our review of properties on the weekly VOA listing (as at 4 August 2019) against council tax records within Advantage, it was found that for a taxpayer with duplicate council tax accounts, the property had been requested for deletion by the VOA. Consequently, the taxpayer's direct debit had been automatically cancelled, and per records within Advantage, council tax was last collected in 2010.</p> <p>Internal audit is satisfied that this is an isolated incident, which, given the changes to VOA working procedures (effective 2016/17) for reporting property updates (e.g. address,</p>	<p>a) Raise awareness amongst the Capita council tax team of the issue identified in relation to the unauthorised property deletion, to ensure that officers understand the associated risks.</p>	<p>Council Tax Manager (Capita)</p>

<p>demolitions etc.) minimises the risk of reoccurrence. However, it is recommended that the council tax team is aware of this issue and associated risks.</p> <p>Risk Unauthorised deletion of property records in Advantage increases the risk of non-recovery of council tax, financial loss and reputational damage.</p>		Agenda Item 9
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>This appears to have been an isolated incident and one which is highly unlikely to ever occur again, due to the changes in the VOA's working practices and Capita's in more recent years.</p> <p>Back in 2010 there was a new dwelling set up and banded twice by the VOA. This was identified via communication with the taxpayer and on 24 November 2010 a report was issued to the VOA for them to delete one of these list entries as being the 'duplicate'. This was duly actioned by the VOA and the corresponding VOA schedule was received by the council on 13 December 2010. The council tax VO team updated the records accordingly removing that duplicate entry.</p> <p>However, the taxpayer had also been in direct contact with the VOA regarding the two separate entries and the VOA sent through a separate schedule to also remove one of the duplicate list entries. This was actioned on 22 November 2010. There was nothing immediately apparent to link this VOA request to the other earlier report, so it was duly actioned by Capita's VO team.</p> <p>This meant that with now no List entry for either address there wasn't any future charge/liability, meaning nothing for the active (had not been cancelled) Direct Debit to collect against.</p> <p>Nothing triggered any alert or possible discrepancy until his recent contact.</p> <p>I do not agree that there was any 'unauthorised' updating of records and, in both cases, the Capita VO team updated the council tax database following formal schedules being received from the VOA, which they are obliged to do, as the council's records must mirror the VOA's.</p> <p>This historic highly unusual duplication of the address being created in the first place was therefore reported to the VOA in a timely fashion. However, it was extremely unfortunate that both entries ended up being taken out of the VOA list, due to mixed communication.</p> <p>That said, and as mentioned above, in more recent years the VOA's working practices have dramatically changed, creating a now 'one way' reporting approach. This means that all address updates, new property reports and demolitions etc. must be submitted by the local authority. Any contact made by the taxpayer direct to the VOA gets referred to the council for the appropriate report to be submitted. Although this has created more work for the council it does mean that a rare and isolated error such as this 2010 case cannot occur because the VOA no longer generate its own reports – notifications must always come from the council as a 'Billing Authority Report' (BAR). This change coupled with the constant use of the council's GSI system in recent years has helped eradicate this risk.</p> <p>As covered above, substantial changes have been introduced both by Capita and by the VOA to avoid reporting cross-over and eliminate duplication between the VOA and the council.</p> <p>Management response: Revenues and Benefits Manager</p>		<p>Implemented between draft and final report stage</p>

6. Unbanded properties

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Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The Valuation Office Agency (VOA) are notified are properties to be banded in a timely manner.</p> <p><u>Findings</u> During 2019/2020, the property inspections team did not notify the Valuation Office Agency (VOA) of a number of properties to be banded in a timely manner. At the time of the audit (24 September 2019) properties had been banded by the VOA within the target 126 days; however, due to the delay in notifying the VOA, there was a delay in issuing council tax bills to the taxpayers for these properties.</p> <p>Subsequently, Capita performed a review to identify the total number of affected properties. As at 24 October 2019 a total of 56 properties (38 SODC and 18 VWHDC) were affected.</p> <p>At the time of the audit (November 2019), the potential impact to the councils' new homes bonus for the 56 properties identified was unknown.</p> <p><u>Risk</u> Delays to property bandings may result in delays in issuing council tax bills to taxpayers, which may need additional recovery actions. Furthermore, if new properties are not identified in a timely manner, this may adversely affect the amount of new homes bonus received by the councils.</p>	<p>Ensure that there are adequate resources in place to complete property inspections and notify the VOA in a timely manner.</p>	<p>Council Tax Manager (Capita)</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>This particular scenario was found following a number of complaints from householders not receiving bills. It was subsequently found that a Capita property inspector (who is no longer with the company due to performance issues) had not been reporting some new property reports to the VOA.</p> <p>Once this error was identified all reports were revisited and the 56 cases (as reflected above), were identified from the several hundred raised. They were then promptly reported to the VOA and have since been banded and billed. However, it should be noted, SODC and VWHDC have lost approximately £18,000 and £12,000 respectively in New Homes Bonus (NHB), due to this episode alone.</p> <p>Following concerns raised by the councils, Capita has changed some of its working practices, including that new property reports are now managed and submitted by the experienced Council Tax back office team removing the need for the inspectors to be spending office time raising, monitoring and cross-checking reports. This has helped ensure a very prompt reporting turnaround and should also reduce oversight and error. However, the councils still do not believe that it has enough property inspector resource, given all the development going on in their districts. Resources have actually reduced since the start of the 5 Councils contract, with one previously dedicated SODC/VOWHDC inspector now managing the inspector resource for the five councils. To be fair, Capita has tried to recruit an additional inspector in recent months, but this has not proved fruitful. Furthermore, it was using alternative off-site inspection resource to assist.</p>		<p>31 March 2020</p>

Generally, whilst we are in this position (and we are trying to rectify it), we will continue to have a risk of failing to pick up and report new dwellings in a timely manner, detrimentally affecting taxbases and NHB.

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Management response: Revenues and Benefits Manager

COUNCIL TAX LIABILITY AND DISCOUNTS

7. Accuracy of account information

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Council tax account information is accurately recorded for each account within Advantage, which provides a sufficient audit trail.</p> <p><u>Findings</u> During our review of council tax accounts within Advantage, the following errors were identified:</p> <ul style="list-style-type: none"> • For one SODC council tax account the taxpayer's name was misspelt and had not been corrected. • For one SODC account there was insufficient information recorded within the account notes on Advantage to adequately support the attached DWP letter, which relates to a different individual at a different property. • For one SODC account the taxpayer's names on the account, summons and liability orders were found to be spelt incorrectly. • For one SODC account, the taxpayer and property ownership details were not recorded within Advantage. There was no evidence that the property owner / liable taxpayer details had been verified and recorded on Advantage. • For one VWHDC council tax account there was insufficient documentation within Advantage to support the decision for the removal of SPD. <p><u>Risks</u> Incorrect or missing information within Advantage may increase the risk of non-collection of debts and may adversely impact the councils' reputation. Furthermore, personal information recorded on the incorrect account may be in breach of GDPR.</p>	<p>a) Review the account errors identified by internal audit testing and take suitable corrective actions.</p> <p>b) Remind individuals of the importance of documenting sufficient notes for each council tax account within Advantage to maintain an adequate audit trail.</p>	<p>Council Tax Manager (Capita)</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>Basic typing spelling mistakes should not be happening and, even if they did happen, then they should be corrected at the earliest opportunity. The Capita processing team and Contact Centre have been reminded about checking spelling. On occasions, it may be the outgoing occupant/owner advising us (incorrectly) of the new incoming occupant/owner so it may not always be clerical error. However, if the new taxpayer was to subsequently write in, or complete an online form at any further date, then this should provide an opportunity to check and correct any misspellings which may exist on the account.</p> <p>Management response: Revenues and Benefits Manager</p>		<p>a) 22 February 2020</p> <p>b) Implemented between draft and final report stage</p>

8. Single person discount

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Evidence of the single person discount (SPD) review is formally documented within Advantage and/or EDRMS to maintain a suitable audit trail.</p> <p><u>Findings</u> An independent review of SPD's was initiated in 2018 by Capita and the councils' investigations team, employing a traffic light system to focus on higher risk accounts.</p> <p>Based on our review, internal audit is satisfied that adequate evidence of the SPD review and results is held on the Capita shared drive. However, there is no formal evidence of the review (e.g. correspondence, notes and results) documented within either EDRMS or Advantage.</p> <p><u>Risks</u> If SPD review letters and completed forms are not attached to the account, and a note made in Advantage, there is no audit trail to inform that a review has been carried out, which may introduce inefficiencies.</p>	Investigate the Advantage system capabilities to see if an audit trail can be improved on each account where an SPD review took place.	Council Tax Manager (Capita)
Management Response		Implementation Due Date
<p>Recommendation is Agreed in Principle</p> <p>Regarding SPD reviews, the last couple have been completed in bulk via the mass SPD review campaign managed by Capita's dedicated SPD review team (based in Bromley). Due to the scale of these reviews and how they are conducted (online) it is not realistic to manually insert details against EDRMS. Instead, details, lists, spreadsheets and stats are held separately within a secure capita drive and can be shared or made available as and when required.</p> <p>It is agreed that it would be desirable to have details stored in one location and, as such, for any future SPD review exercise Capita will explore ways to get review updates on to Advantage and/or EDRMS.</p> <p>Management response: Revenues and Benefits Manager</p>		1 October 2019

PAYMENTS AND REFUNDS

9. Performance reporting

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Monthly performance analysis for SODC and VWHDC is provided by Capita to the councils' revenues and benefits team. Formal acknowledgement is provided by Capita to the revenues and benefits manager of the completion of monthly reconciliations (i.e. accounts to bills produced, CTS balancing, credit transfers, and bills produced).</p> <p><u>Findings</u></p>	<p>a) Consider reinstating the monthly performance analysis (word document) reporting specific to SODC and VWHDC.</p> <p>b) Formally communicate to the Revenues and Benefits Manager upon completion of the monthly reconciliations (e.g. consider adding monthly</p>	Council Tax Manager (Capita)

<p>Based on our review, we confirmed that the revenues and benefits performance report is produced by Capita on a monthly basis, in line with the 5CP contract. The report provides an overview of performance of agreed key performance indicators (KPIs) for the council tax and benefits service.</p> <p>In addition to the monthly 5CP reporting and at the request of the revenues and benefits manager, Capita have historically provided the councils with monthly performance analysis (word document), which provides more detailed analysis specific to SODC and VWHDC. However, at the time of the audit (November 2019) it was confirmed that the report was last provided to the revenues and benefits team in March 2019.</p> <p>Per the 5CP output specification document (section C020) Capita are required to carry out monthly reconciliations (i.e. accounts to bills produced, CTS balancing, credit transfers, and bills produced). However, it was noted that there is no formal evidence or confirmation from Capita to the revenues and benefits team that these reconciliations have been undertaken in 2019/2020.</p> <p><u>Risk</u> Lack of regular performance analysis reporting may limit management's decision making ability.</p>	<p>reconciliation reporting to the performance analysis).</p>	<p>Agenda Item 9</p>
<p>Management Response</p>		<p>Implementation Due Date</p>
<p>Recommendation is Agreed</p> <p>The additional monthly report has already been reintroduced and has been sent to the council's Revenues and Benefits Manager for October and November. This will now continue.</p> <p>A whole suite of monitoring reports and statistics are produced, balanced and retained by Capita on a daily, weekly and monthly basis, such as cash reconciliation, balancing, notices issued (bills, remts, finals, summonses, 14-day letters), accounts escalated to Enforcement Agents etc. Any of these can be provided to the council on request, however, the value of receiving a mass of reports on a regular basis is questionable, so confirmation of reconciliations being done/balanced in the monthly reports may be the way to go – and this will be considered.</p> <p>Management response: Revenues and Benefits Manager</p>		<p>a) Implemented between draft and final report stage</p> <p>b) 31 March 2020</p>

RECOVERY, ENFORCEMENT AND WRITE OFFS

10. Data protection (GDPR)

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Where documents are attached to multiple accounts within EDRMS containing personally identifiable information, data is redacted for anything not relating to the reference it is linked with, or an extract of only the relevant data is held on an individual's account.</p> <p><u>Findings</u></p>	<p>Capita DPO should liaise with the councils' information governance officer to ensure compliance with GDPR regulations in relation to the attachment of enforcement agent returns in EDRMS.</p>	<p>Council Tax Manager (Capita) <i>(with support from the councils' information governance officer)</i></p>

<p>During our review, it was found that a zip file containing enforcement agent returns relating to a number of council tax accounts, was attached to each individual account within EDRMS. The returns contain personally identifiable information regarding debt, case history details, enforcement actions and other personal information for each account.</p> <p><u>Risk</u> If personal data is available in more instances than are necessary, the councils may be in breach of the GDPR minimisation principle, which could lead to penalties/fines and reputational damage.</p>		Agenda Item 9
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>The recommendation to consult with the councils' information governance officer is agreed. However, I do not believe that this issue is medium risk. This is because all data held is secure and within a protected environment. No one (other than staff) can view such information and the Online Portal does restrict the user to only seeing their council tax account, transactions and statements. It does not allow any public access to the Capita secure EDRMS system so, there is no risk of breaching GDPR.</p> <p>Furthermore, should any Subject Access Request (SAR) be received by the councils then any data held on an account, which mentions or contains other party details, are redacted. This occurs as part of the SAR vetting process prior to dispatch.</p> <p>The 'Returns' are a mandatory requirement to progress enforcement action, such as committal to prison, where it is a requirement in law for the matter to first progress to an Enforcement Agent and obtain a return certificate (often Nulla Bona certificate) prior to being able to seek committal to prison. If we did not have the return file saved against the account, then it would certainly slow recovery progress in such cases and also remove the recovery audit trail.</p> <p>We will look at alternative options but, considering there are vast amounts of reports containing numerous details and accounts that must be retained then I do not believe we will ever get to a point of being able to show everything individually, without seriously impacting on performance and resource.</p> <p>Management response: Revenues and Benefits Manager</p>		1 October 2020

11. Attachment of earnings

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Attachment of earnings letters sent to employers are followed up where no response is received by the councils.</p> <p><u>Findings</u> Based on our testing of 20 (ten SODC and ten VWHDC) council tax accounts in arrears/recovery we noted one account where the attachment of earning letter was sent out to the taxpayer's employer; however, when no response was provided from the employer, no follow up was performed. Internal audit is satisfied that other appropriate actions are being taken by the enforcement agent.</p> <p><u>Risk</u></p>	<p>Remind individuals of the requirement to follow up attachment of earnings letters with employers to increase the likelihood of debt recovery from the taxpayer.</p>	<p>Council Tax Manager (Capita)</p>

If attachment of earnings requests are not followed up, there is an increased risk of non-recovery of the debt and additional time and resources required for enforcement actions.		Agenda Item 9
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>Various stage reports are produced and should be routinely monitored by Capita. In fact, the last attachment of benefit (AOB) & attachment of earnings) AOE stage reports were actively being reviewed at the time of this audit.</p> <p>These reviews should continue and where necessary chaser letters or action taken accordingly (normally phone calls are made to the relevant employers, which tend to address any missed actions on their part).</p> <p>Management response: Revenues and Benefits Manager</p>		31 May 2020

12. Retention of committal summons documentation

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Committal summons documentation is documented within Advantage and EDRMS systems in a timely manner to ensure records are complete and accurate.</p> <p><u>Findings</u> Internal audit was informed that when reviewing council tax information with EDRMS, the councils' litigation lawyer was unable to find scanned copies of committal summons for several accounts, as required by SODC and VWHDC EDRMS document retention policies.</p> <p>Upon further investigation by the litigation lawyer, internal audit was informed that for three out of the nine VWHDC accounts where committal summons had been historically served, there was no committal documentation (i.e. committal summons, covering letters and service orders) found on Advantage or EDRMS systems.</p> <p>At the time of the audit (November 2019) a review of committal documentation held within EDRMS and Advantage for SODC was in progress by Legal, therefore internal audit was unable to validate the number of missing committal records.</p> <p><u>Risk</u> If committal summons documentation is not stored on EDRMS or Advantage, the councils may be unable to fulfil the requirements of a subject access request. Lack of formal audit train to support decisions may result in noncompliance to data retention policies and may damage the councils' reputation.</p>	<p>a) Continue the retrospective review of committal summons documentation within Advantage and EDRMS to identify the total number of missing records for both councils.</p> <p>b) Remind individuals of the requirement to attach all committal summons documentation (i.e. summons, covering letters and service orders) to the relevant account within Advantage and EDRMS.</p>	Council Tax Manager (Capita)
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>Committal action is always a last resort and numbers of cases progressing to this stage are very low. However, committal to prison action is a serious</p>		<p>a) Completed between draft and final report stage</p>

concern as it effectively threatens the liberty of those subject to the action. It is therefore imperative that records are kept and retained accordingly.

b) ~~Agenda Item 9~~
Agenda Item 9

As we have now moved to electronic signatures, complete storage of case records can be facilitated through the EDRMS – and this is now being done.

Management response: Revenues and Benefits Manager

3. Sundry Debtors 2019/2020

MANAGEMENT SUMMARY

1. INTRODUCTION

- 1.1 This report details the internal audit review of procedures, controls and the management of risk in relation to sundry debtors. The audit has been undertaken in accordance with the 2019/2020 audit plan agreed with the audit and governance committee of South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC). The audit has a priority score of 23. The audit approach is provided in the audit framework in Appendix 1.
- 1.2 The following areas have been covered during the course of this review to provide assurance that:
- appropriate policies and procedures in place;
 - sundry debtor invoices, including periodic income, are promptly raised and adequately authorised through Agresso;
 - there is adequate documentation to support invoices raised;
 - there is an effective recovery process in operation;
 - aged debt, cancellations and debt write-offs are controlled independently and carried out in accordance with the councils' financial regulations and justifiable reasons provided;
 - suppressions are controlled and monitored independently.

2. BACKGROUND

- 2.1 Since 1 August 2016, the sundry debtors service has been provided as part of the five councils partnership (5CP). Sundry debtors are processed and managed by the Capita exchequer services team based at Mendip District Council. Capita provide the system administration for the accounts receivable function through the financial management system Agresso.
- 2.2 The total debt outstanding for SODC as at 30 January 2020 is £5,480,128.88, with £2,971,955.45 (54%) of total debt aged under 30 days.
- 2.3 The total debt outstanding for VWHDC as at 30 January 2020 is £2,629,215.63, with £2,217,632.27 (84%) of total debt aged under 30 days.

3. PREVIOUS AUDIT REPORTS

- 3.1 Sundry debtors was last subject to an internal audit review in April 2019 and three recommendations were raised. All three recommendations were agreed and a limited assurance opinion was issued.
- 3.2 All three recommendations have not been implemented and are restated in this review.

4. 2019/2020 AUDIT ASSURANCE

- 4.1 **Limited assurance:** There are some weaknesses in the adequacy of the internal control system which put the system objectives at risk and/or the level of non-compliance puts some of the system objectives at risk.

- 4.2 One recommendation has been made and three previous recommendations have been restated in this review. Two high risk, one medium risk and one low risk.

5. MAIN FINDINGS

5.1 Policies and procedures

- 5.1.1 The councils do not specifically have a policy in place for sundry debtors; however, the financial procedure rules, which form part of the constitution, set out how the councils manage their finances, including sundry debts. A corporate debt recovery strategy is also in place, which covers the management of debts and across the councils. The constitution and corporate debt recovery strategy for both councils are up-to-date and were last reviewed in August 2019. The latest updates to the constitution were approved at both Council meetings in July 2019. The constitution is available on the councils' website and the corporate debt recovery strategy is published on the councils' intranet.
- 5.1.2 Procedures are in place for sundry debtors, which clearly define the roles and responsibilities of council officers and Capita exchequer services staff. The procedures are available to relevant officers via the intranet. It is noted that Capita exchequer services also have their own procedures in place for the sundry debtors processes.
- 5.1.3 As part of the five councils' partnership (5CP) a service delivery plan (SDP) has been developed stating the level of service that will be provided. For the sundry debtors' element of the contract, the client relationship with Capita is managed by the revenues and benefits team to ensure that an acceptable level of service is provided to the councils, e.g. through performance reporting. Monthly meetings are attended by both the revenues and benefits and Capita teams to ensure that the service team debts are managed in line with the service level agreements (SLA). In addition, monthly aged debt reports are distributed to heads of service for monitoring purposes.
- 5.1.4 Area assurance: Full
No recommendations have been made as a result of our work in this area.

5.2 Sundry debtor invoices

- 5.2.1 Roles and responsibilities are split between the council and Capita. Sales orders are raised on Agresso by authorised council officers, automatically converted into sales invoices within Agresso, and sent to the customer by Capita. Maintenance of customer master files is performed by both Capita and council officers; however, some customer information, such as bank details can only be updated by Capita officers, to maintain segregation of duties between the officer raising a sales order and the officer amending customer payment details.
- 5.2.2 Periodic, subscription, or recurring invoices are mainly used for invoices raised on a regular basis for a fixed amount, such as brown bins, commercial property rent and licences, and follow the same process as regular sales invoices.
- 5.2.3 Based on our review of a sample of 40 (20 SODC and 20 VWHDC) sundry debtor invoices raised in 2019/2020 up to 30 September 2019 (including nine SODC and nine VWHDC periodic invoices) we noted the following:

- sales invoices were raised in a timely manner; and
- customers were charged the appropriate fees and charges.

5.2.4 Area assurance: Full
No recommendations have been made as a result of our work in this area.

5.3 **Supporting documentation**

5.3.1 The documentation available to support sales invoices raised varies dependent upon the service provided. Using the sample of 40 (20 SODC and 20 VWHDC) sundry debtor invoices selected in 5.2.3, review confirmed that invoices raised had adequate documentation including booking forms for room hire, licence fees and charges for commercial rents to support the details and amount being invoiced.

5.3.2 Area assurance: Full
No recommendations have been made as a result of our work in this area.

5.4 **Debt recovery**

5.4.1 The councils' corporate debt recovery strategy outlines the sundry debtors' procedure, recovery process and timetable. The recovery process has four stages which commences with a first payment reminder after 14 days (reminder level one) from the due date, a final notice after a further seven days (reminder level two) and legal action after a further 21 days (reminder level three). The fourth stage involves identifying what action has been taken after legal action has commenced i.e. payment arrangements or court summons.

5.4.2 Weekly reminder runs in Agresso automatically progress debts through reminder levels one to three. Once the debt has reached reminder level three, legal action stage, an officer identifies what actions are needed.

5.4.3 A review of the debt recovery process was tested on a sample of 40 (20 SODC and 20 VWHDC) sundry debtor invoices. Based on our review, we identified the following:

- The reminder level field in Agresso has not been populated for a total of 11 (six SODC and five VWHDC) invoices, with outstanding balances totalling £4,052 (£2,271 SODC and £1,781 VWHDC). The oldest invoice dates back to August 2017. Upon further investigation of the customer accounts for these invoices, an additional 18 (11 SODC and seven VWHDC) invoices with blank reminder level fields were identified.
- For VWHDC, three overdue invoices were found to be held on reminder level two; however due to the age of the debts they should have been progressed to level three, in line with the debt recovery strategy. For all three invoices, a payment plan has been put in place with the customer; however, if the customer defaults, the remaining debt may not be picked up by the legal team, as they are only notified of level three debts.

Within Agresso, the default payment method for sundry debtor invoices is 'cash', which when selected, automatically populates the reminder level field. However, for the above invoices the default payment method had been manually changed to an alternative payment method, therefore, the invoices did not automatically follow stages one to three of the debt recovery process.

- 5.4.4 The councils' revenues and benefits team, legal team and Capita team meet every month to discuss the progress of council debt. These meetings are minuted and evidence of the minutes for the latest monthly meetings, which were held in July and August 2019 were obtained, with no issues noted.
- 5.4.5 Area assurance: Limited
One previous recommendation has been restated as a result of our work in this area (Rec 1).
- 5.5 **Aged debt and write offs**
- 5.5.1 On a monthly basis, Capita exchequer services send the aged debt report to the revenue and benefits manager, which is reviewed and distributed to the litigation lawyer, senior management team (SMT), and the cabinet members for finance. The latest aged debt reports were circulated on 18 August 2019 in relation to aged debt as at 31 July 2019. The litigation lawyer ensures that the aged debt is monitored sufficiently by the councils' legal team, who discuss items with the service areas on a monthly basis in order to track and chase any debt requiring payments.
- 5.5.2 Recovery action is an automatic process up to the legal action stage, at which point a legal list is produced. The legal team receive the legal list on 21st of each month from Capita, which they distribute to heads of service, service managers, and other relevant officers for monitoring of outstanding debts in their area. The legal list is reviewed independently by the litigation lawyer who contacts the service areas to chase up the aged debt.
- 5.5.3 A sample of 40 (20 SODC and 20 VWHDC) aged sundry debts as at 31 July 2019 were selected and review found that:
- for three (two SODC and one VWHDC) aged debts (reminder level three), the legal team followed up with the service area, but received no update on recovery actions taken. Consequently, the legal team have been unable to initiate appropriate legal actions; and
 - for six (one SODC and five VWHDC) aged debts, a payment plan has been put in place with the customer to manage the remaining debt. In addition, monthly monitoring of the payment plan is performed by the legal team. No issues noted.
- 5.5.4 The aged debt report as at 31 July 2019 was filtered by customer to identify accounts with more than one aged invoice. Review identified a total of 41 (20 SODC and 21 VWHDC) customers with multiple aged debts. Internal audit reviewed 18 (six SODC and 12 VWHDC) out of the 41 debtors and found that:
- for two SODC aged invoices, no legal actions have been recently undertaken and a decision on whether the debts require write off has not been made;
 - four (one SODC and three VWHDC) aged invoices were not picked up by the recovery process (i.e. blank reminder level field in Agresso), of which three (one SODC and two VWHDC) invoices were already identified during our debt recovery testing noted in 5.4.3;
 - two (one SODC and one VWHDC), the councils are in dispute with the customer; however, internal audit noted no concerns.
- 5.5.5 In 2019/20 up to August 2019, there have been six write offs for SODC, totalling £1,191.89 and 11 write offs for VWHDC totalling £5,394.59. All 17 write offs were reviewed and it was confirmed that the sundry debts were

- written off for an appropriate reason;
- included in a write off batch managed and recorded by the councils' revenue and benefits officer;
- appropriately authorised prior to write off;
- actioned within five working days of approval, with the exception of two write offs that were delayed due to system problem with Agresso; and
- signed off by the revenue and benefits manager as reconciled after the batch had been entered by Capita.

5.5.6 The councils' revenues and benefits officer undertakes a monthly reconciliation of write offs. The last three reconciliations performed in May 2019, June 2019 and July 2019, and review confirmed that write off amounts per Agresso agreed to the batch reports held by the revenues and benefits team.

5.5.7 Area assurance: Substantial
Two previous recommendations have been restated as a result of our work in this area (Recs 2 and 3).

5.6 **Supressed invoices**

5.6.1 Suppression of sundry debtor invoices or customer accounts refers to both parked and on-hold. Invoices or accounts requiring suppression must be authorised by the relevant council officer and requested to Capita's exchequer services for processing.

5.6.2 The monthly SLA performance statistics report prepared by Capita, reports parked invoices in the period. Review of the July 2019 SLA performance statistics report identified two (one SODC and one VWHDC) parked invoices. Review of the September 2019 invoices on hold report identified 19 (four SODC and 15 VWHDC) invoices. Based on our review, internal audit is satisfied that invoices have been placed on hold are for legitimate reasons (e.g. customer in dispute or applying for bankruptcy). Review of invoice suppression process confirmed that adequate controls and monitoring arrangements are in place.

5.6.3 Area assurance: Full
No recommendations have been made as a result of our work in this area.

5.7 **Building control invoices**

5.7.1 Partnership authority (PA) applications are where applicants can submit a building control application to any council/local authority in the UK; however, the site inspections are physically carried out by the local authority where the site is located. Usually, SODC and VWHDC act as the inspectors for this type of application; therefore, inspection fees are invoiced by the councils to either the partner authority or the applicant.

5.7.2 Completion certificates should only be issued for PA applications upon payment of the inspection fees, as legislation states that invoices should be raised upon commencement. For commenced applications, inspections have been initiated. In some cases, a completion certificate has not been issued. In other cases, an inspection has been undertaken and a completion certificate issued. In all these instances an invoice has not been raised and therefore a fee for the work has not been received.

- 5.7.3 During our review of sundry debtors, internal audit was made **Agenda Item 9** invoiced fees for building control PA applications, and a small number of full plan (FP) applications. A total of 91 (78 PA and 13 FP) applications, totalling £41,888.52 (£28,047.42 SODC and £13,841.10 VWHDC) were found to have not been invoiced during the period 2012 to 2019, which is split by commenced and completed applications as follows:
- commenced: £17,323.54 (£10,074.76 SODC and £7,248.78 VWHDC); and
 - completed: £24,564.98 (£17,972.66 SODC and £6,592.32 VWHDC).

- 5.7.4 Area assurance: Limited
One recommendation has been made as a result of our work in this area (Rec 4).

6. ACKNOWLEDGEMENTS

- 6.1 Internal audit would like to take this opportunity to thank all staff involved for their assistance with the audit.

7. CATEGORISATION OF RECOMMENDATIONS

- 7.1 To assist management in using our reports, we have categorised our recommendations according to their level of priority as follows:

High risk	Fundamental control weakness for senior management action	Rec 1 and 4
Medium risk	Other control weakness for local management action	Rec 2
Low risk	Recommended best practice to improve overall control	Rec 3

OBSERVATIONS AND RECOMMENDATIONS

PREVIOUS RECOMMENDATIONS RESTATED

DEBT RECOVERY

1. Debt recovery - reminder levels in Agresso

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Debt recovery actions are performed in line with the debt recovery strategy.</p> <p><u>Findings</u> A review of the debt recovery process was tested on a sample of 40 (20 SODC and 20 VWHDC) sundry debtor invoices. Based on our review, we identified the following:</p> <ul style="list-style-type: none"> • the reminder level field in Agresso has not been populated for a total of 11 (six SODC and five VWHDC) invoices, with outstanding balances totalling £4,052 (£2,271 SODC and £1,781 VWHDC). The oldest invoice dates back to August 2017. Upon further investigation of the customer accounts for these invoices, an additional 18 (11 SODC and seven VWHDC) 	<p>a) Review the reminder level fields in Agresso for the invoices identified and take corrective actions as necessary.</p> <p>b) Perform a retrospective review of all sundry debtor invoices to ensure that reminder levels are appropriate (i.e. based on age of debt).</p> <p>c) Introduce regular checks to ensure that the default payment method is selected and consequently the reminder level field is</p>	<p>a) Capita Accounts Receivable Lead / Revenues & Benefits Manager</p> <p>b) Capita Accounts Receivable Lead</p> <p>c) Capita Accounts Receivable Lead</p>

<p>invoices with blank reminder level fields were identified.</p> <ul style="list-style-type: none"> for VWHDC, three overdue invoices were found to be held on reminder level two; however due to the age of the debts they should have been progressed to level three, in line with the debt recovery strategy. For all three invoices, a payment plan has been put in place with the customer; however, if the customer defaults, the remaining debt may not be picked up by the legal team, as they are only notified of level three debts. <p>Within Agresso, the default payment method for sundry debtor invoices is 'cash', which when selected, automatically populates the reminder level field. However, for the above invoices the default payment method has been manually changed to an alternative payment method, therefore, the invoices did not automatically follow stages one to three of the debt recovery process.</p> <p><u>Risk</u> If aged debts do not follow the proper debt recovery process, there is a risk that recovery actions (e.g. chasing of aged debt, legal action) are not performed, resulting in financial loss.</p>	<p>populated for sundry debtor invoices (e.g. run an Agresso report of invoices with 'no reminder level' selected for analysis by Capita, revenues and benefits and legal teams).</p> <p>d) Consider updating internal procedures, to require the status of debts placed on hold to be at level three, which will ensure that they are picked up on the legal list for monitoring.</p>	<p>Agenda Item 9</p> <p>d) Capita Accounts Receivable Lead / Revenues & Benefits Manager</p>
<p>Management Response</p>	<p>Implementation Due Date</p>	
<p>Recommendation is Agreed</p> <p>The debt recovery process should escalate automatically without any hiccups and, in accordance with financial policies, it is the aim of the councils to recover all income due to it in an efficient manner. Strong and prompt inward cash flow enables the councils to earn more interest at a corporate level which in turn supports the budget. We have a proven track record of being two of the best billing and recovery authorities in the country and not allowing debt to stagnate.</p> <p>Notwithstanding the number of cases and sums involved in these findings are not significant considering we bill £millions each financial year, it is still disappointing to find that there are a few cases which have not gone through our approved processes. It is frustrating, that even after training, some staff continue to manually override the default payment method. We have previously asked Capita if the alternative payment method option can be deleted, but we have been told that this is not possible. To further counter the problem, a Capita accounts receivable officer was identifying the miscreant invoices and rectifying them. However, due to unforeseen circumstances this has lapsed, so we will ensure a monthly (at least) report is produced and monitored and, the offending services and personnel/managers will be notified accordingly.</p> <p>Regarding cases being placed on "hold" this should be the exception, not the norm. Where cases are placed on hold, they should be regularly monitored by service teams and adequate notes made if the hold is continued. If the hold is due to a payment arrangement, where there has been a default the hold should be lifted. In fact, every month, Heads of Service and whole host of managers and team leaders are told:</p> <p><i>"Hold – Correspondence/queries etc have been received from the customer and therefore recovery action is on hold. These cases will be brought forward on to future legal lists (so they can be reviewed monthly) as we do not want to be in the position of having to take a debt for write-off and having to explain that we have been sitting on it. As the cost centre manager, you will have to explain the reasons. Conversely, it's also very embarrassing going to Court after reinitiating recovery action after a long dormant period. We don't want to be criticised by the courts for being slack. If this is likely, you may have to attend Court as a witness."</i></p>	<p>a) 30 April 2020 b) 30 April 2020 c) 30 April 2020 d) 30 April 2020</p>	

<p>And: <i>“Only in exceptional circumstances should a debt be placed on hold – and if they are, they need to be monitored so they don’t stagnate!”</i></p> <p>So once again, it is disappointing that some services do not complete the monitoring job. We will therefore look at trying to reduce the risk of this occurring.</p> <p>Management response: Revenues and Benefits Manager</p>	<p>Agenda Item 9</p>
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AGED DEBT AND WRITE OFFS

2. Aged debt - legal action

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Once debt recovery actions have been exhausted, service teams notify legal in a timely manner so that legal action can be taken.</p> <p><u>Findings</u> A random sample of 40 (20 SODC and 20 VWHDC) aged sundry debtor invoices were selected and review found that for three (two SODC and one VWHDC) aged debts (reminder level three), the legal team followed up with the service area, but received no update on recovery actions taken. Consequently, the legal team have been unable to initiate appropriate legal actions.</p> <p><u>Risk</u> If legal action is not performed in a timely manner, there is a risk that aged debts may become irrecoverable, resulting in financial loss.</p>	<p>a) Continue to remind service areas of the requirement to regularly review the sundry debtor legal list and undertake recovery actions on the outstanding debt. Once recovery actions have been exhausted, service areas should promptly notify the legal team for legal actions to be initiated.</p> <p>b) To increase awareness of service teams’ responsibilities, consider delivering a training session/update at corporate meetings (e.g. OMG, SMT).</p>	<p>a) Capita Accounts Receivable Lead / Revenues & Benefits Manager</p> <p>b) Revenues & Benefits Manager / Litigation Lawyer</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>Generally, all debts should be vigorously pursued if it is economical to do so and this acts as an incentive to other debtors to discharge their debts to the councils promptly. Legal action (including obtaining county council judgements) is therefore imperative if we are to maximise income due to us for the services we provide.</p> <p>Again, it is disappointing that on occasions a service team does not engage with Legal Services to recover a debt for a service it has provided. We all have a collective responsibility to maximise income just like any other business.</p> <p>Again, every month, Heads of Service and whole host of managers and team leaders are told:</p> <p><i>“..... Legal Services..... will be contacting you to arrange a short meeting to review the recommendations. In readiness for Legal contacting you it is essential that you have all the background information which justifies the raising of the invoice, including notes of any communication you have had with the debtor. You should find this helpful, and it should make the process more efficient and effective. Please note that where debtors “promise” payment this will not result in the debt being removed from the list.”</i></p> <p>And: <i>“It is essential that our councils maximise the income due to them for services provided. As such our Cabinet members, along with the management team receive monthly updates on debtor performance (including a list of top debtors). This will prompt questions to be asked where debts are not being</i></p>		<p>a) Implemented between draft and final report stage</p> <p>b) 30 April 2020</p>

<p><i>collected. It's therefore imperative that you clear down this legal list on a monthly basis."</i></p> <p>We will once again look to reduce the incidence of service teams ignoring the requests of Legal Services, however, instead of training sessions as recommended in (b), where there is a lack of engagement, the R&BM and Litigation Lawyer will arrange a meeting with the relevant Head of Service.</p> <p>Management response: Revenues and Benefits Manager</p>	Agenda Item 9
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3. Aged debt write offs (SODC only)

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Authorised aged debt write offs are performed in a timely manner.</p> <p><u>Findings</u> The aged debt report as at 31 July 2019 was filtered by customer to identify accounts with more than one aged invoice. Review identified a total of 41 (20 SODC and 21 VWHDC) customers with multiple aged debts. Internal audit reviewed 18 (six SODC and 12 VWHDC) out of the 41 debtors and found that two SODC aged invoices required write off.</p> <p><u>Risk</u> If debts are not written off in a timely manner, there is a risk of more costs being incurred than the value of debt recovery.</p>	<p>A review of the aged debt should be undertaken, and a decision be made on long term outstanding debts to either write off or progress alternative action.</p>	<p>Revenues & Benefits Manager / Litigation Lawyer</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed</p> <p>It is fair to say that all write-off requests are processed swiftly. What we are talking about here are debts which have been identified for write-off, but requests have not been made by cost centre managers. There will be several reasons for this including competing work priorities and delays due to re-insourcing services and restructuring etc, but nevertheless we should be clearing old and irrecoverable debt from the debtor's system.</p> <p>Management response: Revenues and Benefits Manager</p>		<p>Implemented between draft and final report stage</p>

BUILDING CONTROL INVOICES

4. Un-invoiced building control fees

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Building control application fees are invoiced in a timely manner and completion certificates are only issued upon payment.</p> <p><u>Findings</u> Internal audit was made aware of un-invoiced fees for building control partnership authority (PA) applications, and a small number of full plan (FP) applications.</p> <p>A total of 91 (78 PA and 13 FP) applications, totalling £41,888.52 (£28,047.42 SODC and £13,841.10 VWHDC) were found to have not been invoiced during the period 2012 to 2019, which is split by commenced and completed applications:</p>	<p>a) Liaise with legal and revenues and benefits teams to agree upon suitable recovery/write off actions for the un-invoiced fees identified.</p> <p>b) Configure TSM to automatically prevent completion certificates being issued for applications with a FAB code (i.e. applications to be invoiced).</p> <p>c) Establish a procedure to regularly reconcile</p>	<p>Building Control Team Leader</p>

<ul style="list-style-type: none"> commenced: £17,323.54 (£10,074.76 SODC and £7,248.78 VWHDC); and completed: £24,564.98 (£17,972.66 SODC and £6,592.32 VWHDC). <p>Based on internal audit's review of the building control registration and invoicing processes, the following was identified:</p> <ul style="list-style-type: none"> there is no interface between TSM and Agresso systems and reconciliations are not performed to ensure that sales orders raised in Agresso are complete, accurate and agree to TSM records. there are no controls in TSM to flag up if an incorrect event has been recorded for an application; however, checks to validate the completeness and accuracy of data in TSM are not performed. Examples include: <ul style="list-style-type: none"> application status: applications can be manually updated to 'invoiced' without any validation. CCM event: a CCM event can be added to an application without validating whether inspections have commenced. automated email alerts are configured in TSM to notify the building control shared mailbox of applications ready to be invoiced (i.e. applications with FAB and CCM codes). However, for a number of applications, email alerts have not been received, therefore invoicing has not been performed. there are no controls in TSM to prevent a completion certificate being issued if fees have not been paid. <p><u>Risk</u> If completion certificates for building control applications are issued prior to payment of inspection fees, this may increase the risk of non-recoverable debt, leading to financial loss.</p>	<p>Agresso and TSM data to ensure that sales orders raised in Agresso are complete, accurate and agree to TSM records. Maintain a formal record of the reconciliations.</p> <ul style="list-style-type: none"> d) Establish a procedure to regularly validate data within TSM for completeness and accuracy. Maintain a formal record of the review. e) Develop formal procedures for the registration and invoicing processes for building control applications. At a minimum, procedures should include objectives, key risks, roles and responsibilities and version control. f) Communicate the updated procedures to relevant officers. Consider delivering formal training. 	<p>Agenda Item 9</p>
<p>Management Response</p>	<p>Implementation Due Date</p>	
<p>Recommendation is Agreed This was a concerning find and Officers had been relying on a system which had a number of unidentified loopholes which resulted in invoices not being raised when Officers were working on the basis these were being automatically flagged by the system. The Building Control Team are currently contacting applicants to try and recover as much of the fees that they can (following Legal and Finances advice). In addition, an alternative system and process has been set up to ensure that invoices are not missed in the future.</p> <p>Management response: Development Manager</p>	<ul style="list-style-type: none"> a) 31 May 2020 b) Implemented between draft and final report stage c) 30 April 2020 d) 31 May 2020 e) 31 May 2020 f) 31 May 2020 	

MANAGEMENT SUMMARY**1. INTRODUCTION**

- 1.1 This report details the internal audit review of procedures, controls and the management of risk in relation to payroll. The audit has been undertaken in accordance with the 2019/2020 audit plan agreed with the audit and governance committee of South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC). The audit has a priority score of 28. The audit approach is provided in the audit framework in Appendix 1.
- 1.2 The following areas have been covered during the course of this review to provide assurance that:
- appropriate policies and procedures are in place regarding pay which are available to council and Capita staff.
 - payroll system parameters are up-to-date and appropriate.
 - amendments to standing data are appropriately authorised, documented and actioned promptly, including:
 - starters and leavers;
 - overtime;
 - additions/deductions or variations to pay, e.g. pay rises;
 - personal data;
 - sickness.
 - data and information is held and transferred between the councils, Capita payroll, Capita HR and Capita accountancy securely, accurately and in a timely manner.
 - Capita payroll review the pay run files to confirm accuracy of pay prior to it being sent to the councils for approval.
 - payroll reconciliations are accurate, timely and independently reviewed.
 - payroll records are regularly reconciled with HR's establishment listing and appropriate actions are taken to address any discrepancies.

2. BACKGROUND

- 2.1 As a part of five councils' partnership (5CP), Capita continue to provide the payroll service and the councils' HR service was fully outsourced to Capita on 1 August 2016.
- 2.2 Payroll payments are made through BACS and since June 2017, Capita process payroll data through the MyView system.
- 2.3 In February 2020, a total of 580 officers (370 SODC and 210 VWHDC) were processed through Capita payroll. Total payroll costs (e.g. basic pay, national insurance, allowance) in February 2020 amounted to £1,107,624.34, (£979,889.02 SODC and £560,469.77 VWHDC).

3. PREVIOUS AUDIT REPORTS

- 3.1 Payroll was last subject to an internal audit review in March 2019 and 11 recommendations were raised. All 11 recommendations were agreed. A limited assurance opinion was issued.

- 3.2 Five recommendations have been implemented, five have not **Agenda Item 9** implemented and one recommendation is no longer applicable. Four recommendations have been restated as part of this review (Recs 1-4).

4. 2019/2020 AUDIT ASSURANCE

- 4.1 **Limited assurance:** There are some weaknesses in the adequacy of the internal control system which put the system objectives at risk and/or the level of non-compliance puts some of the system objectives at risk.
- 4.2 Eight recommendations have been raised in this review. Four high risk, three medium risk and one low risk.

5. MAIN FINDINGS

5.1 Policies and procedures

- 5.1.1 As part of the five councils' partnership (5CP), the payroll service is managed by Capita and a service delivery plan (SDP) is in place outlining the service that will be provided. In September 2019, a change control notice was signed by the five councils and Capita to bring the HR advisory service back in-house.
- 5.1.2 A 5CP client relationship team is in place to ensure that an acceptable level of service is provided by Capita to the councils, which involves performance reporting and monthly meetings with Capita. Review of the September 2019 performance reports found that the 5CP client team request rectification plans for any areas of underperformance, which are rejected if satisfactory processes are not put in place to improve performance.
- 5.1.3 HR policies are held on AskHR and cover aspects of officers' pay (e.g. annual leave and bank holiday policy, on call and standby policy, overtime and allowance policy). HR policies were last revised prior to the commencement of 5CP in 2016 and therefore do not reflect current processes. The in-house strategic HR team have implemented a joint policy review process, agreed by strategic management team (SMT) and Unison in January 2020, which sets out the approach to reviewing and updating HR policies.
- 5.1.4 The HR and payroll team (Capita) has a business process directory covering the day-to-day HR and payroll processes and procedures, which was last reviewed and updated in May 2019. Internal audit is satisfied that the directory is version controlled and provides detailed guidance to staff, including the use of ResourceLink (MyView back office system).
- 5.1.5 Area assurance: Substantial
One recommendation has been restated as a result of our work in this area (Rec 1).

5.2 System parameters and security

- 5.2.1 The Capita payroll controller is responsible for maintaining the tax code parameters on ResourceLink. HMRC notify changes to statutory deductions and tax codes, and the council line managers, via AskHR, notify Capita HR any other changes to officers pay, such as new starters, leavers and increments. Review of a sample of tax code uplifts for five employees confirmed that the uplifts were up-to-date and accurate. Capita HR use a quality assurance (QA) system to undertake independent checks to confirm

that data input has been correctly processed on ResourceLink. Agenda Item 9
internal audit was unable to confirm whether the uplifts were independently checked.

5.2.2 Access to MyView is managed by the system administrators (Capita) based in Belfast. The following system access controls are in place:

- unique user id, password and answers to security questions are required to logon to the system;
- users are required to change their password every 90 days;
- passwords must include, at a minimum, uppercase and lowercase letters and numbers; and
- accounts are automatically disabled following three unsuccessful logon attempts.

Review of the MyView access report confirmed that system users were either current officers or councillors.

5.2.3 Area assurance: Limited

One recommendation has been made as a result of our work in this area (Rec 5).

5.3 **Amendments to standing data**

5.3.1 Line managers are responsible for informing Capita HR of any change details for their teams, including managing new starters or leavers, updating payroll and altering contracts through the submission of notification forms, which can be found on both Jarvis and AskHR. In the October 2019 Connect newsletter (special HR edition) issued to all staff, line managers were asked to submit any change details for their teams through the MyView self-service function. However, due to inaccuracies in the MyView hierarchy, the self-service function is not operational; hence the use of notification forms is still required.

5.3.2 In 2019/2020 to date (November 2019), there were 63 (47 SODC and 16 VWHDC) new starters, 36 (25 SODC and 11 VWHDC) leavers and 727 (484 SODC and 243 VWHDC) contract variations. A random sample of 36 (20 SODC and 16 VWHDC (100% sample)) new starters, 31 (20 SODC and 11 VWHDC (100% sample)) leavers, and 40 (20 SODC and 20 VWHDC) contract variations were selected, and review found that:

- 21 (eight SODC and 13 VWHDC) notification of appointment forms were not sent to their service area accountant for signoff, to validate the accuracy of cost centre information.
- six VWHDC notification of appointment forms used were not the latest version.
- all 36 new starters details were correctly inputted onto the payroll system.
- for three (two SODC and one VWHDC) new starters, the first month's salary was incorrectly calculated.
- one VWHDC new starter was not paid on the first available payment run, this was due to the new starter not submitting their right to work documents in time.
- 11 (six SODC and five VWHDC) notification of leaver forms were not submitted to Capita HR and only the resignation letter was sent.
- all 20 (14 SODC and six VWHDC) notification of leaver forms submitted were fully completed, appropriately signed and the most up-to-date form was used.
- 15 (ten SODC and five VWHDC) leavers' final salary payments was incorrectly calculated. This was primarily due to the leavers annual leave was incorrectly calculated.

- four (one SODC and three VWHDC) contract variation forms submitted to Capita HR and only an email was sent by the line manager.
- of the 36 (19 SODC and 17 VWHDC) contract variation forms submitted:
 - all were appropriately authorised by the line manager;
 - 17 (nine SODC and eight VWHDC) forms were not sent to their service area accountant for signoff, to validate the accuracy of cost centre information;
 - nine (four SODC and five VWHDC) contract variation forms were submitted using outdated templates.
- for seven (four SODC and three VWHDC) contract variations, the mid-month was incorrectly calculated.

From the new starters, leavers, and contract variations selected above, Capita HR provided satisfactory evidence of independent quality checks for 22 out of the 107 samples selected above (i.e. five (three SODC and two VWHDC) new starters, five (three SODC and two VWHDC) leavers and seven (three SODC and four VWHDC) contract variations). For the remaining 85 samples, internal audit was not provided with supporting evidence.

5.3.3 Overtime claim forms are submitted by the authorising line manager to Capita payroll through MyView. In 2019/2020 to date (November 2019), 109 (65 SODC and 44 VWHDC) overtime claims were made. A random sample of 40 (20 SODC and 20 VWHDC) overtime claims were selected; however, as internal audit was not provided with the correct overtime claim information, we were unable to validate whether online overtime claims were processed appropriately.

5.3.4 Area assurance: Limited
Three recommendations have been restated (Recs 2-4) and two recommendations have been made as a result of our work in this area (Recs 6 and 7).

5.4 **Security of data**

5.4.1 Security measures are in place between the councils and the payroll team (Capita) for holding and transferring HR and payroll data. When sending the payroll run reports to the councils for approval, the payroll team (Capita) will zip and password protect the files before sending via email. A separate email is sent to the councils containing the password to open the files. All other HR and payroll data and information is sent securely to the councils via AskHR and MyView, which requires the councils' officers to log onto using a unique username and password. Hardcopy HR and payroll data is held securely in the Belfast office. Access to the office requires a key card and hardcopy files are stored in a locked cupboard. Access to the 5CP HR shared drive is restricted to HR staff (Capita) who work on the 5CP contract.

5.4.2 The councils' interim head of finance or head of financial projects authorises the monthly payroll run following checks made by the finance system and procurement team leader and the HR operational lead. The pay run report does not contain any personal data; therefore, it is sent to the payroll team (Capita) via the standard unencrypted email system.

5.4.3 A three-stage escalation process for all 5CP services, including HR and payroll, is in place for council officers to raise a request, complaint or query. Details of the escalation process are available to officers on Jarvis. Review found that the escalation process document is up-to-date and was last reviewed in August 2019. Performance indicators are in place to manage requests, complaints and queries, and failure to achieve the performance

indicators requires Capita to explain failings and outline remedial actions to be taken. **Agenda Item 9**

5.4.4 Area assurance: Full
No recommendations have been made as a result of our work in this area.

5.5 Payroll run review

5.5.1 The payroll team (Capita) utilise a payroll runsheet, processing schedule and control form to ensure that the payroll run files are appropriate and submitted to the councils for approval and submission to BACs in a timely manner. The monthly payroll run files are cross-referenced and reconciled prior to sending to the councils for payment authorisation. Checks are also undertaken by the finance and procurement team leader and strategic HR team prior to approval by the authorised signatory (i.e. interim head of finance and head of financial projects).

5.5.2 Issues raised during the councils' payroll run review are recorded onto a query log and returned to the payroll team (Capita). Review of the query logs for May 2019, August 2019 and November 2019 identified a total of 75 (50 SODC and 25 VWHDC) queries, of which:

- 15 (nine SODC and six VWHDC) queries resulted in a re-run due to system errors, the councils not providing sufficient information to the payroll team (Capita) and calculation errors;
- 58 (41 SODC and VWHDC) queries were noted with no further action required.

5.5.3 Area assurance: Full
No recommendations have been made as a result of our work in this area.

5.6 Payroll reconciliation

5.6.1 The accountancy team (Capita) undertake monthly reconciliations of payroll run records to general ledger, which includes a check of payovers made to both HMRC and third parties, i.e. Unison. In 2019/2020 to date (January 2020), the last reconciliation was performed for December 2019. From review of the SODC and VWHDC payroll reconciliations undertaken in 2019/2020 no reconciling differences were noted. However, evidence of independent review of the reconciliations was not formally documented.

5.6.2 Area assurance: Substantial
One recommendation has been made as a result of our work in this area (Rec 8).

5.7 Establishment list

5.7.1 The establishment list is maintained by the HR team (Capita) and is sent to strategic HR for review every month. Due to discrepancies found in Capita's establishment list, strategic HR are in the process of creating an in-house establishment list, which they will own and manage. Internal audit reviewed the in-house establishment list and is satisfied that appropriate steps have been undertaken during the development stage to ensure the list is complete and accurate (i.e. validation of information with individual service teams and cross-referencing against historical starters and leavers reports).

5.7.2 Once the in-house establishment list is finalised, strategic HR will start undertaking a monthly reconciliation to payroll records.

No recommendations have been made as a result of our work in this area.

6. ACKNOWLEDGEMENTS

- 6.1 Internal audit would like to take this opportunity to thank all staff involved for their assistance with the audit.

7. CATEGORISATION OF RECOMMENDATIONS

- 7.1 To assist management in using our reports, we have categorised our recommendations according to their level of priority as follows:

High risk	Fundamental control weakness for senior management action	Recs 2, 3, 5 and 7
Medium risk	Other control weakness for local management action	Recs 1, 4 and 6
Low risk	Recommended best practice to improve overall control	Rec 8

OBSERVATIONS AND RECOMMENDATIONS

PREVIOUS RECOMMENDATIONS RESTATED

1. Policies and procedures

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Policies are up to date, version controlled and reviewed in accordance with agreed timescales.</p> <p><u>Findings</u> From review of the HR policies relating to pay, the following required updating as they were last reviewed prior to the 5CP arrangements (August 2016):</p> <ul style="list-style-type: none"> • Annual leave and bank holidays policy - October 2011; • Annualised hours policy - May 2016; • Learning and development policy - September 2014; • Leave policy - May 2015; • Market premium - July 2013; • Maternity, paternity, adoption and surrogacy policy - May 2015; • Sickness absence policy - April 2013; • Shared parental leave policy - February 2015; • Travel and expenses policy - November 2014; • Recruitment and Selection - November 2014; • Eye test and payment for glasses procedure - April 2014. <p>As stated in previous audit reviews, there is insufficient version control</p>	<p>a) Version control on the policies should be enhanced to include:</p> <ul style="list-style-type: none"> • the author of the policy; • the date the policy was approved and by whom; • the next review date. <p>b) Policies that still refer to Crowmarsh Gifford, i.e. travel and expenses policy, should be reviewed and amended to reflect Milton Park as the council's base premises.</p> <p>c) The HR policies should be reviewed in accordance with agreed timescales and reflect any changes due to the 5CP arrangements.</p>	Strategic HR Manager

<p>within the policies and the travel and expenses policy still contains reference to the council site at Crowmarsh.</p> <p>Strategic HR stated that as part of the policy review framework, as agreed by strategic management team (SMT) and Unison, the HR and payroll policies are undergoing review.</p> <p><u>Risk</u> If version control is not fully completed and up-to-date, there is a risk of policies not being reviewed and updated in a timely manner and not reflecting current practices, which may lead to incorrect practices being followed.</p>		Agenda Item 9
Management Response		Implementation Due Date
<p>Recommendation is Agreed This process has already begun.</p> <p>Management response: Strategic HR Manager</p>		<p>31 December 2020 (for all new and amended policies to be published. However, as each is completed, these will be published throughout the year).</p>

2. Mid-month salary calculations

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Mid-month salary calculations are independently checked to confirm accuracy.</p> <p><u>Findings</u> In 2019/2020 to date (November 2019), there were 63 (47 SODC and 16 VWHDC) new starters, 36 (25 SODC and 11 VWHDC) leavers and 726 (484 SODC and 242 VWHDC) contract variations.</p> <p>A sample of 36 (20 SODC and 16 VWHDC (100% sample)) new starters, 31 (20 SODC and 11 VWHDC (100% sample)) leavers, and 40 (20 SODC and 20 VWHDC) contract variations were selected, and review found that:</p> <ul style="list-style-type: none"> • three (two SODC and one VWHDC) new starters first month salary was incorrectly calculated. • 15 (ten SODC and five VWHDC) leavers' final salary was incorrectly calculated. This was primarily due to the leavers annual leave was incorrectly calculated. • seven (four SODC and three VWHDC) mid-month salary, for contract variations, were incorrectly calculated. <p>In addition, Capita HR has developed a quality management system (QMS) to ensure that independent reviews are undertaken, including mid-month salary</p>	<p>For any mid-month salary calculations, new starters, leavers or changes to contract, payroll team (Capita) should independently check to confirm that the month's salary is calculated correctly.</p>	<p>Currently Capita Head of Service</p> <p>Strategic HR Manager from 1 April 2020</p>

<p>calculations for new starters, leavers and contract variations.</p> <p>Evidence of independent reviews was provided for 22 out of the 107 samples selected (five (three SODC and two VWHDC) new starters, five (three SODC and two VWHDC) leavers and seven (three SODC and four VWHDC) contract variations), and reviewed confirmed that independent checks had been carried out. For the remaining 85 samples, evidence was not provided to internal audit.</p> <p>Risk If mid-month calculations are not independently checked, there is a risk of errors being made and not picked up resulting in under/overpayment of officers.</p>		Agenda Item 9
Management Response		Implementation Due Date
<p>Recommendation is Agreed We will ensure this process is reviewed in accordance with the recommendation from when the payroll process and associated responsibilities changes on 1 April 2020.</p> <p>Management response: Strategic HR Manager</p>		31 May 2020

3. Overtime incorrectly calculated

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Overtime is accurately calculated and paid to employees.</p> <p><u>Findings</u> A total of 109 (65 SODC and 44 VWHDC) overtime claims made during 2019/20 to date (November 2019).</p> <p>A sample of 40 (20 SODC and 20 VWHDC) overtime claims were selected; however, internal audit was unable to obtain the correct overtime claim information from Capita HR, therefore a review of accuracy of overtime calculations could not be performed.</p> <p>Risk If overtime calculations are not made in a consistent manner, there is a risk of the council making under or over payments to employees.</p>	<p>a) A review should be undertaken of overtime claims since April 2019 to confirm that the amount of overtime claimed have been correctly paid.</p> <p>b) If incorrectly paid, the payroll team (Capita) should take appropriate action.</p>	<p>Currently Capita Head of Service</p> <p>Strategic HR Manager / Payroll Provider from 1 April 2020</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed We will ensure this process is reviewed in accordance with the recommendation from when the payroll process and associated responsibilities changes on 1 April 2020.</p> <p>Management response: Strategic HR Manager</p>		31 May 2020

4. Break recorded on overtime claims

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Officers claiming over six hours' overtime in a single day, record a minimum break of 20 minutes, as required by the European Working Time Regulations.</p> <p><u>Findings</u> A total of 109 (65 SODC and 44 VWHDC) overtime claims made during 2019/20 to date (November 2019).</p> <p>A sample of 40 (20 SODC and 20 VWHDC) overtime claims were selected; however, internal audit was unable to obtain the correct overtime claim information from Capita HR, therefore a review of compliance to the European Working Time Regulations could not be performed.</p> <p><u>Risk</u> Non-compliance to the European Working Time Regulations.</p>	<p>a) Remind overtime claimants of the requirement to record a minimum of 20 minutes break on overtime claims, if working more than six hours in a day, as required by the European Working Time Regulations.</p> <p>b) Remind authorising line managers of the requirement to reject any of the overtime claims, which do not record a minimum of 20 minutes break on overtime claims, if working more than six hours in a day.</p>	<p>Currently Capita Head of Service</p> <p>Strategic HR Manager / Payroll Provider from 1 April 2020</p>
Management Response		Implementation Due Date
<p>Recommendation is Agreed We will ensure this process is reviewed in accordance with the recommendation from when the payroll process and associated responsibilities changes on 1 April 2020.</p> <p>Management response: Strategic HR Manager</p>		<p>31 July 2020</p>

SYSTEM PARAMETERS AND SECURITY

5. Independent review of tax code uplifts

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The annual tax code uplift is independently reviewed and approved for accuracy.</p> <p><u>Findings</u> Capita HR has developed a quality management system (QMS) to ensure that independent reviews are undertaken, including accuracy of tax code uplifts.</p> <p>Internal audit requested the quality assurance (QA) report from the QMS to confirm that tax code uplifts are independently reviewed. Internal audit was not provided with the QA report; therefore, we were unable to confirm whether independent reviews of tax code uplifts have been undertaken.</p> <p><u>Risk</u></p>	<p>Independent reviews should be undertaken and documented when uploading tax code uplifts.</p>	<p>Currently Capita Head of Service</p> <p>Strategic HR Manager / Payroll Provider from 1 April 2020</p>

If tax code uplifts are not independently reviewed, there is a risk of officers being taxed the wrong amount, resulting in a possible loss of income to the officers.		Agenda Item 9
Management Response		Implementation Due Date
<p>Recommendation is Agreed We will ensure this process is reviewed in accordance with the recommendation from when the payroll process and associated responsibilities changes on 1 April 2020.</p> <p>Management response: Strategic HR Manager</p>		31 July 2020

AMENDMENTS TO STANDING DATA

6. Notification forms

(Medium Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Service managers submit completed notification forms to Capita HR for any team changes (e.g. starters, leavers, or contract variations).</p> <p><u>Findings</u> <u>Notification forms</u> On 10 October 2019, a special HR edition of the Connect newsletter was emailed to all council staff, asking line managers to submit any change details for their teams, including managing new starters or leavers, updating payroll and altering contracts, through the MyView self-service function.</p> <p>However, from discussions with both Capita HR and strategic HR, line managers are still expected to submit the notification of appointment form and notification of leaver form. Due to inaccuracies in the MyView hierarchy, the self-service function is not operational.</p> <p><u>Notification of appointment forms</u> During 2019/2020 to date (November 2019) there were a total of 63 (47 SODC and 16 VWHDC) new starters.</p> <p>A sample of 36 (20 SODC and 16 (100% sample) VWHDC) new starters were selected and review found that:</p> <ul style="list-style-type: none"> • 21 (eight SODC and 13 VWHDC) notification of appointment forms were not sent to their service area accountant to sign, to confirm that the cost centre codes are correct; • six VWHDC notification of appointment forms used by the recruiting officer were not the latest version. <p><u>Notification of leaver forms</u></p>	<p>a) Strategic HR should issue an email to all service managers:</p> <ul style="list-style-type: none"> • making it clear that notification of appointment forms and notification of leaver forms are sent to Capita HR via AskHR and not requested through MyView, as previously communicated in the all staff newsletter. • to use the most up-to-date notification of appointment form, which is available on both AskHR and on Jarvis. • to send both the notification of appointment and contract variation forms to their service area accountant, prior to submitting the form to Capita HR, so that they can confirm that the cost centre code is correct. • to complete a notification of leaver form when notifying Capita HR of a leaver. • use and complete the latest contract variation form when notifying Capita HR of any changes to their staff's contracts. <p>b) Strategic HR should notify Capita HR not to accept leaver or contract variation requests unless a leaver form or a contract variation form is submitted.</p>	<p>Strategic HR Manager</p>

<p>During 2019/2020 to date (November 2019) there were a total of 36 (25 SODC and 11 VWHDC) leavers.</p> <p>A sample of 31 (20 SODC and 11 (100% sample) VWHDC) leavers were selected and review found that on 11 (six SODC and five VWHDC) occasions, the leaver form was not used and only the resignation letter or email was sent to Capita HR.</p> <p><u>Contract variation forms</u> During 2019/2020 to date (November 2019) there were a total of 727 (484 SODC and 243 VWHDC) contract variations.</p> <p>A sample of 40 (20 SODC and 20 VWHDC) contract variations were selected and review found that:</p> <ul style="list-style-type: none"> • On four (one SODC and three VWHDC) occasions, Capita HR did not receive a contract variation form and only received an email from the line manager; • Of the 36 (19 SODC and 17 VWHDC) contract variation forms received: <ul style="list-style-type: none"> ○ 17 (nine SODC and eight VWHDC) forms were not signed by the service area accountant, confirming that the cost centre code is correct; ○ nine (four SODC and five VWHDC) forms used by the recruiting officer were not the latest version. <p><u>Risk</u> If the most up-to-date notification forms are not completed, there is a risk of missing and/or inaccurate information being sent to the HR team (Capita) for processing.</p> <p>If the notification of appointment forms and contract variation forms are not sent to the accountancy team for review, there may be budget monitoring implications due to the input of incorrect cost centre codes onto ResourceLink.</p>		<p>Agenda Item 9</p>
<p>Management Response</p>		<p>Implementation Due Date</p>
<p>Recommendation is Agreed With the remainder of the HR function coming in-house from 1 April 2020, we will indeed enforce this mandate and we will also look to revamp the payroll-related documentation to reflect any amended processes and the payroll system.</p> <p>Management response: Strategic HR Manager</p>		<p>31 July 2020</p>

7. Overtime report

Agenda Item 9
(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The ResourceLink system generates an overtime report, which is reviewed to ensure that overtime claims are processed and authorised correctly.</p> <p><u>Findings</u> During 2019/2020 to date (November 2019) there were a total of 109 (65 SODC and 44 VWHDC) overtime claims.</p> <p>A sample of 40 (20 SODC and 20 VWHDC) overtime claims were selected; however, as internal audit was not provided with appropriate overtime claim information from Capita HR, we were unable to validate whether online overtime claims were processed and authorised appropriately.</p> <p><u>Risk</u> Lack of available MyView overtime report may result in Capita HR breaching the 5CP contract agreement as data should be visible across the five councils.</p>	<p>Capita HR should establish a way of generating an overtime report for internal audit to review, which includes:</p> <ul style="list-style-type: none"> • employee number; • employee name; • date of overtime claim; • number of hours claimed; • time (from/to) claimed; • overtime rate (time, time and a half); • hourly rate; • total payroll amount; • authorising officer. 	Strategic HR Manager
Management Response		Implementation Due Date
<p>Recommendation is Agreed Once the in-house team has been trained to use the system, we should be able generate this report for internal audit.</p> <p>Management response: Strategic HR Manager</p>		31 July 2020

PAYROLL RECONCILIATION

8. Monthly payroll reconciliation

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Monthly reconciliations between payroll run records and the general ledger are signed and dated by preparer and reviewer.</p> <p><u>Findings</u> Review of the 2019/2020 to December 2019 SODC and VWHDC payroll reconciliation spreadsheet between the payroll run records and the general ledger found that the reconciliations were not signed and dated by the preparer and reviewer.</p> <p><u>Risk</u> If payroll reconciliations are not independently reviewed, there is a risk of management not taking appropriate action if timely and accurate</p>	<p>The accountancy team (Capita) should be reminded to:</p> <ul style="list-style-type: none"> • formally sign off and date the payroll reconciliation as evidence of completion; • formally sign off and date reconciliations as evidence of independent review. 	<p>Currently Capita Head of Service</p> <p>Strategic HR Manager / Payroll Provider from 1 April 2020</p>

reconciliations are not undertaken and if issues have been identified.		Agenda Item 9
Management Response		Implementation Due Date
<p>Recommendation is Agreed We will review the future validation process as part of the transition project and can ensure there is an appropriate and auditable sign-off procedure.</p> <p>Management response: Strategic HR Manager</p>		31 July 2020

MANAGEMENT SUMMARY

1. INTRODUCTION

1.1 This report details the findings from internal audit’s follow-up review of property management 2018/2019. The original fieldwork was undertaken in May 2019 and the final report was issued in July 2019. Follow-up work has been undertaken in accordance with the 2019/2020 audit plan agreed with the audit and governance committee of South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC), to ensure that the agreed recommendations have been implemented within the timescales provided.

2. INITIAL AUDIT FINDINGS

2.1 The final report made six recommendations and all were agreed. A limited assurance opinion was issued.

3. FOLLOW UP MAIN FINDINGS

3.1 The review found that none of the six recommendations have been implemented. For three recommendations, the implementation dates are not yet due.

4. ACKNOWLEDGEMENTS

4.1 Internal audit would like to take this opportunity to thank all staff involved for their assistance with the follow-up audit.

PREVIOUS RECOMMENDATIONS RESTATED

1. Periodic invoicing review (Action plan number 5) (High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The periodic invoice spreadsheet also known as the subscription list is regularly reviewed, correct and agrees to the amount rental amount on the Concerto system and that the tenants are invoiced the appropriate rental amount for the property they lease.</p> <p><u>Findings</u> The periodic invoice spreadsheet, which is sent to exchequer services, is not reviewed against the Concerto system on a regular basis.</p> <p><u>Risk</u> If the periodic invoice spreadsheet is not regularly reviewed, there is a risk of tenants being invoiced incorrectly resulting in a financial risk to the councils.</p>	<p>A regular review should be undertaken on the periodic invoice spreadsheet to ensure that all rent amounts agree to the amount on the Concerto system.</p>	<p>Property Manager</p>

Management Response	Implementation Date
<p>Recommendation is Agreed in Principle The subscriptions list has been reviewed, but a deeper dive is required as records are cleaned and checked and anomalies resolved. This will be an ongoing iterative process. This is separate from any rent calculation disputes that may occur.</p> <p>Management response: Property Manager</p>	31 December 2019
Follow-up observations	
<p>Discussion was held with the Head of Development & Regeneration and the Property Operations Team Leader on 26 February 2020 and internal audit confirmed that the recommended action is in progress.</p> <p>The subscriptions list provided by Capita needs to be cleansed before the review can be undertaken. The cleansing exercise is due to be undertaken shortly.</p>	<p>Not Implemented</p> <p>Revised Implementation Due Date: 31 March 2020</p>

2. Rent review notifications (*Action plan number 5*)

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Rent review notifications are issued prior to the rent review due date allowing sufficient time to invoice for revised rents.</p> <p><u>Findings</u> Review of 17 (14 SODC and three VWHDC) leased properties in 2016/2017 found that for seven properties notification of rent review was issued after the rent review due date, as stated on the lease agreement.</p> <p><u>Risk</u> If rent review notifications are not issued prior to the review due date, there is a financial risk to the councils as there is a delay in any increase in rental income being received.</p>	Rent review notifications are issued prior to the rent review due date, so that delays are kept to a minimum due to negotiations with tenants.	Property Manager
Management Response		Implementation Date
<p>Recommendation is Agreed in Principle Concerto records are incomplete and do not hold verified data on the rent reviews and therefore staff need to review individual leases manually and then enter this detail. This date is for the review of the files and the updating of the records. The actual rent reviews themselves will take some time thereafter to complete, dependent on the case load, complexity and contentiousness of the rent reviews. Where there is potential for rent reviews to be backdated this will be sought. This is a significant project and the verification work on this supports recommendations 1, 4 and 5 and is part of the work envisaged by recommendation 6.</p> <p>Management response: Property Manager</p>		31 March 2020
Follow-up observations		
<p>Discussion was held with the Head of Development & Regeneration and the Property Operations Team Leader on 26 February 2020 and internal audit confirmed that the recommended action is in progress.</p> <p>The surveyors are being tasked with focusing on big / key developments which will incorporate a number of rent reviews and / or maximize income to the councils.</p>		Not Implemented

3. Insurance valuations (Action plan number 1)

Agencies (Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> Property insurance valuations are undertaken every three years, with the highest value properties revalued annually.</p> <p><u>Findings</u> It is the responsibility of property services to ensure that insurance valuations are performed annually on a rolling basis over a five-year period. There had not been any revaluations of the highest value properties during the 2018/2019 financial year that could be used for insurance purposes.</p> <p><u>Risk</u> If insurance valuations are not carried out for the highest value properties in a timely manner, there is a risk that the councils' insurance cover is insufficient, which may result in adverse financial impact.</p>	<p>a) The councils should establish any additional costs the valuers will charge for undertaking insurance property valuations on a more frequent basis, every three years.</p> <p>b) A formal agreement should be put in place between the councils and the valuers, if all parties agree to undertake insurance valuation on a three-yearly basis.</p>	Property Manager
Management Response		Implementation Date
<p>Recommendation is Agreed in Principle The scale of the insurance valuations is much larger than originally anticipated. Market testing has received an estimated cost twice that of the cost of the annual valuation. An internal agreement needs to be reached on how to proceed. This date is dependent on having an Estates Service Procurement Appointment under CCS in place or an equivalent.</p> <p>Management response: Property Manager</p>		31 December 2019
Follow-up observations		
<p>Discussion was held with the Head of Development & Regeneration and the Property Operations Team Leader on 26 February 2020 and internal audit confirmed that recommended actions a) and b) are in progress. The actions will be implemented as part of the Estates Services Framework which is currently at Gateway Stage 1.</p>		<p>Not Implemented</p> <p>Revised Implementation Due Date: 31 July 2020</p>

4. Splitting of assets (Action plan number 5)

(Low Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The properties on the fixed asset register are split as stated in the valuation report and the property register (Concerto).</p> <p><u>Findings</u> Review of 35 (21 SODC car parks and 14 VWHDC car parks) property valuations undertaken in 2016/2017 found that:</p> <ul style="list-style-type: none"> for one SODC car park (Cattle market, Thame), the value on the fixed asset register was greater than the value on the valuation report by £400,000.00. This is due to historically the car park and the actual cattle market 	<p>The fixed asset register should be reviewed against the property register, Concerto, and assets are split accordingly to ensure that both registers agree.</p>	Property Manager

<p>building were valued as one asset, and the estates team (Arcadis) requested that the car park is valued separately. This is currently classed as one on the fixed asset register and requires to be split.</p> <ul style="list-style-type: none"> two VWHDC car parks (Cattle market, Abingdon and Civic, Abingdon) are shown as one car park (Civic, Abingdon) on the fixed asset register, which requires to be split. <p><u>Risk</u> If property assets are merged on the fixed asset register, there is a risk of the valuation amount on the register being incorrect resulting in inaccuracy to the councils' balance sheet.</p>		Agenda Item 9
Management Responses		Implementation Date
<p>Recommendation is Agreed in Principle Work has commenced, which has identified a large number of items, accuracy information and identification of assets. The team member who was working on this has left and new staff need to be onboarded, then a review of the estate portfolio and work with Finance will be required. The review process also needs to consider any CIPFA property coding implications at the same time.</p> <p>Management response: Property Manager</p>		31 January 2020
Follow-up observations		
<p>Discussion was held with the Head of Development & Regeneration and the Property Operations Team Leader on 26 February 2020 and internal audit confirmed that the recommended action is in progress. This will be an action within the property services overall project plan which is currently being developed – see recommendation six below.</p>		<p>Not Implemented Revised Implementation Due Date: 31 August 2020</p>

5. Property asset registers reconciliation

(Medium Risk)

(Action plan numbers 1 and 5)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> The property assets on the fixed asset register are reconciled to the property register (Concerto) on a regular basis.</p> <p><u>Findings</u> Whilst it is noted that the fixed asset register only includes land and properties with a value and the property register includes all land and properties owned by the councils, a reconciliation between the fixed asset register and the property register (Concerto) is not undertaken.</p> <p><u>Risk</u> If a reconciliation is not undertaken between the property register (Concerto) and the fixed asset register, there is a risk of one or both registers being inaccurate resulting in errors to the balance sheet.</p>	<p>A reconciliation should be undertaken between the accountancy (Capita) managed fixed asset register and the property register, held on the Concerto system, to confirm that the valued land and properties agree on both registers.</p>	Property Manager

Management Response	Implementation Date
<p>Recommendation is Agreed in Principle</p> <p>An initial reconciliation has been carried out, which has highlighted issues. Completion statements will be a critical document for estates and finance to review when carrying out the reconciliation. Work in recommendations 1 to 4 above are pre-requisites of this workstream.</p> <p>Management response: Property Manager</p>	31 March 2020
Follow-up observations	
<p>Discussion was held with the Head of Development & Regeneration and the Property Operations Team Leader on 26 February 2020 and internal audit confirmed that the recommended action is in progress. This work has been delayed due to the Property Manager being vacant since October 2019.</p> <p>This will be an action within the property services overall project plan which is currently (as at February 2020) being developed.</p>	<p>Not Implemented</p> <p>Revised Implementation Due Date: 31 August 2020</p>

PROPERTY SERVICES ACTION PLAN

6. Key priorities

(High Risk)

Rationale	Recommendation	Responsibility
<p><u>Best Practice</u> An approved action plan to address key risks and priorities within the service area is in place.</p> <p><u>Findings</u> A draft property services action plan is in place; however, implementation tasks required to improve the service have not been included.</p> <p>In addition, it was noted that in-house policies and procedures for property service processes are not in place and development of in-house policies and procedures is not included as a key priority in the draft action plan.</p> <p>Finally, at the time of our review (March 2019) the action plan did not include an action to develop an in-house service level agreement (SLA) and key performance indicators (KPIs).</p> <p><u>Risk</u> If the action plan is not finalised, approved, and communicated to relevant officers, there is a risk that completion of actions may be delayed.</p> <p>Lack of in-house policies and procedures may result in inappropriate practices and lack of accountability.</p> <p>Without the development of performance metrics, adequate monitoring of the service cannot be performed.</p>	<p>a) Update the draft action plan to include the following actions:</p> <ul style="list-style-type: none"> • Develop in-house policies and procedures; • Establish a service level agreement (SLA); and • Develop key performance indicators. <p>b) Finalise the property services action plan and obtain necessary approval.</p>	Property Manager
Management Response	Implementation Date	

<p>Recommendation is Agreed Completion of this recommendation is dependent upon a stable operating environment.</p> <p>Management response: Property Manager</p>	<p>a) 30 September 2019 b) 31 March 2020</p> <p>Agenda Item 9</p>
Follow-up observations	
<p>Discussion was held with the Head of Development & Regeneration and the Property Operations Team Leader on 26 February 2020 and internal audit confirmed that recommended actions a) and b) are in progress. This work has been delayed due to the Property Manager being vacant since October 2019.</p> <p>Part a) will be an action within the property services overall project plan which is currently being developed.</p> <p>Part b) the property services overall project plan is currently being developed.</p>	<p>Not Implemented</p> <p>Revised Implementation Due Date: a) 31 August 2020 b) 31 August 2020</p>

Joint Audit and Governance Committee



Report of Internal Audit Manager

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To: Joint Audit and Governance Committee

DATE: 13 July 2020

Internal audit management report quarter four 2019/2020

Recommendation

That members note the content of the report.

Purpose of report

1. The purpose of this report is:
 - to report on management issues within internal audit;
 - to summarise the progress against the 2019/20 audit plan up to 31 March 2020; and
 - to summarise the priorities for quarter one 2020/21.
2. The contact officer for this report is Victoria Dorman-Smith, Internal Audit Manager for South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC), telephone 01235 422430.

Strategic objectives

- Delivery of an effective internal audit function will support the councils in meeting their strategic objectives.

Background

- The Public Sector Internal Audit Standards (PSIAS), effective from 1 April 2017, state that the head of internal audit should prepare a risk-based audit plan, which should outline the assignments to be carried out and the resource requirements to deliver the plan, for audit committee approval. The Joint Audit and Governance Committee approved the 2019/20 annual internal audit plan on 25 March 2019.
- The PSIAS also states that the head of internal audit must periodically report on performance relative to the plan.

Management issues

- During the quarter, internal audit was engaged to perform two unplanned investigations, which used a total of 16 contingency days. The internal audit manager anticipates that there will be no impact to the delivery of the 2019/2020 audit plan; however, it is estimated that three planned audits will be finalised in quarter one of 2020/21.

Progress against the 2019/2020 audit plan

- Progress against the approved audit plan has been calculated for the quarter and year to date and is summarised in **appendix 1** attached.
- Performance figures to date are as follows:

	Target	YTD	Actuals by Quarter			
			Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20
Chargeable (identifiable client and/or specific IA deliverable)	75%	69%	70%	72.5%	69%	72%
Non-Chargeable (corporate, not IA deliverable)	9%	11.5%	10%	14%	16.5%	17%
Planned Lost (i.e. leave)	14%	18%	17.5%	13.5%	12.5%	7%
Unplanned Lost (i.e. study, sickness)	2%	1.5%	2.5%	0%	2%	4%

- As at 31 March 2020 the status of audit work against the 2019/20 audit plan is as follows:

Planned

Strategic, operational and financial assurance work known and approved by the joint audit and governance committee. The internal audit plan for 2019/20 included three potential planned assurance audits, to be performed depending on the outcome of recruitment activity. Due to successful recruitment in quarter three, the following potential audits are due to be undertaken in quarter four:

- **Land Charges** - in progress
- **Assets of Community Value** - in progress
- **Engineering Services (sewerage, flooding, drainage)** - to commence

2019/2020	Planned	Completed	Draft Out	In progress	To commence
Total	24	12	2	8	2
Joint	22	11	2	7	2
SODC	1	1	0	0	0
VWHDC	1	0	0	1	0

Ad-hoc

Unplanned project work based on agreed terms of reference with the audit manager (i.e. implementation of new systems) and responsive work issued and agreed by the section 151 officer, members or senior management team (i.e. investigations).

2019/2020	Requested	Complete	Draft	In progress	To commence
Ad-hoc	0	0	0	0	0
Joint	0	0	0	0	0
SODC	2	2	0	0	0
VWHDC	0	0	0	0	0

Follow up

Work undertaken to ensure that agreed recommendations have been implemented. The number of follow-up audits is a rolling number, all internal audit reports are followed up after six months unless the area is subject to an annual review.

2019/2020	Requested	Complete	Draft	In progress	To commence
Follow up	0	5	0	2	1
Joint	0	5	0	2	1
SODC	0	0	0	0	0
VWHDC	0	0	0	0	0

Priorities for 2020/21 quarter one (April 2020 - June 2020)

- The priorities for quarter one are to:
 - Complete planned audit work, in line with the 2019/20 audit plan;
 - Prepare the annual internal audit report for 2019/20; and
 - Commence planned audit work for 2020/21, in line with the audit plan
- Remaining 2019/20 planned audit work can be reviewed in **appendix 2**.

Financial implications

- There are no financial implications attached to this report.

Legal implications

13. None.

Risk implications

14. Identification of risk is an integral part of all audits.

VICTORIA DORMAN-SMITH
INTERNAL AUDIT MANAGER

PLANNED AUDIT 2019/2020

APPENDIX 1

Audit Area	Status	Audit Allocation	Total Days Used	Exception Issues	Audit Opinion	Agreed								
						No. of Recs	High	No. Agreed	Medium	No. Agreed	Low	No. Agreed	Total Not Agreed	
As at 31 March 2020														
JOINT														
Budgetary Control (16)	Completed													
SODC		5	3.0		Satisfactory	3	0	0	2	2	1	1	0	
VWHDC		5	3.0		Satisfactory	3	0	0	2	2	1	1	0	
Capital Management and Accounting (22)	Completed													
SODC		7	10.0		Limited	10	1	1	8	8	1	1	0	
VWHDC		7	9.5		Limited	10	1	1	8	8	1	1	0	
Council Tax (24)	Completed													
SODC		10	20.5		Limited	12	2	2	5	5	5	5	0	
VWHDC		10	20.5		Limited	12	2	2	5	5	5	5	0	
Creditor Payments (26)	Completed													
SODC		10	10.0		Satisfactory	5	0	0	3	3	2	2	0	
VWHDC		10	10.0		Satisfactory	5	0	0	3	3	2	2	0	
Data Protection / GDPR (20)	In Progress													
SODC		7	7.5		Not yet applicable									
VWHDC		7	7.5		Not yet applicable									
Development Management (20)	Completed													
SODC		10	6.0		Satisfactory	8	0	0	4	4	4	4	0	
VWHDC		10	6.0		Satisfactory	8	0	0	4	4	4	4	0	
Disabled Facility Grants (16)	Completed													
SODC		8	13.0		Full	1	0	0	0	0	1	1	0	
VWHDC		8	13.0		Full	1	0	0	0	0	1	1	0	
Elections and Election Payments (22)	Completed													
SODC		15	17.0		Limited	5	1	1	2	2	2	2	0	
VWHDC		15	17.0		Limited	5	1	1	2	2	2	2	0	
General Ledger (23)	Draft Out													
SODC		10	10.5		Not yet applicable									
VWHDC		10	10.0		Not yet applicable									
Health and Safety (21)	Audit Delayed			Audit delayed pending the outcome of the strategic review of health and safety by an external consultant.										
SODC		10												
VWHDC		10												
Housing Benefits and CTRS (21)	In Progress													
SODC		15	15.0		Not yet applicable									
VWHDC		15	15.0		Not yet applicable									
Information Security (Inc. Cyber Security) (21)	In Progress													
SODC		10	8.0		Not yet applicable									
VWHDC		10	8.5		Not yet applicable									
Leisure Development (8)	Audit Delayed			Audit delayed - no new projects for review.										
SODC		10												
VWHDC		10												
Lone Working / Officer Security (24)	To Commence													
SODC		7	2.0		Not yet applicable									
VWHDC		7	2.0		Not yet applicable									
Mobile Home Parks (25)	Completed													
SODC		12	12.0		Satisfactory	10	0	0	4	4	6	6	0	
VWHDC		12	12.0		Satisfactory	10	0	0	4	4	6	6	0	
National Non-Domestic Rates (NDR) (22)	In Progress													
SODC		10	11.5		Not yet applicable									
VWHDC		10	11.0		Not yet applicable									
Payroll (28)	Completed													
SODC		18	15.0		Limited	8	4	4	3	3	1	1	0	
VWHDC		18	15.0		Limited	8	4	4	3	3	1	1	0	
Performance Management (17)	Audit Delayed			Audit delayed until the SODC and VWHDC corporate plans 2020-2024 is implemented.										
SODC		8												
VWHDC		8												
Pro-active Anti-Fraud Review (21)	Draft Out													
SODC		7	6.5		Not yet applicable									
VWHDC		7	6.5		Not yet applicable									
Procurement (27)	In Progress													
SODC		10	5.0		Not yet applicable									
VWHDC		10	5.0		Not yet applicable									
Sundry Debtors (23)	Completed													
SODC		10	9.5		Limited	4	2	2	1	1	1	1	0	
VWHDC		10	9.5		Limited	4	2	2	1	1	1	1	0	
Treasury Management (21)	Completed													
SODC		7	5.5		Satisfactory	2	0	0	2	2	0	0	0	
VWHDC		7	5.5		Satisfactory	2	0	0	2	2	0	0	0	
Potential Audits for 2019/2020														
Assets of Community Value (11)	In Progress													
SODC		7	9.0		Satisfactory	2	0	0	2	2	0	0	0	
VWHDC		7	9.0		Satisfactory	2	0	0	2	2	0	0	0	
Land Charges (19)	In Progress													
SODC		10	2.0		Satisfactory	2	0	0	2	2	0	0	0	
VWHDC		10	1.5		Satisfactory	2	0	0	2	2	0	0	0	
Engineering Services (8)	To Commence													
SODC		7	0.5		Satisfactory	2	0	0	2	2	0	0	0	
VWHDC		7	0.5		Satisfactory	2	0	0	2	2	0	0	0	
SODC														
Cornerstone (21)	Completed													
SODC		10	13.0		Satisfactory	5	0	0	2	2	3	3	0	
VWHDC														
Moorings (9)	In Progress													
VWHDC		10	0.0		Not yet applicable									
JOINT PLANNED AUDIT TOTALS														
	Completed	12			Full	2								
	Draft Out	2			Substantial	0								
	In Progress	8			Satisfactory	17								
	To Commence	2			Limited	10								
	Audit Delayed	3			Nil	0								
SODC PLANNED AUDIT TOTALS														
		10	13.0		Full	0			2	2	3	3	0	
					Substantial	0								
					Satisfactory	1								
					Limited	0								
					Nil	0								
VWHDC PLANNED AUDIT TOTALS														
		10	0.0		Full	0			0	0	0	0	0	
					Substantial	0								
					Satisfactory	0								
					Limited	0								
					Nil	0								

FOLLOW UP AUDITS 2018/2019

APPENDIX 1

Audit Area	Total Days Used	Original Audit Opinion Issued	Total No. of Recs Agreed	Implemented	Partly Implemented	Not Implemented	Ongoing	No Longer applicable	New recommendation
Insurance 18/19	1	Substantial	5	0	1	3	1	0	0
Risk Management 18/19	1	Satisfactory	6	2	0	3	1	0	0
Property Management 18/19	1	Limited	6	0	0	3	3	0	0
SODC									
None									
VWHDC									
None									

FOLLOW UP AUDITS 2019/2020

Audit Area	Total Days Used	Original Audit Opinion Issued	Total No. of Recs Agreed	Implemented	Partly Implemented	Not Implemented	Ongoing	No Longer applicable	New recommendation
JOINT									
Disabled Facility Grants 19/20	1	Full	1	1	0	0	0	0	0
Mobile Home Parks 19/20	1	Satisfactory	10	4	0	1	5	0	0
SODC									
None									
VWHDC									
None									
IA FOLLOW UP DURING 19/20 TOTALS	2.0		16	4	0	4	8	0	0
JOINT FOLLOW UP TOTALS	2.0		16	4	0	4	8	0	0
SODC FOLLOW UP TOTALS	0.0		0	0	0	0	0	0	0
VWHDC FOLLOW UP TOTALS	0.0		0	0	0	0	0	0	0

UNPLANNED WORK 2019/2020

APPENDIX 1

CONSULTANCY

Description	Status	Audit Allocation	Total Days Used	Requested By
JOINT				
None	N/A	N/A	N/A	N/A
SODC				
None	N/A	N/A	N/A	N/A
VWHDC				
None	N/A	N/A	N/A	N/A

CONTINGENCY

Description	Status	Audit Allocation	Total Days Used	Requested By
JOINT				
None	N/A	N/A	N/A	N/A
SODC				
Planning investigation	Completed	As required	14	Development Manager
Confidential investigation	Completed	As required	2	Acting Deputy Chief Executive
VWHDC				
None	N/A	N/A	N/A	N/A

SYSTEM DEVELOPMENT

System Name	Status	Audit Allocation	Total Days Used	Requested By
JOINT				
None	N/A	N/A	N/A	N/A
SODC				
None	N/A	N/A	N/A	N/A
VWHDC				
None	N/A	N/A	N/A	N/A

AD-HOC ADVICE

System Name	Status	Audit Allocation	Total Days Used	Requested By
JOINT				
General audit advice to service teams (incl chasing for information)	N/A	N/A	7	N/A
SODC				
General audit advice to service teams (incl chasing for information)	N/A	N/A	0	N/A
VWHDC				
General audit advice to service teams (incl chasing for information)	N/A	N/A	0	N/A

Joint Audit and Governance Committee



Report of Internal Audit Manager

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To: Joint Audit and Governance Committee

DATE: 13 July 2020

Internal audit plan 2020/2021

Recommendation

That members approve the internal audit plan 2020/2021

Purpose of Report

1. The purpose of this report is:
 - to explain the process for setting the internal audit plan and for calculating the resources available; and
 - to set out the proposed internal audit plan for 2020/21.
2. The contact officer for this report is Victoria Dorman-Smith, Internal Audit Manager for South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC), telephone 01235 422430.
3. The report was due to be presented at the joint audit and governance committee meeting scheduled for 23 March 2020, which was cancelled. Therefore, the revised internal audit is presented at this meeting, which reflects nine months of auditable activity (1 July 2020 to 31 March 2021) along with internal audit priorities following Covid-19.

Strategic Objectives

4. Delivery of an effective internal audit function will support the councils in meeting their strategic objectives.

Background

5. The definition of internal audit is set out in the Public Sector Internal Audit Standards (PSIAS): “Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. It may also undertake consulting services at the request of the councils, subject to there being no impact on the core assurance work and the availability of skills and resources.
6. Internal audit supports the interim head of finance (section 151 officer) in discharging his/her statutory duties, particularly in relation to the following legislation:
 - The Local Government Act 1972 states that the section 151 officer is responsible for ensuring that there are arrangements in place for the proper administration of the authority’s financial affairs.
 - The Accounts and Audit Regulations state that ‘A relevant body must maintain an adequate and effective system of internal audit of the control environment and systems of internal control’.
7. The PSIAS states that the head of internal audit should prepare a risk-based audit plan, and for plans to receive input from management. It also states that the plan should outline the assignments to be carried out and the resource requirements to deliver the plan. The PSIAS also states that the audit committee should approve the internal audit plan and monitor progress against the plan. This document sets out the proposed audit plan for 2020/21, together with potential audit reviews in 2021/22 and 2022/23.

The Audit Planning Process

8. The PSIAS refer to the need for the risk-based plan to consider the requirement to produce an annual internal audit opinion and report that is used by the organisation to inform its governance statement. The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation’s framework of governance, risk management and control.
9. To support this, the risk-based plan needs to take into account the risk priorities per the SODC and VWHDC corporate risk registers, review of large or significant income and budget spend and review of the corporate priorities and objectives.
10. The approach to the audit planning process was agreed by the interim head of finance. The following steps were undertaken:
 - Step 1:** The SODC and VWHDC corporate risk registers have been reviewed as the starting point for the audit planning process as this represents management’s assessment of the risks to the councils achieving their strategic objectives. Checks have been performed to ensure that high

and medium risks are included as a possible audit area in the Schedule of Auditable Activity (SAA).

Step 2: Areas of large or significant income and budget spend across each service area have been reviewed to ensure that they are included as a possible audit area in the SAA.

Step 3: The SAA is attached in **appendix 1** and lists every possible audit area at both or either SODC and VWHDC. The audit areas have been reviewed and updated to reflect the current organisational structure and division of responsibilities across each service area. Each audit has been rated by the internal audit manager and critically reviewed by the interim head of finance on a number of risk factors to give a priority score, and this assists in the assessment of what should be placed in the annual audit plan. Although scoring is subjective and no two people would score alike the process attempts to introduce a degree of objectivity into the assessment process.

Step 4: Meetings for the original internal audit plan were held between the internal audit manager and heads of service, service managers and the chief executive in January and February 2020, and meetings for the revised internal audit plan were held in June 2020. The purpose of the meetings were to obtain insights into the level of risk exposure within each service area across both councils. In addition, heads of service have requested that, where required, specific function(s) within their service area are reviewed as part of the planned assurance or consultancy work for 2020/21 or future years.

Step 5: The proposed audit plan for 2020/21 has been finalised with the interim head of finance.

11. Due to the changing environment that exists in Local Government, there is a need for an element of flexibility in the audit plan due to potential changes in the council risk profiles and the potential for emerging risks. The SAA and corporate risk registers will be discussed between the internal audit manager and heads of service regularly throughout the year, and it is possible that changes to the audit plan may be required.

Allocation of Audit Resources

12. The resources available to deliver the internal audit annual plan 2020/21 are arrived at by starting with the number of days available for all internal audit posts within the team. This is then reduced by the estimated numbers of days lost through annual leave, bank holidays (planned) and sickness absence (unplanned). The remaining days available are then allocated between the various elements of work which are expected to be carried out in the year in order to deliver an effective internal audit service.
13. The calculation of days available and the allocation of days between different categories of work is attached as **appendix 2**. The different categories of work are classed as either chargeable or non-chargeable. Chargeable means the work has an identifiable client or is directly linked to the delivery of internal audit services. Non-chargeable means any other work which is not directly linked to the delivery of internal audit services (for example: admin, corporate responsibilities, training, staff briefings).

14. An explanation of the individual variances against the previous year allocation is provided in **appendix 2**.

Internal Audit Plan

15. The risk-based audit plan is constructed in such a way that reflects the councils risks and key priorities at a single point in time. However, throughout the year, the internal audit manager will perform regular risk assessments. In the event of emerging risks, there is budgeted hours within the audit plan to respond to these risks, if required.
16. Compared to previous years, the 2020/21 proposed audit plan includes a greater number of budgeted hours for consultancy audit work, which focuses on risk, governance and control matters, and takes into consideration management need as opposed to internal audit's assessment of risk. In comparison to traditional assurance audits, consultancy work enables internal audit to support service teams, whilst not assuming management responsibility, to improve risk, governance and control on a real time basis, especially in relation to new or changes to existing processes and systems.
17. The outputs from the audit planning and allocation of resources process have been prioritised to produce an audit plan that considers the following:
- the requirement to give an objective and evidenced based opinion on aspects of governance, risk management and internal control;
 - the requirement for internal audit to add value through improving controls, streamlining processes and supporting corporate priorities;
 - the need to allocate a suitable number of contingency days to respond to emerging risk, governance and control matters;
 - the need to allocate a suitable number of investigation days for fraud or whistleblowing purposes;
 - to support the interim head of finance's requirement for a cyclical review of all financial systems throughout the councils, of which the audit coverage shall be determined by the interim head of finance.
18. The internal audit plan for 2020/21 is designed and constructed in such a way to enable the internal audit manager to form an opinion on the adequacy of each council's control environment, taking into consideration available audit resources. This opinion forms an important independent view of each council's operations that feeds into and supports each council's annual governance statement.
19. The proposed internal audit plan for 2020/21 is attached in **appendix 3** and has been agreed with the interim head of finance and has been considered by the senior management team (SMT). Any changes to the work programme (e.g. due to changes to the council risk profiles or due to management requests) will be agreed with the interim head of finance and reported to the audit committee.

Individual Audits

20. For each audit, not all aspects within a specific area are necessarily examined. Actual audit coverage is decided at the time of the audit in consultation with key management and officers. This ensures that current issues together with recent coverage by internal audit or external bodies determine the scope of the work.

21. An estimated start date for each audit is included in the audit plan in **appendix 3**, which aims to ensure the availability of key management and officers. We will, however, seek to agree a date which is convenient to the officers involved during the scoping of each review.
22. Upon completion of the audit fieldwork, the auditor will draft a report and arrange to meet with the auditees, to ensure factual accuracy of the audit observations and findings and to ensure a proper understanding of the risks to which any action plan relates.
23. A formal audit report will be issued for all planned assurance audit work, which will provide an overall assurance rating, along with key observations and recommendations for each audit objective. However, upon identification of any high-risk issues, internal audit will immediately notify management during the course of the audit to enable appropriate remedial action to be taken prior to being formally published in the audit report.

Follow Up Reviews

24. For annual audits (i.e. key financial topics), follow ups are completed as part of the next internal audit review. For all other planned assurance work, the timing of the follow up is dependent upon available audit resources, however, internal audit will aim to complete the follow up review within six months of distribution of the final audit report.
25. For consultancy work, the completion of follow ups will be agreed with key management and officers.
26. For any open recommendations remaining after completion of the follow up, regular monitoring of recommended actions will be performed by internal audit and reported to committee.

Reporting to the Audit Committee

27. Monitoring of internal audit's progress against the audit plan along with summarising the outcomes of recent audit and follow up work will be presented to the audit committee.
28. Following completion of the internal audit plan for 2020/21 we will produce an annual internal audit report on the work of internal audit in the year ended 31 March 2021, and to advise the committee of the internal audit manager's opinion on the overall adequacy and effectiveness of the internal control environments at SODC and VWHDC.

Financial Implications

29. The audit plan can be delivered from within the approved 2020/21 budget, therefore there are no financial implications attached to this report.

Legal Implications

30. None

Risk Implications

31. Identification of risk is an integral part of all audits.

VICTORIA DORMAN-SMITH
INTERNAL AUDIT MANAGER

Schedule of Auditable Activity (SAA) 2020/2021 - by Service Area

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHDC LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING							THREE YEAR AUDIT PLAN				
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23
1	Partnerships	Strategic Partnership	Oxfordshire Housing & Growth Deal and Growth Board	Joint	Not audited	N/A	N/A	No	No	2	1	2	1	2	0	11	No	No		No	No
2	Partnerships	Strategic Partnership	5C Partnerships	Joint	Not audited	N/A	N/A	Yes	No	1	2	2	1	2	1	12	No	No	Will be audited in 2021/22 as part of the contract management audit	Yes	No
3	Partnerships	Strategic Partnership	Ox-Cam Arc	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
4	Partnerships	Strategic Partnership	Oxfordshire Local Enterprise Partnership (OxLEP) (incl. Enterprise Zones)	Joint	Not audited	N/A	N/A	No	No	2	1	2	1	1	0	10	No	No		No	No
5	Partnerships	Strategic Partnership	Science Vale Brand	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
6	Development & Regeneration	Economic Development	Economic Development	Joint	Not audited	N/A	N/A	Yes	No	2	2	3	1	2	1	15	Yes	No	Covid-19 response to the discretionary grants scheme will be audited in the Covid-19 Response Governance Audit	No	No
7	Development & Regeneration	Economic Development	Leader Project Assurance	SODC	2017/2018	Full	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
8	Development & Regeneration	Economic Development	Leisure & Active Communities	Joint	2015/2016 (Leisure Facilities)	Satisfactory	Satisfactory	No	Yes	3	1	3	2	2	1	16	No	No		No	No
9	Development & Regeneration	Economic Development	Market Towns	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
10	Development & Regeneration	Property Management	Property Management	Joint	2018/2019	Limited	Limited	No	No	3	1	3	3	3	0	17	No	No	Will be audited in 2021/22	Yes	No
11	Development & Regeneration	Property Management	Moorings	VWHDC only	2019/20	N/A	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	No
12	Development & Regeneration	Property Management	Corporate Landlord (NEW)	Joint	Not audited	N/A	N/A	No	Yes	3	1	3	3	3	1	18	No	Yes	Corporate Landlord Approach consultancy review	No	No
13	Development & Regeneration	Property Management	Estates & Facilities Management	Joint	2016/2017	Limited	Limited	Yes	No	3	2	3	1	2	1	17	No	No	Will be audited in 2021/22	Yes	No
14	Development & Regeneration	Infrastructure & Development	Affordable Housing (previously Housing Development)	Joint	2018/2019	Full	Full	No	No	1	1	3	1	1	0	9	No	No		No	No
15	Development & Regeneration	Infrastructure & Development	S106 agreement	Joint	Not audited	N/A	N/A	No	No	3	1	3	2	2	0	15	No	No	Will be audited in 2021/22	Yes	No
16	Development & Regeneration	Infrastructure & Development	CIL spending	Joint	2016/2017	Full	Limited	No	No	3	1	3	2	2	0	15	No	No	Will be audited in 2021/22	Yes	No
17	Development & Regeneration	Infrastructure & Development	Community Centres	Joint	Not audited	N/A	N/A	No	No	2	1	3	2	2	0	13	No	No		No	No
18	Development & Regeneration	Infrastructure & Development	Infrastructure	Joint	Not audited	N/A	N/A	No	No	1	1	3	2	2	0	11	No	No		No	No
19	Development & Regeneration	Garden Communities	Didcot Garden Town Delivery	SODC	Not audited	N/A	N/A	No	Yes	2	1	2	1	2	1	12	No	No	Will be audited in 2021/22	Yes	No
20	Development & Regeneration	Garden Communities	Development (incl. Berinsfield and Dalton Barracks Garden Village)	Joint	2018/2019	Full	Full	No	No	1	1	3	1	1	0	9	No	No		No	No
21	Planning	Planning Policy	Local Plan / Transport Infrastructure	Joint	Not audited	N/A	N/A	No	No	3	1	3	2	3	0	16	No	No		No	No
22	Planning	Planning Policy	S106/CIL Policy and Collection	Joint	2016/17	Full	Limited	No	No	3	2	3	2	2	0	17	No	No	Will be audited in 2021/22	Yes	No
23	Planning	Planning Policy	Neighbourhood Planning Grants	Joint	2015/16	Limited	Limited	Yes	No	1	1	2	1	1	1	9	No	No	Will be audited in 2021/22	Yes	No
24	Planning	Development Management - Large Sites	Development Management (Planning Applications - Large Sites) incl. Conservation & Listed Buildings	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	2	2	3	1	2	1	15	No	No	Will be audited in 2021/22	Yes	No
25	Planning	Development Management - Large Sites	Planning Enforcement	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	2	2	3	1	3	1	16	No	No	Will be audited in 2021/22	Yes	No
26	Planning	Development Management - Large Sites	Planning Appeals	Joint	2018/19	Satisfactory	Satisfactory	No	No	2	2	3	1	2	0	14	No	No		No	No
27	Planning	Development Management - Applications	Building Control	Joint	2016/17	Limited	Limited	Yes	No	2	2	3	1	2	1	15	Yes	No		No	No
28	Planning	Development Management - Applications	Development Management (Planning Applications) - Minor/Other incl. Conservation & Listed Buildings	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	2	2	3	1	2	1	15	No	No	Will be audited in 2021/22	Yes	No
29	Planning	Planning Business	Registration	Joint	2019/20	Satisfactory	Satisfactory	No	No	1	1	1	1	1	0	7	No	No		No	No
30	Planning	Planning Business	Footpaths	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
31	Planning	Planning Business	Business Support	Joint	2019/20	Satisfactory	Satisfactory	No	No	1	1	1	1	1	0	7	No	No		No	No
32	Planning	Planning Business	Conservation Area Appraisals	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
33	Planning	Planning Business	Ecology	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
34	Planning	Planning Business	Urban Design	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
35	Planning	Planning Business	Trees	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
36	Housing & Environment	Licensing & Community Safety	Licensing	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	2	3	2	1	0	14	No	No		No	Yes
37	Housing & Environment	Licensing & Community Safety	Community Safety	Joint	Prior to 2010/11 (VWHDC only)	N/A	Unknown - hard copy audit files	No	No	1	1	3	1	1	0	9	No	No		No	No
38	Housing & Environment	Licensing & Community Safety	Safeguarding Children, Young People & Vulnerable Adults	Joint	2016/17	Substantial	Substantial	No	No	2	1	3	3	1	0	13	No	No		No	Yes
39	Housing & Environment	Licensing & Community Safety	VFM from CCTV Contract	Joint	2009/10	Satisfactory	Satisfactory	No	No	2	1	2	1	1	0	10	No	No		No	No
40	Housing & Environment	Housing Needs	Housing Allocations	Joint	2012/13	Full	Full	No	No	1	2	3	2	1	0	12	No	No		No	Yes
41	Housing & Environment	Housing Needs	Temporary Accommodation	Joint	2014/15	Satisfactory	Limited	No	No	1	1	3	1	2	0	10	No	No		No	Yes
42	Housing & Environment	Housing Needs	Private Housing (Licensing HMO)	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
43	Housing & Environment	Housing Needs	Disabled Facility Grants	Joint	2019/20	Full	Full	No	No	2	2	2	1	2	0	13	No	No		No	No
44	Housing & Environment	Environmental Services	Environmental Protection	Joint	2016/17	Limited	Satisfactory	No	No	1	1	3	2	1	0	10	No	No		No	No
45	Housing & Environment	Environmental Services	Waste Management & Recycling (incl. Litter & Street Cleaning, Fly Tipping)	Joint	2015/16	Substantial	Substantial	No	No	3	1	3	1	3	0	15	No	No		No	Yes
46	Housing & Environment	Environmental Services	Brown Bins	Joint	2018/19	Limited	Limited	No	Yes	3	1	3	1	3	1	16	No	No	Will be audited in 2021/22	Yes	No

Schedule of Auditable Activity (SAA) 2020/2021 - by Service Area

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHDC LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING						THREE YEAR AUDIT PLAN					
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23
47	Housing & Environment	Environmental Services	Food & Safety	Joint	2013/14	Satisfactory	Satisfactory	Yes	No	1	1	3	2	2	1	12	No	No	Will be audited in 2021/22	Yes	No
48	Housing & Environment	Environmental Services	Stray Dogs Contract	Joint	2010/11 (VWHDC only)	N/A	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	No
49	Housing & Environment	Technical Services	Engineering Services (Sewerage, Flooding, Drainage)	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
50	Housing & Environment	Technical Services	Car Parks	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	2	2	1	1	0	12	No	No		No	Yes
51	Housing & Environment	Technical Services	Mobile Home Parks	Joint	2019/20	Satisfactory	Satisfactory	No	No	2	2	2	1	1	0	12	No	No		No	No
52	Housing & Environment	Technical Services	Grounds & Parks Maintenance	Joint	2017/18	Full	Full	No	Yes	3	2	3	2	2	1	18	No	Yes		No	No
53	Housing & Environment	Technical Services	Toilets	Joint	Not audited	N/A	N/A	No	Yes	2	2	2	2	2	1	15	No	Yes	In-sourcing of public convenience cleaning will be audited in the Grounds & Parks Maintenance In-Sourcing consultancy review	No	No
54	Housing & Environment	Technical Services	Cemeteries	SODC	2017/18	Full	Full	No	No	1	1	2	1	2	0	9	No	No		No	No
55	Housing & Environment	Technical Services	Tree Management & Inspections	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	1	3	2	1	0	12	No	No		No	No
56	Housing & Environment	Technical Services	Public Realm	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
57	Finance	Strategic Finance	Capital Management & Accounting	Joint	2019/20	Limited	Limited	Yes	No	3	2	2	1	2	1	16	Yes	No	Key financial audit performed annually	Yes	Yes
58	Finance	Strategic Finance	Creditor Payments	Joint	2019/20	Limited	Limited	No	No	3	3	3	2	2	0	19	No	No	Will be audited in 2021/22	Yes	Yes
59	Finance	Strategic Finance	General Ledger	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	3	3	2	1	3	1	19	Yes	No	Key financial audit performed annually	Yes	Yes
60	Finance	Strategic Finance	Payroll	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	3	3	1	22	Yes	No	Key financial audit performed annually	Yes	Yes
61	Finance	Strategic Finance	Pro-Active Anti-Fraud Review	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	1	2	1	19	Yes	No	Key financial audit performed annually	Yes	Yes
62	Finance	Strategic Finance	Sundry Debtors	Joint	2019/20	Limited	Limited	No	No	3	3	2	2	2	0	18	No	No	Will be audited in 2021/22	Yes	Yes
63	Finance	Strategic Finance	Treasury Management	Joint	2019/20	Substantial	Substantial	Yes	No	3	3	2	1	2	1	18	Yes	No	Key financial audit performed annually	Yes	Yes
64	Finance	Strategic Finance	Bank Contract & Arrangements	Joint	2014/15	Full	Full	No	No	2	1	1	2	3	0	12	No	No		No	No
65	Finance	Strategic Finance	Budgetary Control	Joint	2019/20	Satisfactory	Satisfactory	No	No	3	1	3	1	3	0	15	No	No		No	No
66	Finance	Strategic Finance	Community Loans Scheme	SODC	2013/14	Full	Full	No	No	2	2	2	1	1	0	12	No	No		No	No
67	Finance	Strategic Finance	Council Fees & Charges	Joint	2013/14	Limited	Limited	Yes	No	3	1	3	1	3	1	16	No	No	Will be audited in 2021/22	Yes	No
68	Finance	Strategic Finance	Credit Card Usage	Joint	2017/18	Limited	Limited	No	No	2	3	1	1	1	0	13	No	No		No	No
69	Finance	Strategic Finance	Internal Recharges	Joint	2017/18	Satisfactory	Satisfactory	No	No	3	1	1	1	2	0	12	No	No		No	No
70	Finance	Strategic Finance	Petty Cash Procedures	Joint	2018/19	Limited	Limited	No	No	2	2	1	1	1	0	11	No	No		No	No
71	Finance	Strategic Finance	Petty Cash Spot Checks	Joint	2017/18	Full	Full	No	No	2	2	1	1	1	0	11	No	No		No	No
72	Finance	Strategic Finance	Receipt of Income Arrangements	Joint	2015/16	Satisfactory	Satisfactory	No	No	3	2	2	1	2	0	15	No	No		No	No
73	Finance	Strategic Finance	Contract Management	Joint	2014/15	Full	Full	No	No	3	2	3	2	3	0	18	No	No	See corporate audits	No	No
74	Finance	Strategic Finance	Procurement	Joint	2019/20	Audit in progress	Audit in progress	No	No	3	3	2	2	3	0	19	No	No		No	No
75	Finance	Revenues & Benefits	Council Tax	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	2	2	1	20	Yes	No	Key financial audit performed annually	Yes	Yes
76	Finance	Revenues & Benefits	Housing Benefits & Council Tax Reduction Scheme (HBCTRS)	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	2	2	1	20	Yes	No	Key financial audit performed annually	Yes	Yes
77	Finance	Revenues & Benefits	National Non-Domestic Rates (NNDR)	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	3	3	3	3	3	1	22	Yes	No	Key financial audit performed annually. Will include a review of the Covid business grants	Yes	Yes
78	Legal & Democratic Services	Legal Services	Land Charges	Joint	2019/20	Audit in progress	Audit in progress	No	No	2	1	3	1	1	0	11	No	No		No	No
79	Legal & Democratic Services	Legal Services	Regulation of Investigatory Powers (RIPA)	Joint	2013/14	Full	Full	No	No	2	1	3	1	2	0	12	No	No		No	No
80	Legal & Democratic Services	Democratic Services	Anti-Fraud & Corruption Policies	Joint	2014/15	Limited	Limited	No	No	1	3	2	1	1	0	12	No	No		No	No
81	Legal & Democratic Services	Democratic Services	Whistleblowing	Joint	2014/15	Limited	Limited	No	No	1	3	2	1	1	0	12	No	No		No	No
82	Legal & Democratic Services	Democratic Services	Corporate Governance	Joint	2014/15	Full	Full	No	No	1	2	3	1	2	0	12	No	No		No	Yes
83	Legal & Democratic Services	Democratic Services	Democratic Services	Joint	Not audited	N/A	N/A	No	No	1	2	3	2	2	0	13	No	No		No	No
84	Legal & Democratic Services	Democratic Services	Elections & Elections Payments	Joint	2019/20	Limited	Limited	No	No	1	2	3	2	3	0	14	No	No		No	No
85	Legal & Democratic Services	Democratic Services	Gifts and Hospitality (Councillors)	Joint	2016/17	Substantial	Substantial	No	No	1	2	3	1	1	0	11	No	No		No	No
86	Corporate Services	Community Enablement	Voluntary & Community Sector	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
87	Corporate Services	Community Enablement	Town & Parish Liaison	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
88	Corporate Services	Community Enablement	Assets of Community Value	Joint	2019/20	Satisfactory	Satisfactory	No	No	2	1	2	2	1	0	11	No	No		No	No
89	Corporate Services	Community Enablement	Community Grants	Joint	2018/19	Satisfactory	Satisfactory	No	No	2	2	3	1	1	0	13	No	No		No	No
90	Corporate Services	Community Enablement	Community Partnerships	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
91	Corporate Services	Community Enablement	Young People	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
92	Corporate Services	Community Enablement	Arts Development	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
93	Corporate Services	Community Enablement	SODC Online Lottery	SODC	Not audited	N/A	N/A	No	No	2	2	2	1	1	0	12	No	No		No	No

Schedule of Auditable Activity (SAA) 2020/2021 - by Service Area

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHDC LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING							THREE YEAR AUDIT PLAN				
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23
94	Corporate Services	Community Enablement	Cornerstone	SODC	2019/20	Satisfactory	N/A	No	Yes	3	2	3	1	3	1	18	No	No	Will be audited in 2021/22	Yes	No
95	Corporate Services	Community Enablement	The Beacon	VWHDC	2017/18	N/A	Satisfactory	No	Yes	3	2	3	1	3	1	18	No	No	Will be audited in 2021/22	Yes	No
96	Corporate Services	Community Enablement	Communications	Joint	Not audited	N/A	N/A	No	No	1	1	3	1	2	0	10	No	No		No	No
97	Corporate Services	Community Enablement	Consultation (Public & Staff) & Community Engagement	Joint	2015/16	Substantial	Substantial	No	No	1	1	3	1	2	0	10	No	No		No	No
98	Corporate Services	Customer Assurance	Risk Management	Joint	2018/19	Satisfactory	Satisfactory	No	No	3	3	3	3	3	0	21	No	No		No	No
99	Corporate Services	Customer Assurance	Performance Management (Corporate Plan)	Joint	2016/17	Limited	Limited	No	No	1	1	2	1	2	0	9	No	No		No	Yes
100	Corporate Services	Customer Assurance	Health & Safety	Joint	2016/17	Satisfactory	Satisfactory	Yes	No	3	1	3	3	2	1	17	Yes	No		No	No
101	Corporate Services	Customer Assurance	Lone Working	Joint	2019/20	Audit in progress	Audit in progress	No	No	2	1	3	2	3	1	15	No	No		No	No
102	Corporate Services	Customer Assurance	Insurance	Joint	2018/19	Substantial	Substantial	No	No	3	2	3	3	3	0	19	No	No		No	No
103	Corporate Services	Customer Assurance	Equalities & Diversity	Joint	2011/12	Satisfactory	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	Yes
104	Corporate Services	Customer Assurance	Business Continuity	Joint	2015/16	Limited	Limited	No	No	3	2	3	1	3	0	17	No	No		No	Yes
105	Corporate Services	Customer Assurance	Emergency Planning	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	1	3	1	3	0	13	No	No		No	Yes
106	Corporate Services	Customer Assurance	Customer Services	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
107	Corporate Services	Customer Assurance	Comments & Complaints Process	Joint	2016/17	Satisfactory	Satisfactory	No	No	1	1	3	1	2	0	10	Yes	No	Covid response to comments and complaints will be covered in the corporate Covid-19 Response Governance Audit.	No	Yes
108	Corporate Services	Customer Assurance	Information Governance	Joint	2012/13	Satisfactory	Satisfactory	Yes	No	1	2	3	3	3	1	16	Yes	No	Covid-19 response to information governance will be audited in the Covid-19 Response Governance Audit	Yes	No
109	Corporate Services	Customer Assurance	Data Protection / GDPR	Joint	2019/20	Audit in progress	Audit in progress	No	No	3	2	3	3	2	0	18	No	No		No	No
110	Corporate Services	Customer Assurance	Freedom of Information Requests (FOI)	Joint	2012/13	Satisfactory	Satisfactory	No	No	1	1	3	2	2	0	11	No	No	Will be audited in 2021/22	Yes	No
111	Corporate Services	Customer Assurance	Environmental Information Regulations (EIR)	Joint	Not audited	N/A	N/A	No	No	1	1	3	2	1	0	10	No	No	Will be audited in 2021/22	Yes	No
112	Corporate Services	Customer Assurance	Executive & Business Support Team	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
113	Corporate Services	Customer Assurance	Cash Offices	Joint	2015/16	Limited	Limited	No	No	3	3	2	1	2	0	17	No	No	Will be audited in 2021/22	Yes	No
114	Corporate Services	HR & Payroll	Gifts & Hospitality (Officers)	Joint	Annual review of entries on register	N/A	N/A	No	No	1	2	3	1	1	0	11	No	No		No	No
115	Corporate Services	HR & Payroll	HR Policy Framework	Joint	Not audited	N/A	N/A	No	No	1	1	2	2	2	0	10	No	No		No	No
116	Corporate Services	HR & Payroll	HR Management & Reporting	Joint	2018/19	Limited	Limited	Yes	No	2	1	2	2	2	1	13	Yes	No		No	No
117	Corporate Services	HR & Payroll	HR Advisory	Joint	Not audited	N/A	N/A	No	No	2	1	2	2	2	0	12	No	No	Will be audited in 2021/22	Yes	No
118	Corporate Services	HR & Payroll	Annual Leave (incl. annualised hours policy)	Joint	Not audited	N/A	N/A	No	No	2	2	2	2	1	0	13	Yes	No	Will be covered in the HR Management audit.	No	No
119	Corporate Services	HR & Payroll	Payroll	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	3	3	1	22	Yes	No	Key financial audit performed annually - see Finance service area	No	No
120	Corporate Services	HR & Payroll	Pension Administration	Joint	Not audited	N/A	N/A	No	No	3	2	2	2	1	0	15	Yes	No	Will be covered in the Payroll audit.	No	No
121	Corporate Services	HR & Payroll	Recruitment & Selection (incl. Disclosure & Barring Service (DBS))	Joint	2015/16	Limited	Limited	No	No	2	2	2	2	2	0	14	No	No		No	No
122	Corporate Services	HR & Payroll	Travel & Subsistence (Expenses)	Joint	2018/19	Limited	Limited	No	No	2	3	2	1	1	0	14	Yes	No	Will be covered in the Payroll audit.	No	No
123	Corporate Services	HR & Payroll	Training & Development	Joint	2016/17	Satisfactory	Satisfactory	No	No	2	1	2	1	2	0	11	No	No		No	No
124	Corporate Services	HR & Payroll	HR Culture Project (incl. policy, performance management, wellbeing, training, recruitment, induction)	Joint	Not audited	N/A	N/A	No	No	2	1	2	2	2	0	12	No	No		No	No
125	Corporate Services	IT	IT Operations (incl. IT helpdesk, asset management, Active Directory)	Joint	2015/16	Satisfactory	Satisfactory	No	No	3	3	3	2	3	0	20	No	No	Will be audited in 2021/22	Yes	No
126	Corporate Services	IT	IT Infrastructure (incl. network setup and security)	Joint	Not audited	N/A	N/A	Yes	No	3	3	3	2	3	1	21	Yes	No	Covid-19 response to IT equipment will be audited in the Covid-19 Response Governance Audit	No	No
127	Corporate Services	IT	Mobile Telephony	Joint	Not audited	N/A	N/A	No	No	2	3	3	2	2	0	17	No	No	Will be audited in 2021/22	Yes	No
128	Corporate Services	IT	Information Security (incl. Cyber Security)	Joint	2019/20	Audit in progress	Audit in progress	No	No	3	3	3	2	3	0	20	No	No		No	No
129	Corporate Services	IT	Data Capture / Geographical Information Systems (GIS)	Joint	2008/09	Satisfactory	Satisfactory	No	No	1	1	1	1	1	0	7	No	No		No	No
130	Corporate Services	IT	Street Naming & Numbering	Joint	2018/19	Satisfactory	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	No
131	Corporate Services	IT	Disaster Recovery	Joint	2013/14	Satisfactory	Satisfactory	No	No	2	1	3	1	3	0	13	No	No		No	No
132	Policy & Programmes	Programmes	Corporate Projects Management	Joint	2015/16	Limited	Limited	No	No	2	1	3	2	3	0	14	No	No		No	Yes
133	Policy & Programmes	Programmes	Office Accommodation (NEW)	Joint	Not audited	N/A	N/A	Yes	No	3	1	3	3	3	1	18	No	No	Will be audited in 2021/22	Yes	No
134	Policy & Programmes	Programmes	Community Hub & Recovery (NEW)	Joint	Not audited	N/A	N/A	Yes	No	2	1	3	1	3	1	14	Yes	No	The community hub will be audited in the Covid-19 Response Governance Audit	No	No
135	Policy & Programmes	Programmes	Transformation Program	Joint	Not audited	N/A	N/A	No	No	2	1	3	2	2	0	13	No	No		No	No
136	Policy & Programmes	IT Programmes	IT Programme Support (NEW)	Joint	Not audited	N/A	N/A	No	No	3	3	3	2	3	0	20	No	No	Will be audited in 2021/22	Yes	No
137	Policy & Programmes	Insight & Policy	Insight	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
138	Policy & Programmes	Insight & Policy	Policy Framework	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
139	Policy & Programmes	Insight & Policy	Corporate Plan Development	Joint	Not audited	N/A	N/A	No	No	2	1	2	1	2	0	11	No	No		No	No

Schedule of Auditable Activity (SAA) 2020/2021 - by Service Area

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHDC LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING							THREE YEAR AUDIT PLAN				
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23
140	Policy & Programmes	Insight & Policy	External Funding	Joint	Not audited	N/A	N/A	No	No	2	1	1	1	1	0	9	No	No		No	No
141	Policy & Programmes	Insight & Policy	5CP Transition Programmes (NEW)	Joint	Not audited	N/A	N/A	No	No	2	2	2	1	2	0	13	No	No		No	No
142	Policy & Programmes	Insight & Policy	Climate Action (incl. Strategic Energy)	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
143	Corporate Audits	Corporate	Stationery System	Joint	2011/12	Satisfactory	Satisfactory	No	No	2	1	1	1	1	0	9	No	No		No	No
144	Corporate Audits	Corporate	Contract Management	Joint	2014/15	Full	Full	Yes	No	3	2	3	2	3	1	19	No	No	Will be audited in 2021/22	Yes	No
145	Corporate Audits	Corporate	Partnership Performance Monitoring	Joint	2015/16	Limited	Limited	No	No	2	1	2	1	2	0	11	No	No		No	No

Schedule of Auditable Activity (SAA) 2020/2021 - by Priority Score

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHDC LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING							THREE YEAR AUDIT PLAN					
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23	
60	Finance	Strategic Finance	Payroll	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	3	3	3	1	22	Yes	No	Key financial audit performed annually	Yes	Yes
77	Finance	Revenues & Benefits	National Non-Domestic Rates (NNDR)	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	3	3	3	3	3	3	1	22	Yes	No	Key financial audit performed annually. Will include a review of the Covid business grants	Yes	Yes
119	Corporate Services	HR & Payroll	Payroll	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	3	3	3	1	22	Yes	No	Key financial audit performed annually - see Finance service area	No	No
98	Corporate Services	Customer Assurance	Risk Management	Joint	2018/19	Satisfactory	Satisfactory	No	No	3	3	3	3	3	0	21	No	No		No	No	
126	Corporate Services	IT	IT Infrastructure (incl. network setup and security)	Joint	Not audited	N/A	N/A	Yes	No	3	3	3	2	3	1	21	Yes	No	Covid-19 response to IT equipment will be audited in the Covid-19 Response Governance Audit	No	No	
75	Finance	Revenues & Benefits	Council Tax	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	2	2	1	20	Yes	No	Key financial audit performed annually	Yes	Yes	
76	Finance	Revenues & Benefits	Housing Benefits & Council Tax Reduction Scheme (HBCTRS)	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	2	2	1	20	Yes	No	Key financial audit performed annually	Yes	Yes	
125	Corporate Services	IT	IT Operations (incl. IT helpdesk, asset management, Active Directory)	Joint	2015/16	Satisfactory	Satisfactory	No	No	3	3	3	2	3	0	20	No	No	Will be audited in 2021/22	Yes	No	
128	Corporate Services	IT	Information Security (incl. Cyber Security)	Joint	2019/20	Audit in progress	Audit in progress	No	No	3	3	3	2	3	0	20	No	No		No	No	
136	Policy & Programmes	IT Programmes	IT Programme Support (NEW)	Joint	Not audited	N/A	N/A	No	No	3	3	3	2	3	0	20	No	No	Will be audited in 2021/22	Yes	No	
58	Finance	Strategic Finance	Creditor Payments	Joint	2019/20	Limited	Limited	No	No	3	3	3	2	2	0	19	No	No	Will be audited in 2021/22	Yes	Yes	
59	Finance	Strategic Finance	General Ledger	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	3	3	2	1	3	1	19	Yes	No	Key financial audit performed annually	Yes	Yes	
61	Finance	Strategic Finance	Pro-Active Anti-Fraud Review	Joint	2019/20	Limited	Limited	Yes	No	3	3	3	1	2	1	19	Yes	No	Key financial audit performed annually	Yes	Yes	
74	Finance	Strategic Finance	Procurement	Joint	2019/20	Audit in progress	Audit in progress	No	No	3	3	2	2	3	0	19	No	No		No	No	
102	Corporate Services	Customer Assurance	Insurance	Joint	2018/19	Substantial	Substantial	No	No	3	2	3	3	3	0	19	No	No		No	No	
144	Corporate Audits	Corporate	Contract Management	Joint	2014/15	Full	Full	Yes	No	3	2	3	2	3	1	19	No	No	Will be audited in 2021/22	Yes	No	
12	Development & Regeneration	Property Management	Corporate Landlord (NEW)	Joint	Not audited	N/A	N/A	No	Yes	3	1	3	3	3	1	18	No	Yes	Corporate Landlord Approach consultancy review	No	No	
52	Housing & Environment	Technical Services	Grounds & Parks Maintenance	Joint	2017/18	Full	Full	No	Yes	3	2	3	2	2	1	18	No	Yes		No	No	
62	Finance	Strategic Finance	Sundry Debtors	Joint	2019/20	Limited	Limited	No	No	3	3	2	2	2	0	18	No	No	Will be audited in 2021/22	Yes	Yes	
63	Finance	Strategic Finance	Treasury Management	Joint	2019/20	Substantial	Substantial	Yes	No	3	3	2	1	2	1	18	Yes	No	Key financial audit performed annually	Yes	Yes	
73	Finance	Strategic Finance	Contract Management	Joint	2014/15	Full	Full	No	No	3	2	3	2	3	0	18	No	No	See corporate audits	No	No	
94	Corporate Services	Community Enablement	Cornerstone	SODC	2019/20	Satisfactory	N/A	No	Yes	3	2	3	1	3	1	18	No	No	Will be audited in 2021/22	Yes	No	
95	Corporate Services	Community Enablement	The Beacon	VWHDC	2017/18	N/A	Satisfactory	No	Yes	3	2	3	1	3	1	18	No	No	Will be audited in 2021/22	Yes	No	
109	Corporate Services	Customer Assurance	Data Protection / GDPR	Joint	2019/20	Audit in progress	Audit in progress	No	No	3	2	3	3	2	0	18	No	No		No	No	
133	Policy & Programmes	Programmes	Office Accommodation (NEW)	Joint	Not audited	N/A	N/A	Yes	No	3	1	3	3	3	1	18	No	No	Will be audited in 2021/22	Yes	No	
10	Development & Regeneration	Property Management	Property Management	Joint	2018/2019	Limited	Limited	No	No	3	1	3	3	3	0	17	No	No	Will be audited in 2021/22	Yes	No	
13	Development & Regeneration	Property Management	Estates & Facilities Management	Joint	2016/2017	Limited	Limited	Yes	No	3	2	3	1	2	1	17	No	No	Will be audited in 2021/22	Yes	No	
22	Planning	Planning Policy	S106/CIL Policy and Collection	Joint	2016/17	Full	Limited	No	No	3	2	3	2	2	0	17	No	No	Will be audited in 2021/22	Yes	No	
100	Corporate Services	Customer Assurance	Health & Safety	Joint	2016/17	Satisfactory	Satisfactory	Yes	No	3	1	3	3	2	1	17	Yes	No		No	No	
104	Corporate Services	Customer Assurance	Business Continuity	Joint	2015/16	Limited	Limited	No	No	3	2	3	1	3	0	17	No	No		No	Yes	
113	Corporate Services	Customer Assurance	Cash Offices	Joint	2015/16	Limited	Limited	No	No	3	3	2	1	2	0	17	No	No	Will be audited in 2021/22	Yes	No	
127	Corporate Services	IT	Mobile Telephony	Joint	Not audited	N/A	N/A	No	No	2	3	3	2	2	0	17	No	No	Will be audited in 2021/22	Yes	No	
8	Development & Regeneration	Economic Development	Leisure & Active Communities	Joint	2015/2016 (Leisure Facilities)	Satisfactory	Satisfactory	No	Yes	3	1	3	2	2	1	16	No	No		No	No	
21	Planning	Planning Policy	Local Plan / Transport Infrastructure	Joint	Not audited	N/A	N/A	No	No	3	1	3	2	3	0	16	No	No		No	No	
25	Planning	Development Management - Large Sites	Planning Enforcement	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	2	2	3	1	3	1	16	No	No	Will be audited in 2021/22	Yes	No	
46	Housing & Environment	Environmental Services	Brown Bins	Joint	2018/19	Limited	Limited	No	Yes	3	1	3	1	3	1	16	No	No	Will be audited in 2021/22	Yes	No	
57	Finance	Strategic Finance	Capital Management & Accounting	Joint	2019/20	Limited	Limited	Yes	No	3	2	2	1	2	1	16	Yes	No	Key financial audit performed annually	Yes	Yes	
67	Finance	Strategic Finance	Council Fees & Charges	Joint	2013/14	Limited	Limited	Yes	No	3	1	3	1	3	1	16	No	No	Will be audited in 2021/22	Yes	No	
108	Corporate Services	Customer Assurance	Information Governance	Joint	2012/13	Satisfactory	Satisfactory	Yes	No	1	2	3	3	3	1	16	Yes	No	Covid-19 response to information governance will be audited in the Covid-19 Response Governance Audit	Yes	No	
6	Development & Regeneration	Economic Development	Economic Development	Joint	Not audited	N/A	N/A	Yes	No	2	2	3	1	2	1	15	Yes	No	Covid-19 response to the discretionary grants scheme will be audited in the Covid-19 Response Governance	No	No	
15	Development & Regeneration	Infrastructure & Development	S106 agreement	Joint	Not audited	N/A	N/A	No	No	3	1	3	2	2	0	15	No	No	Will be audited in 2021/22	Yes	No	
16	Development & Regeneration	Infrastructure & Development	CIL spending	Joint	2016/2017	Full	Limited	No	No	3	1	3	2	2	0	15	No	No	Will be audited in 2021/22	Yes	No	
24	Planning	Development Management - Large Sites	Development Management (Planning Applications - Large Sites) incl.	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	2	2	3	1	2	1	15	No	No	Will be audited in 2021/22	Yes	No	
27	Planning	Development Management - Applications	Building Control	Joint	2016/17	Limited	Limited	Yes	No	2	2	3	1	2	1	15	Yes	No		No	No	
28	Planning	Development Management - Applications	Development Management (Planning Applications) - Minor/Other incl.	Joint	2019/20	Satisfactory	Satisfactory	Yes	No	2	2	3	1	2	1	15	No	No	Will be audited in 2021/22	Yes	No	
45	Housing & Environment	Environmental Services	Waste Management & Recycling (incl. Litter & Street Cleaning, Fly Tipping)	Joint	2015/16	Substantial	Substantial	No	No	3	1	3	1	3	0	15	No	No		No	Yes	
53	Housing & Environment	Technical Services	Toilets	Joint	Not audited	N/A	N/A	No	Yes	2	2	2	2	2	1	15	No	Yes	In-sourcing of public convenience cleaning will be audited in the Grounds & Parks Maintenance In-	No	No	

Schedule of Auditable Activity (SAA) 2020/2021 - by Priority Score

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHD LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING							THREE YEAR AUDIT PLAN				
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23
65	Finance	Strategic Finance	Budgetary Control	Joint	2019/20	Satisfactory	Satisfactory	No	No	3	1	3	1	3	0	15	No	No		No	No
72	Finance	Strategic Finance	Receipt of Income Arrangements	Joint	2015/16	Satisfactory	Satisfactory	No	No	3	2	2	1	2	0	15	No	No		No	No
101	Corporate Services	Customer Assurance	Lone Working	Joint	2019/20	Audit in progress	Audit in progress	No	No	2	1	3	2	3	1	15	No	No		No	No
120	Corporate Services	HR & Payroll	Pension Administration	Joint	Not audited	N/A	N/A	No	No	3	2	2	2	1	0	15	Yes	No	Will be covered in the Payroll audit.	No	No
26	Planning	Development Management - Large Sites	Planning Appeals	Joint	2018/19	Satisfactory	Satisfactory	No	No	2	2	3	1	2	0	14	No	No		No	No
36	Housing & Environment	Licensing & Community Safety	Licensing	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	2	3	2	1	0	14	No	No		No	Yes
84	Legal & Democratic Services	Democratic Services	Elections & Elections Payments	Joint	2019/20	Limited	Limited	No	No	1	2	3	2	3	0	14	No	No		No	No
121	Corporate Services	HR & Payroll	Recruitment & Selection (incl. Disclosure & Barring Service (DBS))	Joint	2015/16	Limited	Limited	No	No	2	2	2	2	2	0	14	No	No		No	No
122	Corporate Services	HR & Payroll	Travel & Subsistence (Expenses)	Joint	2018/19	Limited	Limited	No	No	2	3	2	1	1	0	14	Yes	No	Will be covered in the Payroll audit.	No	No
132	Policy & Programmes	Programmes	Corporate Projects Management	Joint	2015/16	Limited	Limited	No	No	2	1	3	2	3	0	14	No	No		No	Yes
134	Policy & Programmes	Programmes	Community Hub & Recovery (NEW)	Joint	Not audited	N/A	N/A	Yes	No	2	1	3	1	3	1	14	Yes	No	The community hub will be audited in the Covid-19 Response Governance Audit	No	No
17	Development & Regeneration	Infrastructure & Development	Community Centres	Joint	Not audited	N/A	N/A	No	No	2	1	3	2	2	0	13	No	No		No	No
38	Housing & Environment	Licensing & Community Safety	Safeguarding Children, Young People & Vulnerable Adults	Joint	2016/17	Substantial	Substantial	No	No	2	1	3	3	1	0	13	No	No		No	Yes
43	Housing & Environment	Housing Needs	Disabled Facility Grants	Joint	2019/20	Full	Full	No	No	2	2	2	1	2	0	13	No	No		No	No
68	Finance	Strategic Finance	Credit Card Usage	Joint	2017/18	Limited	Limited	No	No	2	3	1	1	1	0	13	No	No		No	No
83	Legal & Democratic Services	Democratic Services	Democratic Services	Joint	Not audited	N/A	N/A	No	No	1	2	3	2	2	0	13	No	No		No	No
89	Corporate Services	Community Enablement	Community Grants	Joint	2018/19	Satisfactory	Satisfactory	No	No	2	2	3	1	1	0	13	No	No		No	No
105	Corporate Services	Customer Assurance	Emergency Planning	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	1	3	1	3	0	13	No	No		No	Yes
116	Corporate Services	HR & Payroll	HR Management & Reporting	Joint	2018/19	Limited	Limited	Yes	No	2	1	2	2	2	1	13	Yes	No		No	No
118	Corporate Services	HR & Payroll	Annual Leave (incl. annualised hours policy)	Joint	Not audited	N/A	N/A	No	No	2	2	2	2	1	0	13	Yes	No	Will be covered in the HR Management audit.	No	No
131	Corporate Services	IT	Disaster Recovery	Joint	2013/14	Satisfactory	Satisfactory	No	No	2	1	3	1	3	0	13	No	No		No	No
135	Policy & Programmes	Programmes	Transformation Program	Joint	Not audited	N/A	N/A	No	No	2	1	3	2	2	0	13	No	No		No	No
141	Policy & Programmes	Insight & Policy	5CP Transition Programmes (NEW)	Joint	Not audited	N/A	N/A	No	No	2	2	2	1	2	0	13	No	No		No	No
50	Housing & Environment	Technical Services	Car Parks	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	2	2	1	1	0	12	No	No		No	Yes
2	Partnerships	Strategic Partnership	5C Partnerships	Joint	Not audited	N/A	N/A	Yes	No	1	2	2	1	2	1	12	No	No	Will be audited in 2021/22 as part of the contract management audit	Yes	No
19	Development & Regeneration	Garden Communities	Didcot Garden Town Delivery	SODC	Not audited	N/A	N/A	No	Yes	2	1	2	1	2	1	12	No	No	Will be audited in 2021/22	Yes	No
40	Housing & Environment	Housing Needs	Housing Allocations	Joint	2012/13	Full	Full	No	No	1	2	3	2	1	0	12	No	No		No	Yes
47	Housing & Environment	Environmental Services	Food & Safety	Joint	2013/14	Satisfactory	Satisfactory	Yes	No	1	1	3	2	2	1	12	No	No	Will be audited in 2021/22	Yes	No
51	Housing & Environment	Technical Services	Mobile Home Parks	Joint	2019/20	Satisfactory	Satisfactory	No	No	2	2	2	1	1	0	12	No	No		No	No
55	Housing & Environment	Technical Services	Tree Management & Inspections	Joint	2017/18	Satisfactory	Satisfactory	No	No	2	1	3	2	1	0	12	No	No		No	No
64	Finance	Strategic Finance	Bank Contract & Arrangements	Joint	2014/15	Full	Full	No	No	2	1	1	2	3	0	12	No	No		No	No
66	Finance	Strategic Finance	Community Loans Scheme	SODC	2013/14	Full	Full	No	No	2	2	2	1	1	0	12	No	No		No	No
69	Finance	Strategic Finance	Internal Recharges	Joint	2017/18	Satisfactory	Satisfactory	No	No	3	1	1	1	2	0	12	No	No		No	No
79	Legal & Democratic Services	Legal Services	Regulation of Investigatory Powers (RIPA)	Joint	2013/14	Full	Full	No	No	2	1	3	1	2	0	12	No	No		No	No
80	Legal & Democratic Services	Democratic Services	Anti-Fraud & Corruption Policies	Joint	2014/15	Limited	Limited	No	No	1	3	2	1	1	0	12	No	No		No	No
81	Legal & Democratic Services	Democratic Services	Whistleblowing	Joint	2014/15	Limited	Limited	No	No	1	3	2	1	1	0	12	No	No		No	No
82	Legal & Democratic Services	Democratic Services	Corporate Governance	Joint	2014/15	Full	Full	No	No	1	2	3	1	2	0	12	No	No		No	Yes
93	Corporate Services	Community Enablement	SODC Online Lottery	SODC	Not audited	N/A	N/A	No	No	2	2	2	1	1	0	12	No	No		No	No
117	Corporate Services	HR & Payroll	HR Advisory	Joint	Not audited	N/A	N/A	No	No	2	1	2	2	2	0	12	No	No	Will be audited in 2021/22	Yes	No
124	Corporate Services	HR & Payroll	HR Culture Project (incl. policy, performance management, wellbeing, training, recruitment,	Joint	Not audited	N/A	N/A	No	No	2	1	2	2	2	0	12	No	No		No	No
1	Partnerships	Strategic Partnership	Oxfordshire Housing & Growth Deal and Growth Board	Joint	Not audited	N/A	N/A	No	No	2	1	2	1	2	0	11	No	No		No	No
18	Development & Regeneration	Infrastructure & Development	Infrastructure	Joint	Not audited	N/A	N/A	No	No	1	1	3	2	2	0	11	No	No		No	No
70	Finance	Strategic Finance	Petty Cash Procedures	Joint	2018/19	Limited	Limited	No	No	2	2	1	1	1	0	11	No	No		No	No
71	Finance	Strategic Finance	Petty Cash Spot Checks	Joint	2017/18	Full	Full	No	No	2	2	1	1	1	0	11	No	No		No	No
78	Legal & Democratic Services	Legal Services	Land Charges	Joint	2019/20	Audit in progress	Audit in progress	No	No	2	1	3	1	1	0	11	No	No		No	No
85	Legal & Democratic Services	Democratic Services	Gifts and Hospitality (Councillors)	Joint	2016/17	Substantial	Substantial	No	No	1	2	3	1	1	0	11	No	No		No	No
88	Corporate Services	Community Enablement	Assets of Community Value	Joint	2019/20	Satisfactory	Satisfactory	No	No	2	1	2	2	1	0	11	No	No		No	No

Schedule of Auditable Activity (SAA) 2020/2021 - by Priority Score

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHDC LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING							THREE YEAR AUDIT PLAN				
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23
110	Corporate Services	Customer Assurance	Freedom of Information Requests (FOI)	Joint	2012/13	Satisfactory	Satisfactory	No	No	1	1	3	2	2	0	11	No	No	Will be audited in 2021/22	Yes	No
114	Corporate Services	HR & Payroll	Gifts & Hospitality (Officers)	Joint	Annual review of entries on register	N/A	N/A	No	No	1	2	3	1	1	0	11	No	No		No	No
123	Corporate Services	HR & Payroll	Training & Development	Joint	2016/17	Satisfactory	Satisfactory	No	No	2	1	2	1	2	0	11	No	No		No	No
139	Policy & Programmes	Insight & Policy	Corporate Plan Development	Joint	Not audited	N/A	N/A	No	No	2	1	2	1	2	0	11	No	No		No	No
145	Corporate Audits	Corporate	Partnership Performance Monitoring	Joint	2015/16	Limited	Limited	No	No	2	1	2	1	2	0	11	No	No		No	No
4	Partnerships	Strategic Partnership	Oxfordshire Local Enterprise Partnership (OxLEP) (incl. Enterprise Zones)	Joint	Not audited	N/A	N/A	No	No	2	1	2	1	1	0	10	No	No		No	No
39	Housing & Environment	Licensing & Community Safety	VFM from CCTV Contract	Joint	2009/10	Satisfactory	Satisfactory	No	No	2	1	2	1	1	0	10	No	No		No	No
41	Housing & Environment	Housing Needs	Temporary Accommodation	Joint	2014/15	Satisfactory	Limited	No	No	1	1	3	1	2	0	10	No	No		No	Yes
44	Housing & Environment	Environmental Services	Environmental Protection	Joint	2016/17	Limited	Satisfactory	No	No	1	1	3	2	1	0	10	No	No		No	No
96	Corporate Services	Community Enablement	Communications	Joint	Not audited	N/A	N/A	No	No	1	1	3	1	2	0	10	No	No		No	No
97	Corporate Services	Community Enablement	Consultation (Public & Staff) & Community Engagement	Joint	2015/16	Substantial	Substantial	No	No	1	1	3	1	2	0	10	No	No		No	No
107	Corporate Services	Customer Assurance	Comments & Complaints Process	Joint	2016/17	Satisfactory	Satisfactory	No	No	1	1	3	1	2	0	10	Yes	No	Covid response to comments and complaints will be covered in the corporate Covid-19 Response	No	Yes
111	Corporate Services	Customer Assurance	Environmental Information Regulations (EIR)	Joint	Not audited	N/A	N/A	No	No	1	1	3	2	1	0	10	No	No	Will be audited in 2021/22	Yes	No
115	Corporate Services	HR & Payroll	HR Policy Framework	Joint	Not audited	N/A	N/A	No	No	1	1	2	2	2	0	10	No	No		No	No
14	Development & Regeneration	Infrastructure & Development	Affordable Housing (previously Housing Development)	Joint	2018/2019	Full	Full	No	No	1	1	3	1	1	0	9	No	No		No	No
20	Development & Regeneration	Garden Communities	Development (incl. Berinsfield and Dalton Barracks Garden Village)	Joint	2018/2019	Full	Full	No	No	1	1	3	1	1	0	9	No	No		No	No
23	Planning	Planning Policy	Neighbourhood Planning Grants	Joint	2015/16	Limited	Limited	Yes	No	1	1	2	1	1	1	9	No	No	Will be audited in 2021/22	Yes	No
37	Housing & Environment	Licensing & Community Safety	Community Safety	Joint	Prior to 2010/11 (VWHDC only)	N/A	Unknown - hard copy audit files	No	No	1	1	3	1	1	0	9	No	No		No	No
54	Housing & Environment	Technical Services	Cemeteries	SODC	2017/18	Full	Full	No	No	1	1	2	1	2	0	9	No	No		No	No
99	Corporate Services	Customer Assurance	Performance Management (Corporate Plan)	Joint	2016/17	Limited	Limited	No	No	1	1	2	1	2	0	9	No	No		No	Yes
140	Policy & Programmes	Insight & Policy	External Funding	Joint	Not audited	N/A	N/A	No	No	2	1	1	1	1	0	9	No	No		No	No
143	Corporate Audits	Corporate	Stationery System	Joint	2011/12	Satisfactory	Satisfactory	No	No	2	1	1	1	1	0	9	No	No		No	No
3	Partnerships	Strategic Partnership	Ox-Cam Arc	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
5	Partnerships	Strategic Partnership	Science Vale Brand	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
7	Development & Regeneration	Economic Development	Leader Project Assurance	SODC	2017/2018	Full	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
11	Development & Regeneration	Property Management	Moorings	VWHDC only	2019/20	N/A	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	No
42	Housing & Environment	Housing Needs	Private Housing (Licensing HMO)	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
48	Housing & Environment	Environmental Services	Stray Dogs Contract	Joint	2010/11 (VWHDC only)	N/A	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	No
49	Housing & Environment	Technical Services	Engineering Services (Sewerage, Flooding, Drainage)	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
56	Housing & Environment	Technical Services	Public Realm	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
86	Corporate Services	Community Enablement	Voluntary & Community Sector	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
87	Corporate Services	Community Enablement	Town & Parish Liaison	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
90	Corporate Services	Community Enablement	Community Partnerships	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
91	Corporate Services	Community Enablement	Young People	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
92	Corporate Services	Community Enablement	Arts Development	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
103	Corporate Services	Customer Assurance	Equalities & Diversity	Joint	2011/12	Satisfactory	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	Yes
106	Corporate Services	Customer Assurance	Customer Services	Joint	Not audited	N/A	N/A	No	No	1	1	2	1	1	0	8	No	No		No	No
130	Corporate Services	IT	Street Naming & Numbering	Joint	2018/19	Satisfactory	Satisfactory	No	No	1	1	2	1	1	0	8	No	No		No	No
9	Development & Regeneration	Economic Development	Market Towns	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
29	Planning	Planning Business	Registration	Joint	2019/20	Satisfactory	Satisfactory	No	No	1	1	1	1	1	0	7	No	No		No	No
30	Planning	Planning Business	Footpaths	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
31	Planning	Planning Business	Business Support	Joint	2019/20	Satisfactory	Satisfactory	No	No	1	1	1	1	1	0	7	No	No		No	No
32	Planning	Planning Business	Conservation Area Appraisals	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
33	Planning	Planning Business	Ecology	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
34	Planning	Planning Business	Urban Design	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
35	Planning	Planning Business	Trees	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
112	Corporate Services	Customer Assurance	Executive & Business Support Team	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No

Schedule of Auditable Activity (SAA) 2020/2021 - by Priority Score

No.	SERVICE AREA	SERVICE TEAM	AUDIT AREA	COUNCIL	LAST AUDITED	SODC LAST AUDIT RATING	VWHDC LAST AUDIT RATING	OFFICER REQUEST		RISK SCORING						THREE YEAR AUDIT PLAN					
								PLANNED ASSURANCE AUDIT	PLANNED CONSULTANCY AUDIT	FINANCIAL RISK (x2)	FRAUD RISK (x2)	REPUTATIONAL RISK	LEGAL RISK	CORPORATE RISK	OFFICER REQUEST (1 FOR YES)	PRIORITY SCORE (MIN.7, MAX.22)	2020/21 PLANNED ASSURANCE	2020/21 PLANNED CONSULTANCY	2020/21 AUDIT PLANNING NOTES	2021/22	2022/23
129	Corporate Services	IT	Data Capture / Geographical Information Systems (GIS)	Joint	2008/09	Satisfactory	Satisfactory	No	No	1	1	1	1	1	0	7	No	No		No	No
137	Policy & Programmes	Insight & Policy	Insight	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
138	Policy & Programmes	Insight & Policy	Policy Framework	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No
142	Policy & Programmes	Insight & Policy	Climate Action (incl. Strategic Energy)	Joint	Not audited	N/A	N/A	No	No	1	1	1	1	1	0	7	No	No		No	No

Key:	Description
Audit allocation days	Total budgeted days, split by SODC and VWHDC used for the last audit.
Last reviewed	Audit year last reviewed
Last audit rating	Audit rating of last audit
Financial risk score (x2)*	Any risk which has a potential adverse financial consequence.
Fraud risk score (x2)*	The risk of a person/persons using deception to make a personal gain which has an impact on the organisation.
Reputational risk score	Risk of negative perception by the public and stakeholders.
Legal risk score	Risk of non-compliance to laws and regulations. Any financial consequence of such a breach is scored in the financial risk element.
Corporate risk score	Risk of operational disruption resulting from inadequate or failed internal processes, people and systems or from external events.
Officer request	Review requested by Head of Service for 2020/21 audit plan. Requested: 1 Not requested: 0
Priority score	Sum of all the risk scores, with a minimum score of 7 and a maximum score of 22
Key financial audit	Key financial audit, reviewed annually

* Financial and fraud risk has been weighted (x2), due to higher level of impact if risk materialised.

Risk Definitions & Scoring	
Low Risk: 1	Consequences will not be severe and any associated losses relatively small.
Medium risk: 2	Significant impact to council operations and services.
High risk: 3	Major impact to council operations and services.

Internal Audit Allocation 2020/2021**APPENDIX 2**

DESCRIPTION (analysis of description overleaf)	DAYS 2020/21 1 July 2020 to 31 March 2021	DAYS 2019/20 1 April 2019 to 31 March 2020	VARIANCE	NOTES (overleaf)
Total available days	780	953	(173)	1
1 internal audit manager (52 weeks x 5 days) x 9/12 months	195	260	(65)	
1 auditor (52 weeks x 5 days) x 9/12 months	195	260	(65)	
1 auditor (52 weeks x 5 days) x 9/12 months (2-month vacancy in 2019/20)	195	217	(22)	
1 auditor (52 weeks x 5 days) x 9/12 months (2-month vacancy in 2019/20)	195	217	(22)	
Total lost days	134	151	(17)	2
Annual leave entitlement (planned)	86	95	(9)	
Public holidays, office Christmas closure (planned)	28	36	(8)	
Sickness absence (unplanned)	20	20	0	
Total non-chargeable days	54	82	(28)	3
Administration	30	40	(10)	
Training and development	12	32	(20)	
Corporate and internal audit team meetings	12	10	2	
Total chargeable days	592	720	(128)	4
Internal audit plan 2019/20	55	0	55	
Internal audit plan 2020/21 (planned assurance)	315	452	(137)	
Internal audit plan 2020/21 (planned consultancy)	40	0	40	
Consultancy (unplanned)	45	32	13	
Contingency/investigations (unplanned)	27	58	(31)	
Ad-hoc advice	27	42	(15)	
Internal audit follow up	18	28	(10)	
Audit management	65	100	(35)	
Town and parish council audits	0	8	(8)	
Total lost, non-chargeable, chargeable days	780	953	(173)	
Proportion of chargeable days	76%	76%	0%	
Proportion of non-chargeable days	7%	9%	(2%)	
Proportion of lost days	17%	16%	1%	

Analysis of description**Administration**

- Appraisals
- Progress and 1-2-1 meetings
- Filing
- Timekeeping (timesheets, time allocation, individual work plans)
- Staff briefings
- E-mails/correspondence
- Recruitment

Training and development

- In-house corporate training (IT, new systems, HR training programme)
- External role related training (management, fraud, audit)
- Study leave for professional qualifications or other role specific training

Team meetings

- Internal audit, finance managers, operational management group, statutory officers, portfolio holders

Audit management

- Preparation and attendance at committee
- Revision of audit procedures
- Quality assurance/file reviews
- Liaising with external audit
- Raising the profile of internal audit
- Attendance at corporate internal and external networking meetings
- Internal audit presence on the website and intranet at both sites
- Preparation and monitoring of the internal audit plan
- Budgetary control
- Delivery of training
- Performance management
- Recommendations database (maintenance and non-audit specific work)
- Corporate fraud

Ad-hoc advice

- Informal responsive advice to queries from officers

Consultancy/system development

- Formal governance, risk and control project work based on agreed terms of reference (i.e. project member for implementation of new systems, system mapping, delivery of training to members and staff)

Contingency/investigations

- Responsive work issued and agreed by the S151 officer, joint audit and governance committee, members or management team

Town and parish councils

- Provision of internal audit services to town and parish councils

Five Councils Partnership

- Audit assistance in relation to Capita services (i.e. Exchequer services and IT) as requested by senior management

1. Total available days decreased by 173 from 953 to 780

- The calculation of available auditor days is based on a fully staffed internal audit team for the remaining nine months of the year (July 2020 to March 2021). During quarter one of 2020/21, the internal audit team assisted in the councils' response to Covid-19 (i.e. business and discretionary grant work). The 2019/20 calculation allowed for two auditor vacancies for two months.

2. Total lost days decreased by 17 days from 151 to 134

- **Annual leave entitlement (less 9 days):** one long serving auditor has additional annual leave entitlement (five days) and one auditor has purchased additional annual leave (five days). The 2020/21 annual leave days is pro-rated for the remaining nine months. In 2019/20 the two-month auditor vacancies reduced the total annual leave days.
- **Public holidays and office closure (less 8 days):** allocation of seven public holidays per auditor in 2020/21. The two auditor vacancies in April and May of 2019/20 reduced the total public holidays by eight days.
- **Sickness absence (no change):** allowance of five sick days per auditor.

3. Total non-chargeable days decreased by 28 days from 82 to 54

- **Administration (less 10 days):** allocation based on the average number of days used over the last three years, pro-rated for the remaining nine months in 2020/21. In 2019/20 the two auditor vacancies reduced the allocation of administration days.
- **Training and development (less 20 days):** allocation of three days per auditor for in-house and external training, based on the average number of days used over the last three years.
- **Corporate/team meetings (plus 2 days):** allocation of three days per auditor, based on the average number of days used over the last three years.

4. Total chargeable days decreased by 128 days from 720 to 592

- **Internal audit plan 2019/20 (plus 55 days):** allocation of 55 days for the completion of four 2019/20 audits, which have not been finalised by 31 March 2020.
- **Internal audit plan 2020/21 (planned assurance) (less 137 days):** the number of planned assurance audits has decreased to accommodate the remaining nine months of 2020/21, due to Covid-19.
- **Internal audit plan 2020/21 (planned consultancy) (plus 40 days):** there are two planned consultancy audits in 2020/21 - no planned consultancy audits were scheduled for 2019/20.
- **Consultancy (unplanned) (plus 13 days):** allocation of five days per service area (four days in 2019/20), based on audit planning discussions.
- **Contingency/investigations (unplanned) (less 31 day):** allocation of three days per service area, which is based on the average number of days used over the last three years.
- **Ad-hoc advice (less 15 days):** allocation of three days per service area, which is based on the average number of days used over the last three years.
- **Internal audit follow up (less 10 days):** allocation of 10 days for 2019/20 follow ups and eight days for 2020/21 follow ups.
- **Audit management (less 35 days):** allocation is in line with the average number of days used over the last three years, pro-rated for the remaining nine months.
- **Five Councils Partnership (no change):** 20 days budgeted for audit assistance in relation to services coming back in-house.
- **Town and parish councils (less 8 days):** internal audit services are no longer offered to town and parish councils.

Proposed Internal Audits 2020/21

APPENDIX 3

No.	Service Area	Audit Area	Priority Score	SODC Days	VWHDC Days
1	Finance	Payroll (incl. travel & subsistence, pension administration, annual leave payments)	22	20	20
2		National Non-Domestic Rates (NNDR) (incl. Covid-19 Business Grants)	22	15	15
3		Council Tax	20	16	16
4		Housing Benefits & Council Tax Reduction Scheme (HB & CTRS)	20	17	17
5		Pro-active Anti-Fraud Review	19	10	10
6		General Ledger - limited review	19	7.5	7.5
7		Treasury Management	18	10	10
8		Capital Management & Accounting	16	8	8
9	Planning	Building Control	15	10	10
10	Policy & Programmes	Covid-19 Response Governance Review	N/A*	20	20
11	Corporate Services	Health & Safety	17	10	10
12		HR Management & Reporting (incl. annual leave calculation)	13	14	14
Planned Assurance Work Total Days				157.5	157.5
13	Housing & Environment	Grounds & Parks Maintenance In-Sourcing	N/A	10	10
14	Development & Regeneration	Corporate Landlord Approach	N/A	10	10
Planned Consultancy Work Total Days				20	20

*the audit covers many topics, all with varying priority scores.

Proposed Audit Coverage and Start Dates

APPENDIX 3

No.	Audit Area	Proposed Audit Coverage	Proposed Start Date		
			Q2	Q3	Q4
1	Payroll	<ul style="list-style-type: none"> • Amendments to standing data (starters, leavers, overtime, variations). • Monthly payroll processing. • Payroll records, including reconciliations between systems. • Annual leave calculations (incl. full time, part time employees). 		Nov	
2	NNDR (incl. Covid-19 Business Grants)	<ul style="list-style-type: none"> • Valuation records for new and amended properties. • NNDR billing, payment and refund transactions. • Debt recovery and write offs. 		Oct	
3	Council Tax	<ul style="list-style-type: none"> • Liabilities, including discounts and exemptions. • Payments, credits, refunds and suspense transactions. • Recovery, enforcement and write-offs. 	Sep		
4	HB & CTRS	<ul style="list-style-type: none"> • Housing benefits and CTRS payments. • Benefits assessments and subsidy claims. • Benefit overpayments. 		Oct	
5	Pro-Active Anti-Fraud Review	<ul style="list-style-type: none"> • Series of tests designed to evaluate the effectiveness of fraud and anti-corruption controls within key financial processes. 	Ongoing		
6	General Ledger (limited review)	<ul style="list-style-type: none"> • Policies, procedures and assignment of roles and responsibilities, including segregation of duties. • Bank reconciliations. • Suspense account management. • Journal processing and recording. 		Nov	
7	Treasury Management	<ul style="list-style-type: none"> • Investments and borrowings (including authorisation, counterparty limits, coding). • Treasury management performance. • Access level controls within treasury management and banking systems. 			Jan
8	Capital Management & Accounting	<ul style="list-style-type: none"> • Capital financial strategy and asset management plan. • Capital contracts and budget monitoring. • Completeness and accuracy of asset register, including reconciliations. 			Jan
9	Building Control	<ul style="list-style-type: none"> • Building control fee billings and collection. • ISO readiness assessment and review progress against ISO recommendations. 			Feb
10	Covid-19 Response Governance Review	<ul style="list-style-type: none"> • Review of the councils' response to Covid-19, including decision making, grant funding, information governance, community hub activities, officer well-being, IT asset management, data protection and comments and complaints. 	Aug		

APPENDIX 3

No.	Audit Area	Proposed Audit Coverage	Proposed Start Date		
			Q2	Q3	Q4
11	Health & Safety	<ul style="list-style-type: none"> Review of health and safety activities across the councils, including policies and procedures, risk identification and assessments, contractors, premises and land management, incident reporting and training and awareness. 		Oct	
12	HR Management & Reporting (incl. annual leave calculation)	<ul style="list-style-type: none"> Policies, procedures and training. Starters, leavers, and increment/change processes. Administration, management and access controls within HR systems. Management of HR data. Annual leave entitlement balances and calculations. Statutory reporting, including pay policy statements, equalities, staff surveys. 	Aug		
13	Grounds & Parks Maintenance In-Sourcing	<ul style="list-style-type: none"> Development of processes and procedures due to the in-sourcing of grounds maintenance and public convenience cleaning, with a focus on compliance, efficiency and cost effectiveness. 	Ongoing		
14	Corporate Landlord Approach	<ul style="list-style-type: none"> Independent and objective assessment of the project to centralise the management of council assets. 			Jan

Key:

Audits in bold text are key financial audits, performed every year.

Planned Assurance Audits:

Planned assurance audits are rated within the schedule of auditable activity taking into consideration the following factors:

- Risk scores for the level of exposure to financial, fraud, reputational, legal and corporate risk; and
- Officer requests for a review.

This generates a priority score which, together with internal audit and the section 151 officer's opinion on key risk areas, determines which planned assurance audits are placed in the annual audit plan.

Planned Consultancy Audits:

Consulting services are defined as advisory and client related service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organisation's governance, risk management and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation and training. As planned consultancy audits are performed at the request of senior management these reviews are not assigned a priority score.

Proposed Audit Coverage:

The proposed audit scope, based on planning activities and previous audit reviews is detailed above. Prior to the start of each individual audit a risk assessment and scoping exercise will be performed by the auditor, which will be agreed with the auditee(s).

Audit Start Date

The audit start date indicates the estimated month the audit fieldwork is due to commence; however, some audits may be performed over more than one month/quarter. We will seek to agree a date which ensures the availability of key management and officers.

Audit and Governance Work Programme

containing Joint Audit and Governance
Committee work to be undertaken in 2020



What is the work programme?

The Audit and Governance Work Programme belongs to South Oxfordshire District Council's and Vale of White Horse District Council's Joint Audit and Governance Committee and sets out a schedule of work for the period shown above. It is a rolling plan, subject to change at each committee meeting; however, the councils may allocate additional work without notice.

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Risk management	Joint Audit and Governance Committee 13 Jul 2020	Yvonne Cutler-Greaves Yvonne.CutlerGreaves@southandvale.gov.uk	The committee agreed to receive regular progress reports on the implementation of the risk management framework.	To review and comment on progress.	
Health and safety	Joint Audit and Governance Committee 13 Jul 2020	Sally Truman sally.truman@southandvale.gov.uk			

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Internal audit activity report - fourth quarter 2019/20	Joint Audit and Governance Committee 13 Jul 2020	Victoria Dorman-Smith victoria.dorman-smith@southandvale.gov.uk	The council audits its services through the internal audit service in line with the approved internal audit plan 2019/20. The report will summarise the outcomes of recent internal audit activity for the committee to consider.	The committee is asked to review the report and main issues arising and seek assurance that action has been or will be taken where necessary.	This is a recurring agenda item and is updated at each meeting.
Internal audit management report - fourth quarter 2019/20	Joint Audit and Governance Committee 13 Jul 2020	Victoria Dorman-Smith victoria.dorman-smith@southandvale.gov.uk	The committee monitors the effectiveness of internal audit each quarter against the approved audit plan.	To report on management issues, summarise progress against the 2019/20 audit plan and summarise the priorities and planned audit work for the next quarter.	This is a recurring agenda item and is updated at each meeting.
Internal audit plan 2020/21	Joint Audit and Governance Committee 13 Jul 2020	Victoria Dorman-Smith victoria.dorman-smith@southandvale.gov.uk	The council audits its services through the internal audit service.	To approve the internal audit plan for 2020/21.	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Code of conduct annual report	Joint Audit and Governance Committee September 2020	Margaret Reed, Head of Legal and Democratic margaret.reed@southandvale.gov.uk	The Committee has responsibility for having an overview of the standards of conduct framework for councillors, any co-opted members and parish councillors.	To review operation of the code of conduct.	
Regulation of Investigatory Powers Act 2000 - policy and procedures	Joint Audit and Governance Committee September 2020	Margaret Reed, Head of Legal and Democratic margaret.reed@southandvale.gov.uk			
Comments and complaints	Joint Audit and Governance Committee September 2020	Sally Truman sally.truman@southandvale.gov.uk	The committee is responsible for monitoring the councils' comments and complaints.	To review the comments and complaints received during 2018/19.	
Internal audit annual report 2019/20	Joint Audit and Governance Committee September 2020	Victoria Dorman-Smith victoria.dorman-smith@southandvale.gov.uk	To review the work of internal audit in 2019/20.	To monitor the effectiveness of internal audit and to make recommendations for changes as necessary.	
External auditor's audit planning reports 2019/20	Joint Audit and Governance Committee September 2020	Simon Hewings simon.hewings@southandvale.gov.uk	The external auditor to report on how it intends to carry out its responsibilities as auditor.	To consider the external auditor's report.	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Treasury management outturn 2019/20	Joint Audit and Governance Committee September 2020	Simon Hewings simon.hewings@southandvale.gov.uk	The committee is responsible for monitoring the councils' treasury management activity.	To consider the 2019/20 outturn report and make recommendations to Cabinet.	
Statement of accounts 2019/20	Joint Audit and Governance Committee 26 Nov 2020	Simon Hewings simon.hewings@southandvale.gov.uk	Each year the committee must approve each council's statement of accounts and ensure that they comply with the requirements of accounting practice.	The committee is asked to approve each council's statement of accounts and supporting documents for final sign-off by the committee's co-chairs and the councils' external auditor.	The requirement to approve the statement of accounts has been delayed in 2020 due to the Covid-19 pandemic.
Internal audit activity report - First and second quarters 2020/21	Joint Audit and Governance Committee 26 Nov 2020	Victoria Dorman-Smith victoria.dorman-smith@southandvale.gov.uk	The council audits its services through the internal audit service in line with the approved internal audit plan 2020/21. The report will summarise the outcomes of recent internal audit activity for the committee to consider.	The committee is asked to review the report and main issues arising and seek assurance that action has been or will be taken where necessary.	This is a recurring agenda item and is updated at each meeting.

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Internal audit management report - First and second quarters 2020/21	Joint Audit and Governance Committee 26 Nov 2020	Victoria Dorman-Smith victoria.dorman-smith@southandvale.gov.uk	The committee monitors the effectiveness of internal audit each quarter against the approved audit plan.	To report on management issues, summarise progress against the 2020/21 audit plan and summarise the priorities and planned audit work for the next quarter.	This is a recurring agenda item and is updated at each meeting.