

## **Internal Audit Progress Report**

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### **REASON FOR ITEM**

This report provides the Audit Committee with a summary of Internal Audit (IA) activity in the period from 14 November 2011 to 19 February 2012. This fulfils the requirements of CIPFA's Code of Practice for Internal Audit in Local Government to bring to Members' attention periodic reports on progress against planned activity and any implications arising from Internal Audit findings and opinions.

The report also satisfies the Audit Commission requirements to keep Members adequately informed of the work undertaken by Internal Audit and of any problems or issues arising from audits.

### **OPTIONS AVAILABLE TO THE COMMITTEE**

To note the in-year progress against the Internal Audit Plan for 2011-12; the updated position of those audits undertaken in 2007-8, 2009-10 and 2010-11 and that all recommendations have been implemented for 2008-9 audits.

### **1. INFORMATION**

1.1. In addition to the Annual Report, the Head of Internal Audit produces interim reports to Officers and Members throughout the year. These are approximately quarterly, summarise progress to date and bring to the attention of members any issues of note.

### **2. Resources**

2.1. Two new trainees started in January 2012, replacing two who resigned earlier in the year. There has been one long-term sickness absence in the team during the period and one long-term absence for other reasons. However a number of audits have been deleted for unrelated operation reasons, outlined below, so the staff resources are sufficient to meet the remaining planned audits.

### **3. Progress against Plan and Follow up Status**

3.1. During the period, six audits received Limited Assurance, twelve received Satisfactory Assurance, of which eight were school audits, and four received Full Assurance of which 3 were school audits. Although six received Limited Assurance, we

have agreed action plans with management to address the weaknesses identified and we will be closely monitoring these for implementation by the agreed timetables.

3.2. I am not anticipating any qualification of my annual opinion as a result of audits reported in the current period.

3.3. The current status of this year's plan is included in Appendix 1.

3.4. The progress and status of those audits carried out in 2007-8, 2009-10 and 2010-11 is included in Appendices 2, 3 and 4.

3.5. It was anticipated when setting the plan that amendments will always be needed to accommodate the changing needs of the Council. Amendments made up to the 19 February 2012 include one addition to the planned work which has been accommodated from current resources.

**Carbon Reduction Commitment Energy Efficiency Scheme** – Added to the plan as the scheme required Internal Audit input to certify that adequate and effective processes and procedures were in place to ensure, that the Council captures, reports and maintains complete, accurate and timely information on its electricity and gas usage.

3.6. There have been nine deletions from the plan during the period. All decisions on deletions took into account the risks associated with the audits and whether deferral to 2012/13 would be more appropriate. The audits ***deleted and included in the audit plan for 2012/13 are:-***

**Employee Expenses – Automated Payments** – This was originally put in the 2011/12 plan as it was expected that automated payments would go live within the year. However, delays have occurred and the system will not be piloted until March 2012, with the system going fully live in 2012/13. Internal Audit has been involved in the planning stage of this project, advising on controls.

**Criminal Records Bureau Checks** – Human Resources (HR) assumed responsibility for CRB checks from the Business Support Units in November 2011. It was apparent that there were improvements required and HR is reviewing the whole process starting with Children & Families and then moving onto other service areas. After discussions we felt that HR had identified the improvements needed and we could add little to the programme of improvements they were already putting in place.

**Mental Health** - This audit was planned to be carried out in Quarter 4. However, at the time of planning, it was established that CNWL (Central North West London) that provides the service on behalf of the Council was going through a major restructure and that the audit would be best delayed until 2012-13 when we will review the adequacy and effectiveness of the new processes put in place.

**Assessment & Care Management – Learning Disabilities and Physical Disabilities** – A review of Older People’s assessment processes is being undertaken. Proposals for the reorganisation of Older Peoples Social Care assessment and care management teams are under consideration so an audit in 2011/12 would not be able to take into account any new reporting lines and changes in responsibilities.

**Empty Property Management** - The service is in the process of being restructured and transferred to a different Head of Service and therefore an audit in 2012/13 is considered more appropriate.

**Private Sector Housing** - This audit has been deferred at the request of the respective Head of Service as the service is going through a BID restructure which should be completed in April 2012. The audit in 2012/13 will review the adequacy of the new processes put in place.

**Investigations Team** – This team was set up in 2011/12, bringing together the activities of both investigation and enforcement, previously undertaken by separate teams in different directorates. The team is still being developed and so an audit in 2012/13 when the team is more embedded is considered more beneficial.

**School Admissions** – There is a current Business Improvement Delivery (BID) project on school admissions based on reviewing the processes undertaken for school places applications. The aim is to use on-line applications to feed information directly into the admissions system maximising the use of IT. An audit of the current manual system would not add any value.

3.7. The audits deleted from the plan and not included in the plan for 2012/13 are:-

**The Willows** – This special school became an Academy within the year and the Council is therefore no longer requires assurance on its systems.

**Behaviour Support – Financial Systems** - The audit was for the 2011/12 plan because the Behaviour Support Service was a service purchased by secondary schools but being offered to primary schools from April 2011. With the consequent risk that expenditure could exceed income. At the planning stage of the audit, it was obvious that a sufficient number of schools had brought the service and there was little risk. The audit was therefore terminated at that stage.

3.8. Unless otherwise stated, all reports have an action plan agreed with internal audit.

3.9. Summaries of the outcomes of the audits completed in the period are provided below:

**Audit Title: CRC Energy Efficiency Scheme**  
**Assurance level: Limited**

The Carbon Reduction Commitment (CRC) Energy Efficiency Scheme is a mandatory energy efficiency scheme which was introduced in April 2010. Organisations were required to calculate and report energy used in tonnes of carbon dioxide (CO<sub>2</sub>). The overall aim of the scheme is to encourage organisations to reduce their energy consumption. The greater the reduction, the greater the savings in energy supply costs and the fewer carbon allowances to purchase.

Non-compliance or inaccurate reporting will expose organisations to potentially significant financial penalties e.g. a fine of £40 per tonne of carbon dioxide incorrectly reported beyond the 5% allowable margin of error. Organisation names will be placed in a performance league table which could impact on the council's reputation.

The audit objective was to ensure that adequate and effective processes and procedures are in place to ensure, that the council captures, reports and maintains complete, accurate and timely information on its electricity and gas usage including that of its schools.

We were pleased to report risks are appropriately addressed in these areas:

- Registering and submitting both Footprint and Annual reports on time;
- Budgeting for payment of the CRC allowance.

Improvements are needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
A process should be put in place to capture building details from Property, Housing and Corporate Construction and relay this information to the CRC Officer, to ensure that all relevant buildings have been captured (especially changes in-year).	High	February 2012
The Programme Board should ensure the case for having a contract with TEAM, the energy auditing agency, is revaluated and Contract Management improved to ensure the council is receiving value for money.	High	April 2012
The Programme Board should ensure for next year's submission:- <ul style="list-style-type: none"><li>• there is a clear plan for next year's submission so that the collation of CRC information is complete and</li></ul>	High	Immediate

- accurate;
- all establishments are on the corporate contracts. And once on, do not change energy supplier without authorisation, therefore ensuring there is an opportunity to challenge the reasons behind any supplier changes;
- there is a process in place which ensures the Energy Manager or relevant Officer is notified if any properties that are disposed of. So that final readings can be taken and the council are not charged for energy usage.

Document the process the officer followed to capture and calculate CRC emissions and clarify how the CRC supporting documentation for 2010/11 data is going to be held. So that the council can justify its figures and does not struggle to recreate the starting point for the 2012-13 submission.

High

February 2012

**Management Comment** - Recommendations of the report have been agreed in conjunction with both the Head of ICT & Business Services and Heads of Service to ensure they are delivered to timetable.

**Audit Title: Fleet Management**

**Assurance level:** Limited Assurance

The Fleet Management Service (FMS) is responsible for providing a fit for purpose, safe, reliable and cost effective vehicle fleet, enabling LBH to deliver operational services in line with corporate objectives. The FMS primarily supports waste services, highways and passenger services. The fleet operate from Harlington Road Depot (HRD).

The objective of the audit was to ensure the processes for Fleet Management procurement, repairs, servicing and disposals are efficient, effective and economical.

We are pleased to report risks are appropriately addressed in the following areas:

- Fleet vehicles are legal and roadworthy
- There is a planned maintenance schedule in place to ensure fleet vehicles are serviced at predetermined intervals in line with manufacturers recommendations
- Breakdown and recovery arrangements are in place

- Income had been banked from the disposal of fleet vehicles/machinery
- A performance framework is in place.

Improvements are needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed target date</b>
The Transport Manager should conduct a review of fleet vehicles and items of plant/machinery to ensure all assets are correctly included in the asset register. The Transport Manager should then provide a list of all fleet assets to Corporate Finance to ensure they have all been included in the asset register. Without updating the Council's asset register for assets purchased the council does not have a clear view of its assets and LBH account will not correctly reflect assets.	High	January 2012
Management should regularly review the level of repairs being carried out on fleet vehicles. Without a detailed analysis of patterns of repair, management will not be able to identify or investigate possible cases of excessive repair. Vehicles with high repair rates should be considered for replacement. Analysis would also help to identify possible collusion between drivers and the contractor to carry out unnecessary repairs.	High	April 2012
The Transport Manager should provide a monthly list to PEECS SMT of Line Managers who have not carried out appropriate risk assessments for their staff. If a driver is involved in a serious accident where an appropriate risk assessment has not been completed LBH may be found culpable as a corporate body and individual directors may be subject to legal proceedings. The Council's reputation will be put at risk.	High	April 2012
Details required on the vehicle hire booking form should be amended to include the purpose of hiring a vehicle and the named driver. If the reason for hire is not specified, there is no control in place to identify that drivers are using hired vehicles for personal gain at the cost of the Council. If the driver of the hired vehicle was involved in an accident the FMS may not be able to identify who was liable for driving the vehicle.	Medium	January 2012

All fleet vehicles should be securely locked at all times when they are not being maintained. Vehicles are at risk of malicious damage or theft especially by persons who manage to gain access to Harlington Road Depot. Medium January 2012

The Head of Service should commission a needs assessment/analysis to establish if fleet vehicles currently on hire are required and fully utilised by each service user department. The Council may not be getting value for money from its fleet and incurring unnecessary costs if hired vehicles are underutilised. Medium April 2012

**Management Comment** - Management actions have been agreed and will be monitored to ensure they are delivered to timetable.

**Audit Title: Greenwich Leisure Contract**

**Assurance level:** Limited Assurance

Greenwich Leisure Limited (GLL) is an independent registered charity whose primary objectives are to provide sports, leisure facilities and services in the interests of social and physical welfare within communities. GLL manages over 90 leisure centres in partnership with fourteen London Boroughs. GLL currently manages three Hillingdon Sport & Leisure Complexes on behalf of London Borough of Hillingdon. (Namely Botwell Green Sports & Leisure Centre in Hayes, Highgrove Pool & Fitness Centre in Eastcote and Queensmead Sports Centre in Ruislip).

London Borough of Hillingdon is committed to encouraging community development, engagement and social cohesion by extending and improving sporting and leisure opportunities to make Hillingdon a more healthy, active and successful sporting borough.

In consideration of the right to operate the facilities, an annual management fee of £540K is payable by the GLL, while an annual fee of £50K will be paid by LBH to use the facilities and associated ancillary services during the service period.

The objective of the audit was to ensure that there were adequate and effective processes in place to manage the contracts with Greenwich Leisure Limited.

We were pleased to report risks are appropriately addressed in these areas:

- Roles and Responsibilities
- Health and Safety

- Training and Development
- Facilities maintenance
- Customer feedback

Improvements are needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
The Deputy Chief Executive, Director PEE&CS should ensure that, going forward, no contract commences without having a signed and sealed agreement in place. The Botwell Green Leisure Centre building contract agreement between GB Building Solutions and LBH should be signed urgently. All the other issues relating to warranties and outstanding works and defects should be agreed within a reasonable timescale because without properly signed agreement it is difficult to resolve disputes satisfactorily and hold the contractor to account.	High	May 2012
The Head of Service (Planning, Trading Standards & Consumer Protection) should set timescales for when the method statement, which outlines GLL's responsibilities, should be agreed and for when the lease for Botwell Green Leisure Centre should be signed. Without quick resolution of these outstanding issues, it will be difficult to enforce the contract if there is a breach.	High	May 2012
The Project Manager Sport and Leisure should ensure parking machines are installed as quickly as possible in the precinct of Botwell Green Leisure Centre to generate additional revenue because without these, the Council is failing to maximise revenue.	High	February 2012
The Head of Service (Planning, Trading Standards & Consumer Protection) should determine who is responsible for approving the Service Delivery Plan because If the Service Delivery Plan is not approved and evidenced, the Council's objectives might not be achieved.	Medium	June 2012
The GLL partnership manager should ensure quick implementation of the Quest accreditation scheme (i.e. industry acceptable standard on the continuous improvement in operation and service delivery) for all the centres as this will help managers enhance, improve and continue to improve the quality services they will give to	Medium	December 2012



customers.

**Management Comment** – All actions have been agreed and are being progressed.

**Audit Title: Housing Repairs- Responsive Audit 2011/12**  
**Assurance level:** Limited

This audit was identified as part of the annual audit plan for 2011/12.

The Corporate Vision for LBH is “Putting Our Residents First” while the objective is to continue to provide good quality housing repair services to our residents.

Hillingdon Housing Repairs Service, HHRS, is responsible for day-to-day maintenance of Hillingdon’s (10,500) housing properties. Defects and problems are reported to the council via the contact centre in the Civic Centre.

The audit objective was to ensure management of housing repair services are efficient, effective and economical.

We were pleased to report risks are appropriately addressed in these areas:

- Roles and responsibilities
- Invoicing

Improvements are needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
The Head of Repairs should ensure there is a process in place which enables management to maintain assurance that repairs completed by contractors are adequate and effective.	High	February 2012
The Head of Repairs should put a stock management system in place to ensure the council knows how much stock operatives are obtaining from suppliers, using and carrying around in their vans.	High	April 2012
The Head of Repairs should analyse usage and specify a restricted list of brands for frequently used materials to ensure value for money is achieved.	High	March 2013

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
The Head of Repairs should ensure the policies and procedures are updated to reflect Council's objectives and current processes to ensure consistent practices are followed.	Medium	March 2013
The Head of Repairs should ensure that annual recharge rates are approved to ensure they are scrutinised and are consistent with the Council's objectives.	Medium	April 2012
All inspections should be documented providing assurance that the quality of repairs meets established standards set.	Medium	February 2012

**Management Comment** - These recommendations are accepted and there are plans in place for delivering them. Some progress has already been made where this can be done by quick changes to procedures. The longer term actions are linked to the completion of other tasks which will be progressed during the next financial year.

### **Audit Title: Street Lighting**

**Assurance level:** Limited

This audit was identified as part of the annual audit plan for 2011/12.

Street Lighting is important to road safety at night. It also improves the quality of life for residents by deterring crime and making people feel more secure.

As a highways authority, the Council has a legal responsibility to maintain 21,200 (approx) street and subway lights together with 3,300 illuminated signs, bollards and zebra crossings.

The objective of the audit was to ensure Street Lighting is efficient, effective and economical within the borough.

We were pleased to report risks are appropriately addressed in these areas:

- Process maps in place outlining operational processes.
- The Council's responsibility with regards to street lighting is clearly outlined on its website.

- There are clear communication channels for residents to report street lighting issues.
- Contactors are in place to carry out specialist structural and electrical testing.
- There are processes in place to recover costs from third parties.

Improvements are needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
A stock control system should be set up in the street lighting warehouse at Harlington Road Depot, in order to effectively manage and account for all items of stock and prevent/detect any misappropriation.	High	Feb 2012
Using the guidance from the Institute of Lighting Engineers, a policy should be produced outlining the service objectives and priorities. This will provide a clear and consistent direction for the service.	Medium	Aug 2012
Senior Officers should ensure that details of stock consumed and work undertaken within each job are recorded on the day sheets to enable effective monitoring.	Medium	Feb 2012

**Management Comment** - Stock is now only ordered direct from suppliers for specific jobs. Stock for day to day works is held by stores and booked out as needed. Lighting Policy will be drafted in the spring; resources are currently concentrating on the implementation of the EXOR asset management system as part of the Business Process Re-engineering of Street Environment. Details of materials used are recorded on daily work sheets in the interim. It is planned to log materials used against each asset in the Exor software to produce accurate cost and usage of materials and labour.

**Fuel at Harlington Road Depot**  
**Assurance level:** Limited

At Harlington Road Depot, there were fuel pumps that can be used to refuel the fleet of Council vehicles. The equipment consisted of very old tanks, pumps and underground piping installed in the early 1970's.

The overall responsibility for this service rested with the Corporate Director of Planning, Environment, Education and Community Services. The operational responsibility for

managing this service on a day to day basis was delegated to the Transport Manager, based at the depot. Under the recent restructure, the responsibility for authorising diesel purchases had been delegated to the Deputy Director – ICT, Highways and Business Services, who is based at the Civic Centre.

Management were aware that the diesel tank above ground did not comply with the Environmental Standards for oil storage regulations. The approval of capital expenditure for its replacement had been granted by the Leader of the Council and the Cabinet Member for Finance, Property and Business Services. Tendering arrangements were in progress.

The last audit of this area was carried out during 2004/05 and the recommendations made were followed up in subsequent years. However, the Head of Service was seeking assurance on the adequacy and effectiveness of the systems and controls in place for requisitioning, storing, issuing, and billing aspects of the fuel management service. This audit was therefore carried out as part of the annual audit plan for 2011/12.

The objective of the audit was to provide the Head of Service with the above assurance that he was seeking, and to ensure that the requirements for replacing the diesel fuel storage tank and other related equipment at Harlington Road Depot, to comply with the Environmental standards for oil storage regulations, were accurately identified and specified in the tender / procurement process.

We were pleased to report that risks were appropriately addressed to comply with the environmental standards for oil storage regulations and progress had been made towards the installation of a new fuel tank at the Harlington Road Depot.

However, improvements were needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
The Transport Manager in PEECS should consult with Corporate Procurement in Central Services to initiate a tender process for the bulk purchase of diesel fuel for Harlington Road depot. If a properly tendered contract for the procurement of diesel fuel, at the current expenditure level of over £750k per annum, does not exist, then the Council's Standing Orders, Public Contract regulations and EU Directives are not being complied with.	High	April 2012
The Transport Manager should ensure that all deliveries of diesel fuel are supervised by Council officers. Without such controls in place, there is a risk or temptation for the delivery driver to manipulate the delivery of fuel to their advantage.	High	Mid December 2011

The Transport Manager should consider introducing tighter controls around the overall access to the Harlington Road Depot and improve CCTV camera coverage in both the fuel pump and tank areas. Without such controls in place, there is a risk of unauthorised intruders on site or even authorised staff taking advantage of the poor security.

High

Immediate

Once the new tank with its improved calibration system is in place, Transport Manager should regularly reconcile the book value of stock on the Triscan system against the physical stock in the tank. These reconciliations should be recorded and evidenced by the officer carrying out the reconciliation. Without such reconciliations, it would be difficult to detect any errors in delivery or fraudulent drawing of diesel fuel.

High

February  
2012

The Transport Manager should ensure that Purchase Orders are raised before any delivery of diesel fuel is arranged and suppliers are reminded to submit their invoices promptly after the fuel has been delivered. Without these, the Council has no clear idea of its commitments.

Medium

Mid  
December  
2011

The Transport Manager should instruct all drivers that they must take immediate measures to have their fleet key reset through the system administrator if it gets locked, and management should cease the practice of allowing the master key to be used when drivers have been locked out of the system. If that type of discipline is not exercised, there is a risk of master key usage being abused and creating unnecessary additional work for Fleet Services staff.

Medium

Immediate

The Transport Manager should explore the possibility of extending the current duration of three weeks, for which the recorded CCTV coverage is saved and retrievable, and opt for the longest possible duration at a reasonable cost. Three weeks may not be sufficient to detect or investigate any suspicious activities around the fuel pump area.

Medium

February  
2012

The Transport staff certifying the invoices should check them diligently against the delivery notes and update the Triscan fuel stock control system accurately. The officer authorising the invoice for payment should ensure that the delivery note, invoice and the Triscan system show consistent information. Without such controls in place, there is a risk of overpayments being made.

Medium

Immediate

The Transport Manager should ensure that all transactions

Medium

Immediate

relating to fuel expenditure are reflected promptly on Oracle Financials. Without such controls in place, budgetary control may not be effective.

<p>The Deputy Director - ICT, Highways and Business Services (PEECS) should clearly identify who is to be responsible for investigating fuel consumption anomalies or discrepancies and provide appropriate training. Without clearly identified responsibility, the monitoring of efficiency may not be effective and the benefits of reports produced each month may not be achieved.</p>	<p>Medium</p>	<p>End December 2011</p>
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<p>There should be a system in place, which evidences the outcome of each investigation, including reasons for anomalies and what measures were taken to address or resolve them. Without a documented trail, it is difficult to comment on whether the Team Leaders or Fleet Services management have been monitoring the anomalies or not.</p>	<p>Medium</p>	<p>Immediate</p>
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<p>Once the new tank is in place and more accurate stock control data is available through the Triscan / Tranman systems, the Head of Finance for PEECS should review the reporting mechanism, and consider whether they can be improved to provide further useful information. Without periodical reviews of existing practices, it is not possible to determine whether objectives are being met.</p>	<p>Medium</p>	<p>March 2012</p>
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<p>The Transport Manager should ensure that their team have formally documented procedures and guidelines for day to day tasks. Without documented processes and procedures improper practices may be adopted and business continuity may be affected when there are staff changes.</p>	<p>Medium</p>	<p>January 2012</p>
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**Disagreed recommendation**

<p>The Transport Manager should ensure that the disused tank below ground is fully decommissioned and made safe in line within the capital funding release approval for this project. If the disused tank below ground is not fully decommissioned and made safe whilst the contractors are on site during this project, there may be implications at a later date leading to higher costs, if the same or any other contractor has to be called back.</p>	<p>Medium</p>	<p>N/A but will be considered during future plans.</p>
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**Management Response:** Disagreed - The PID report did make reference to the decommissioning of the old below ground fuel tank; however the approved capital purchase

and specification for the supply contract for the new tank did not take into account the final decommissioning work for the under ground tank. (The appointed contractor did not quote for this work). This will be linked to future expenditure and the future plans for the depot in 2012.

**Management Comment:** The new fuel tank has been installed at Harlington Road Depot. The Deputy Director ICT Highways and Business Services is satisfied that 9 out of the 13 recommendations have already been implemented and is confident that the other 4 will be implemented within the target dates agreed in the action plan. Implementation of agreed recommendations is therefore on target."

**Audit Title: Housing Repairs- Planned 2011/12**  
**Assurance level:** Satisfactory

This audit was identified as part of the annual audit plan for 2011/12.

The Hillingdon Housing Service repairs functions were returned to the council on the 1st October 2010. The Repairs Team delivers the repairs and maintenance services to tenants and leaseholders.

The audit objective was to ensure that the cyclical maintenance programmes are carried out efficiently, effectively and economically

We were pleased to report risks are appropriately addressed in these areas:

- Roles and Responsibilities
- Payment Process
- Insurance & Health and Safety Management
- Budget authorisation and approval

Improvements are needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
The Head of Housing Maintenance HHS should ensure procedures are updated to reflect the current processes and Council's objectives. To guard against inconsistent practices being followed.	Medium	April 2012

All inspections should be documented providing assurance that the quality of repairs meets established standards and the Council is receiving value for money. Medium January 2012

**Audit Title: Penalty Charge Notices & Appeals**

**Assurance level:** Satisfactory

Parking Services is an operational unit responsible for the management of on and off street parking, the enforcement of parking regulations and appeals against the issue of Penalty Charge Notices (PCNs) across the borough. It also collects revenue generated from parking activities.

Enforcement of parking regulations are undertaken by Mouchel Limited in the borough and the contract is managed by Parking Services.

The audit objective is to ensure that adequate and effective controls are in place to recover income from Penalty Charge Notices and that write –offs are properly authorised.

We were pleased to report risks are appropriately addressed in these areas:

- Policies and Procedures
- Roles and Responsibilities

Improvements are needed to address risks in the following areas:

**Control improvements required**

The Parking Administration Manager should carry out regular analysis of potential generation of a backlog of work (to support a staffing request if appropriate); of all valid PCNs cancelled because challenges were not responded within 28 days. If valid PCNs have to be cancelled this will impact on Council’s income, reputation and service delivery.

**Risk**

Medium

The mystery shopping exercise should be revamped to target the Civil Enforcement Officers (CEO) with high error rates with a view to identifying their training and development needs. This will help to lower the error rates and reduce write offs and cancellations.

Medium

**Audit Title: Hillingdon Customer Contact Centre**

**Assurance level:** Satisfactory



The objectives of the Customer Contact Centre are:

To be one of the first points of contact for Hillingdon residents, businesses and visitors on behalf of the Council through a variety of access channels for the delivery of Council services.

To deliver and maintain excellent customer services, meeting and exceeding the needs of the service users.

The audit objective was to ensure that arrangements are in place to efficiently and effectively manage the Customer Contact Centre, and maintain service delivery.

As well as providing a comprehensive telephone enquiry service, the Contact Centre also actions:

- Written correspondence.
- Online enquiries.

The audit objective was to ensure that arrangements are in place to efficiently and effectively manage the Customer Contact Centre, and maintain service delivery.

We were pleased to report risks are appropriately addressed in these areas:

- Policies and procedures
- Customer reference information
- Staff roles and responsibilities
- Performance management
- Data security and business continuity
- Processing customer enquiries
- Processing customer payments

Improvements are needed to address risks in the following areas:

<b>Control improvements required</b>	<b>Risk</b>	<b>Agreed Target Date</b>
The Customer Contact Centre Manager needs HR advice on which staff members require CRB disclosures due to the fact that the eligibility for posts subject to CRB disclosures has changed. Once confirmed the CCC Manager should ensure they are all up to date and monitored to prevent inappropriate staff having access to sensitive information.	Medium	August 2012
A control process is needed to ensure that cases are closed promptly on the Onyx computer system. This should include	Medium	February 2012

regular production of exception reports to highlight cases that have been open for a long time. Without this, statistical information would be incorrect and additional Contact Centre resources would be expended in progress chasing and rectifying errors.

**Audit Title: Tenancy Management**

**Assurance level:** Satisfactory

There are currently around 10,000 Council tenancies that are managed by Hillingdon Housing Service.

Community Housing is one of a number of specialist service teams within the housing management function. It provides 'end to end' tenancy management services from the point of entry into Council housing to the point of tenancy termination and encompasses all key tenancy events which arise during the lifetime of the tenancy.

There are currently three Community Housing Teams. They are based in Ruislip, Yiewsley and Hayes. Each team has a geographic patch of tenancies and estates to manage.

The audit objective was to ensure that the tenancy management services are delivered effectively, efficiently and economically.

We were pleased to report risks are appropriately addressed in these areas:

- Detailed procedures are in place for all aspects of tenancy management which are available to all staff on a shared drive.
- Procedures and detailed information are easily accessible to tenants through internet pages, boards in the housing offices and the Tenant Handbook.
- Mutual exchanges had been authorised within the 42 day deadline and all legislative documentation had been completed.
- Health and safety training is monitored to ensure all staff are up to date with their training to ensure their safety whilst on visits.
- Risk assessments and lone working assessments are carried out within each Housing Team, with guidance provided on how they should be completed. This is approved and summarised by the Service Manager and Head of Service in an annual Health and Safety report.
- Of the eight complaints received between January 2011 and July 2011, all had been dealt with satisfactorily and resolved at stage one of the complaints procedure.

Improvements are needed to address risks in the following areas:

**Control improvements required****Risk****Agreed  
Target  
Date**

The Head of Estates Management should carry out random sample reviews of new tenancies on a quarterly basis to ensure that all required documentation, such as checklists, have been completed and filed otherwise it will not be clear that all procedures have been followed. These reviews should be evidenced.

Medium

December  
2011

Management should obtain exception reports on a quarterly basis which highlight any properties that have not had a visit within three years and ensure that any cases appearing on these reports are visited promptly so that there are no breaches of tenancy conditions.

Medium

April 2012

**Audit Title: Penetration Testing Arrangements****Assurance level: Full**

The London Borough of Hillingdon periodically arranges for penetration testing to be undertaken on its behalf as part of the Communications Electronics Security Group (CESG), the Information Assurance (IA) arm of the Government's National Technical Authority), requirements. This audit reviewed the work undertaken in September 2011 by Encryption. The scope of this work comprised of one off annual testing to include External IT Health Check and Internal IT Health Check, testing against the Government Connect Secure Extranet (GCSx CoCo 4.1) standards.

The objective of the audit was to verify that data traffic in and out of the Council network is adequately managed, controlled and secure.

We were pleased to report risks are appropriately addressed in these areas:

- The scope of the penetration testing conformed to CESG specified ITHC standards (IT Health Check), reducing the risk of vulnerabilities not being identified which could be exploited to gain unauthorised access to the Councils network, systems and data;
- All staff undertaking the Penetration testing are CREST and Tiger qualified;
- Access to the Council's network for the penetration testing was explicitly authorised in writing beforehand. This reduces the risk of the access being viewed as unauthorised and responded to as such, which could adversely impact the testing.

## **Audit Title: ICT Policy Compliance**

The Council is legally responsible for all information stored or transmitted by its computer systems and for any improper disclosures. Disclosure of data, even unintentionally, can breach the Data Protection Act. Any such breaches could lead to the Council being fined. Employees are accountable for breaches of security or confidentiality.

The objective of the audit was to ensure that LBH staff are complying with the ICT Acceptable Usage Policy (section vi - Confidentiality and Security of Data). We carried out probity checks on workstations within the Civic Centre and checked they had been locked when they had been left unattended.

- We were pleased to report there is guidance held on Horizon to inform LBH employees about locking their workstation.

We have reported our findings to Senior Management with the following recommendations;

- For the three workstations identified in Corporate Payments (1S/04), ICT should investigate why the workstations did not automatically lock after they had been inactive for beyond one hour;
- ICT should remind staff to use the password protected screensaver whenever they leave their workstation for short periods of time.

## **Schools' Audits**

The table below summarises the school audits finalised in the period.

<b>2011/12</b>	<b>Assurance Level</b>
<b>Schools - Primary</b>	
Minet Infants	Satisfactory
Hillside Infants	Satisfactory
Hermitage Primary	Satisfactory
Ryefield Primary	Satisfactory
Harmondsworth Primary	Satisfactory
Newham Junior	Satisfactory
St Matthews	Full
Coteford Junior	Full
Breakespear Infants	Full
<b>Schools - Special</b>	
Hedgewood	Satisfactory

<b>Schools - Nursery</b>	
McMillan Nursery	Satisfactory

#### 4. Follow up audits

4.1. We continue to make progress in following up and clearing action points from previous audits.

4.2. The table below shows the results of follow ups for general audits and school audits. Implementation rates on follow ups have dropped slightly from 77% to 75% in this period.

Audit Title	DATE ISSUED	HIGH	MEDIUM	LOW	IMPLEMENTED HIGH	IMPLEMENTED MEDIUM	IMPLEMENTED LOW	NOT IMP'D - HIGH	NOT IMP'D MEDIUM	NOT IMP'D - LOW	REVISED TARGET DATE
Street Cleansing	Nov-10	1	2	0	1	2	0	0	0	0	Jan-12
Private Sector Leasing	Jun-10	1	0	0	0	0	0	1	0	0	Mar-12
Asylum Accommodation	Apr-10	0	3	0	0	0	0	0	3	0	Mar-12
Targeted Youth Support Team f/up	Jun-11	2	5	3	2	5	3	0	0	0	Jan-12
Referrals & assessment	Jun-11	0	2	1	0	2	1	0	0	0	N/A
Liquid Logic	May-11	0	6	1	0	4	1	0	2	0	Aug-12
Data Security and Transfer	Mar-09	0	3	4	0	3	4	0	0	0	N/A
Private Sector Renewal & Disabled Facilities Grants	Sep-11	1	0	0	1	0	0	0	0	0	N/A
Court Costs	Jun-11	4	2	0	3	2	0	1	0	0	Jan-12
Residential to Independent Living	Jul-11	5	9	7	5	8	7	0	1	0	Feb-12
Protocol System - Adult Social Care and Children Services	Sep-11	1	6	3	1	4	1	0	2	2	Mar-12
Learning & Development	Jul-11	0	4	7	0	1	1	0	3	6	Apr-12
Risk Management - Corporate	Jun-11	0	4	2	0	4	2	0	0	0	N/A
Protocol Debtors - ECMS Manual Logins	Aug-11	3	2	0	3	2	0	0	0	0	N/A
General Ledger	May-11	0	1	1	0	0	1	0	1	0	Apr-12
Creditors	Jun-11	3	4	0	3	3	0	0	1	0	May-12
Parking Permits 2nd & 3rd f-up	Oct-10	0	2	0	0	2	0	0	0	0	N/A
McMillan Early Childhood Centre 2nd f-up	Dec-10	0	1	0	0	1	0	0	0	0	N/A
Performance Management	Mar-10	0	1	0	0	1	0	0	0	0	N/A
Financial Assessments	Jul-11	2	0	0	1	0	0	1	0	0	Feb-12

Section 75 Agreement - 2009/10 Review	Oct-10	0	2	0	0	1	0	0	1	0	Mar-13
Supporting People - 2010/11 review	Jul-11	2	0	0	2	0	0	0	0	0	N/A
Child Protection & Reviewing 2nd follow up	Jun-11	1	1	0	1	1	0	0	0	0	N/A
Fusion Contract Management f/up	Jun-11	5	1	0	0	0	0	5	1	0	Apr-12
Culture & Arts Strategy f/up	Nov-10	5	1	1	2	1	1	3	0	0	Apr-12
Mortuary	Jun-11	0	1	1	0	1	1	0	0	0	N/A
Fleet Management (ex Hillingdon Homes)	Aug-10	0	1	0	0	1	0	0	0	0	N/A
Housing Rents f/up	Nov-11	1	0	1	1	0	1	0	0	0	Jun-12
Cemeteries	Sep-11	1	4	5	1	1	4	0	3	1	Mar-12
Capita Online Payments - Security F/Up	Sep-11	0	3	2	0	3	2	0	0	0	N/A
Domestic Waste - Civic Amenity Sites 3rd f/up	Jun-11	0	1	0	0	1	0	0	0	0	N/A
Utilities Gas and Electricity	Mar-10	0	1	0	0	0	0	0	1	0	Aug-12
Lady Bankes Junior	Jan-11	1	1	1	1	1	1	0	0	0	N/A
Grange Park Junior	May-11	1	3	0	1	3	0	0	0	0	N/A
Oak Farm Junior	May-11	0	2	2	0	2	2	0	0	0	N/A
Whitehall Infants	Jun-11	2	5	1	2	5	1	0	0	0	N/A
Grange Park Infants	Jul-11	0	0	2	0	0	2	0	0	0	N/A
Business Continuity and Civil Emergency	June 09	1	0	0	1	0	0	0	0	0	N/A
Improvement Projects	Jul 11	1	5	0	1	2	0	0	3	0	May-12
Council Tax/NNDR	Jul 11	1	11	0	0	7	0	1	4	0	May-12
		<b>45</b>	<b>100</b>	<b>45</b>	<b>33</b>	<b>74</b>	<b>36</b>	<b>12</b>	<b>26</b>	<b>9</b>	
	<b>% Implemented by Risk</b>				<b>73%</b>	<b>74%</b>	<b>80%</b>				
	<b>Overall % Implemented</b>							<b>75%</b>			
	<b>Overall % Not Implemented</b>							<b>25%</b>			

4.3. Details of audits followed up, but where High or Medium risk issues remain outstanding are included in the appendices. The dates of latest follow up are given alongside the number of outstanding recommendations.

## 5. Advice Guidance and Consultancy

Management continue to request ad hoc advice from us on operational issues within their service.

## **6. Anti Fraud Work**

### **Fraud Awareness**

6.1. Another Fraud Awareness Bitesize session for managers was presented in December 2011 and another is due in March 2012.

6.2. The e-Learning Pool module has been completed by 45 members of staff, five have started the module and 58 have registered their intention to complete it.

6.3. Revised induction guidelines / checklists are being finalised by Learning and Development and should be available soon. These will now include the Fraud e-Learning module as a compulsory module for all new starters.

### **National Fraud Initiative (NFI)**

6.4. The majority of data match reports from the NFI have been investigated and we are monitoring progress on the investigations that are still underway to ensure that they are being investigated promptly and properly.

6.5. We have just received new data matches of householders claiming Council Tax Single Person Discount, on the basis that they live alone, yet the Electoral Register suggests that there is more than one person in the household aged 18 or over. These will be investigated by the Revenues Service.

6.6. The Audit Commission is currently consulting its audited bodies, who participate in the NFI, on the Commission's proposed approach for rolling out the new NFI real time and flexible data matching services. The proposal is for a range of options, all of which are recognised by the Commission as assisting in preventing and detecting fraud and the audited body will decide which it should use in order to target the actual fraud risks it faces.

### **Other work**

6.7. Six confidential investigations are underway and the results of these will be reported upon conclusion of the investigations.

6.8. The outcomes of those confidential investigations that have been concluded are contained in Part II of this report.

Audit Committee 15 March 2012  
PART I – MEMBERS, PUBLIC & PRESS



Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
<b>CROSS CUTTING CORPORATE ISSUES</b>							
<b>Anti Fraud and Investigation</b>							
National Fraud Initiative (NFI)	Ongoing						
Anti Fraud Promotion	Ongoing						
Fraud/Irregularity Investigations	Ongoing						
Planned proactive (to be determined):							
- Write-off Probity	Finalised	15/07/11	Full	N/A	0	2	2
- Disabled Parking Bays	Finalised	07/11/11	N/A	N/A	0	1	2
- Mayoral Services	Finalised	22/8/11	Satisfactory	Nov 11 – Revised date Aug 2012	0	1	0
- Imprest Accounts	Draft Issued						
- Leisure Link Card	Finalised	19/09/11	N/A	N/A	0	0	2
- Compliance with Driving Policy	Planning						
<b>Other Cross-Cutting</b>							
Annual Governance Statement - Audit	Completed						
Advice and Information (Ad hoc)	Ongoing						

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
Consultancy Advice - Specific Projects	Ongoing						
Pre-Loaded Cards							
Employee Expenses - Automated Payments	Deferred to 2012/13						
Establishment Audits - to be determined	Planning						
<b>Misc Audit tasks</b>							
Follow ups	Ongoing						
Brought forward Audits	Ongoing						
<b>CENTRAL SERVICES</b>							
<b>Finance</b>							
Creditors	Planning						
Debtors	In progress						
Budgetary Control	Drafting						
Capita On-Line Payments	Draft Issued						
<b>Human Resources</b>							
Agency & Interim Approvals	Drafting						
CRB Checks	Deferred to						

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
	2012/13						
Employability Status - Permanent Staff	Finalised	14/09/2011	Satisfactory		1	2	2
HR Payroll Changes & Trigger Dates	In progress						
<b>Audit &amp; Enforcement</b>							
Planning Enforcement	In progress						
<b>SOCIAL CARE HEALTH &amp; HOUSING</b>							
<b>Adult &amp; Older People Services</b>							
Critical Team	Finalised	09/11/11	Satisfactory		2	3	2
Mental Health	Deferred to 2012/13						
Assessment & Care Management - LD & PD	Deferred to 2012/13						
Self Directed Support	Planning						
Stroke Care Grant Certification	Completed	27/06/2011	NA	NA	0	0	0
<b>Children's Social Services</b>							
Play Capital Grant Certification	Completed	17/06/20	NA	NA	0	0	0

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
		11					
Fostering	Drafting						
Adoption	Planning						
Emergency Duty Team	Drafting						
Behaviour Support - Financial Systems	Deleted						
<b>Hillingdon Housing Services</b>							
Housing Repairs & Maintenance - Responsive	Finalised	30/11/2011	Limited	Follow up in progress	3	3	1
Housing Repairs & Maintenance - Planned, including Major Works	Finalised	05/11/2012	Satisfactory		0	2	3
Housing Rents	Finalised	11/11/11	Satisfactory	February 12	0	0	0
Empty Property Management	Deferred to 12/13						
Leasehold Management & Service Charges	In progress						
Tenancy Management	Finalised	23/11/11	Satisfactory		0	2	2
<b>Housing</b>							
Housing Needs	In progress						
Private Sector Housing	Deferred to 12/13						

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
Housing Supply	Finalised	08/09/11	Full		0	0	2
<b>Public Health</b>							
Public Health	Deferred to 2012/13						
<b>PLANNING, ENVIRONMENT, EDUCATION &amp; COMMUNITY SERVICES</b>							
<b>Street Environment</b>							
Street Lighting	Finalised	29/11/11	Limited		1	3	0
Highways - Reactive Maintenance							
<b>Corporate Construction</b>							
School Building Programme - Permanent	Planning						
School Building Programme - Temporary	Planning						
Construction Contracts - Final Accounts	Drafting						
<b>Green Spaces, Sport &amp; Leisure</b>							

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
Greenwich Leisure Ltd Contract	Finalised	13/02/12	Limited		3	2	0
<b>Parking Services</b>							
Penalty Charge Notices and Appeals	Finalised	28/11/11	Satisfactory		0	2	1
<b>Transport Services</b>							
Fleet Management	Finalised	14/02/12	Limited		3	7	6
Fuel at Harlington Road Depot	Finalised	24/01/12	Limited		4	10	0
Stores at Harlington Road Depot	Planning						
<b>Property Services</b>							
Utilities Contracts - Water	Drafting						
<b>Public Safety</b>							
Investigations Team	Deferred to 12/13						
<b>Consumer Protection</b>							
Food Health & Safety Services	Planning						
<b>Business Services</b>							
Mortuary	Finalised	23/06/11	Full	February 2012	0	0	0
Heathrow Imported Food Unit	Drafting						

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
Passenger Services	Planning						
Cemeteries	Finalised	12/09/11	Satisfactory	February 2012 – revised date March 12	0	3	1
<b>ICT</b>							
Customer Contact Centre	Finalised	15/12/11	Satisfactory		1	2	3
<b>Youth Services</b>							
Youth Services	Finalised	7/10/11	Satisfactory		0	7	4
<b>Other Education</b>							
Pupil Referral Unit							
Education Welfare	Finalised	14/07/11	Full		0	0	5
Early Years Centres	Planning						
School Admissions Service	Deferred to 2012/13						
Psychology Service	Drafting						
<b>Schools - Primary</b>							
Bourne Primary	Planning						
Minet Infants	Finalised	16/11/11	Satisfactory		0	2	2
Firthwood Primary	Finalised	16/11/11	Satisfactory		0	2	1

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
Holy Trinity Primary	Planning						
Hillside Infants	Finalised	10/1/12	Satisfactory		0	3	2
Hermitage Primary	Finalised	21/11/11	Satisfactory		0	4	0
Whiteheath Infants	Finalised	6/10/11	Full	Follow up in progress	0	1	1
Ryefield Primary	Finalised	9/2/12	Satisfactory		0	2	2
Grange Park Infants	Finalised	19/07/2011	Full	N/A	0	0	2
Harmondsworth Primary	Finalised	16/1/12	Satisfactory		1	3	1
Newham Junior	Finalised	30/11/11	Satisfactory		1	2	0
Whitehall Junior	Finalised	29/06/2011	Satisfactory	Follow up in progress	2	1	1
Yeading Infants	Finalised	23/06/2011	Satisfactory	Follow up in progress	2	4	1
Yeading Junior	Finalised	3/10/11	Satisfactory	Follow up in progress	1	3	0
Breakespear Infants	Finalised	12/12/11	Full	N/A	0	0	2
Bishop Winnington Ingram	Finalised	03/05/2011	Satisfactory	Follow up in progress	0	4	1
Coteford Junior	Finalised	30/1/12	Full	N/A	0	0	1
Deansfield	Draft Issued	3/11/11	Satisfactory		4	5	0
Ruislip Gardens	Finalised	10/11/11	Satisfactory		0	2	0
St Bernadettes	Draft Issued						



Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
St Marys	Draft Issued						
St Matthews	Finalised	3/11/11	Full	N/A	0	0	2
St Swithun Wells	In progress						
Whitehall Infants	Finalised	16/06/2011	Satisfactory	February 2012	0	0	0
<b>Special</b>							
Meadow							
Moorcroft	Draft Issued						
The Willows	Deleted						
Hedgewood	Finalised	16/11/11	Satisfactory		1	5	0
<b>Nursery Schools</b>							
McMillan Nursery	Finalised	12/12/11	Satisfactory		1	3	1
<b>ICT audit contract</b>							
Penetration Testing Arrangements	Finalised	18/01/2012	Full	N/A	0	0	2
Adults and Children's Protocol	Finalised	12/09/2011	Limited	November 2011 - revised date Aug 2012	0	2	2
IT Strategy replaced with Schools							

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
Security							
Disaster Recovery							
CAPITA – Online payments systems - Security	Finalised	12/09/2011	Satisfactory	February 12	0	0	0
<b>Contingency Audits</b>							
Pulse (Recruitment)	Finalised	12/08/2011	Satisfactory	October 2011	0	0	0
Contaminated Waste Grant Certification	Completed	June 2011	N/A	N/A	0	0	0
Investigation 045	Completed	N/A	N/A	N/A	0	0	0
Investigation 046	Completed	N/A	N/A	N/A	0	0	0
Investigation 047	Completed	June 2011	N/A	N/A	0	0	0
Investigation 048	Completed	N/A	N/A	N/A	0	0	0
Investigation 049	In Progress						
Investigation 050	Completed	N/A	N/A	N/A	0	0	0
Investigation 051	Completed	N/A	N/A	N/A	0	0	0
Music Service Private Fund Review	Completed	N/A	N/A	N/A	0	0	0
Economic Development	Finalised	19/09/11	Full	N/A	0	0	3
New Year's Green Lane	In Progress						

Internal Audit Plan 2011-12 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
Weighbridge							
Payments for Contingent Labour (on and off contracts)	In Progress						
Direct Payments	In Progress						
Investigation 052	Completed	N/A	N/A	N/A	0	0	0
Investigation 053	Completed	N/A	N/A	N/A	0	0	0
Investigation 054	Completed	N/A	N/A	N/A	0	0	0
Investigation 055	Completed	N/A	N/A	N/A	0	0	0
Investigation 056	Finalised	Feb 2012	N/A	N/A	3	2	0
CRC Energy Efficiency Scheme	Finalised	15/02/2012	Limited		5	1	0
Investigation 057	In Progress						
Investigation 058	In Progress						
Investigation 059	Finalised	6/2/12	N/A		3	0	0
Investigation 060	In Progress						

Internal Audit Plan 2010-11 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
					H	M	L
<b>CROSS CUTTING CORPORATE ISSUES</b>							
IT Policy Compliance	Finalised	25/01/2012	N/A	N/A	0	0	0
Records Management	Finalised	01/06/2011	Limited	Follow up in progress	2	3	3
Risk Management – Corporate Issues arising from individual Directorate audits	Finalised	03/06/2011	Satisfactory	December 2011	0	0	0
Subsistence	Finalised	9/7/10	Satisfactory	October 11 – revised date Sep 12	2	0	0
<b>FINANCE &amp; RESOURCES</b>							
Debtors - ASC Protocol – ECMS Manual Logins	Finalised	8/8/11	Limited	December 2011	0	0	0
CT/NNDR - System	Finalised	14/7/2011	Satisfactory	Feb 12 – revised date May 12	1	4	0
LG Pension Scheme - Governance	Finalised	30/09/10	Satisfactory	May 2011 – revised date Dec 2011.	0	2	0

Internal Audit Plan 2010-11 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
				Follow up in progress			
Creditors	Finalised	03/06/11	Limited	January 2012 - Revised date May 2012.	0	1	0
General Ledger	Finalised	31/05/11	Satisfactory	Dec 2011- Revised date Apr 2012	0	1	0
<b>DCEO</b>							
Learning & Development	Finalised	01/07/11	Satisfactory	December 2011 - Revised date Apr 2012	0	3	6
<b>EDUCATION &amp; CHILDREN'S SERVICES</b>							
<b>Schools - Primary</b>							
Glebe Primary	Finalised	19/7/10	Satisfactory	May 2011 - revised date May 2012	1	0	0
Guru Nanak Sikh Primary	Finalised	27/04/2011	Limited	December 2011	0	0	0
Lady Bankes Junior	Finalised	26/01/2011	Satisfactory	Jan 2012	0	0	0
Whiteheath Junior	Finalised	10/02/20	Satisfactory	Sept 2011 -	1	0	0



Internal Audit Plan 2010-11 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
<b>ADULT SOCIAL CARE HEALTH &amp; HOUSING</b>							
Financial Assessments	Finalised	01/07/2011	Satisfactory	Feb 12 – revised date end of Feb 2012	1	0	0
<b>Housing</b>							
Supporting People	Finalised	6/7/11	Satisfactory	Dec 2011	0	0	0
Private Sector Renewal & Disability Grant	Finalised	30/09/10	Limited	Dec 2011	0	0	0
<b>Older People's Care</b>							
Residential to Independent Living	Finalised	27/07/11	Limited	December 2011 – revised date Feb 12. Follow up in progress	0	1	0
<b>People with Physical and Sensory Disability</b>							
Children with Disabilities - Transition	Finalised	14/09/11	Limited	Follow up in progress	1	4	4
<b>Other Adult Services</b>							

Internal Audit Plan 2010-11 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
Safeguarding Adults	Finalised	18/05/11	Satisfactory	October 2011 – revised date Jan 2012. Follow up in progress	0	1	0
<b>ENVIRONMENT AND CONSUMER PROTECTION</b>							
Street Cleaning	Finalised	13/12/10	Satisfactory	Feb 2012	0	0	0
Improvement Projects	Finalised	5/7/2011	Satisfactory	Feb 12 – revised date May 12	0	3	0
Parking Cash Collection	Finalised	27/06/2011	Satisfactory	Oct 2011 – revised date Feb 2012	1	0	1
Parking Permits (Residents, Visitors & Brown Badges)	Finalised	12/10/10	Limited	Jan 2012	0	0	0
<b>PLANNING AND COMMUNITY SERVICES</b>							
<b>Major Construction Projects</b>							
Individual Project Management x 2	Finalised	06/07/11	Limited	Follow up in progress	3	3	0



Internal Audit Plan 2010-11 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
<b>Property</b>							
Facilities Management Contract	Finalised	6/10/11	Limited	Follow up in progress	3	5	1
<b>Arts, Culture, Libraries &amp; Adult Education</b>							
Adult Education	Finalised	01/07/2011	Satisfactory	Follow up in progress	0	6	1
Culture and Arts Strategy	Finalised	11/11/10	Satisfactory	Nov 2011 – revised date Jan 2012. Follow up in progress	3	0	0
<b>Sport and Leisure</b>							
Fusion Management Contract	Finalised	06/07/11	Limited	Feb 2012 – revised date April 12.	5	1	0
<b>Contingency</b>							
Investigation 030	Finalised	15/10/10	N/A	Aug 11 – revised date Dec 11. Follow up in progress	1	2	0

Internal Audit Plan 2010-11 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
Court Costs	Finalised	03/06/11	Limited	December 2011 – revised date January 12. Follow up in progress	1	0	0
Investigation 037	In Progress						
Investigation 038	Completed	Jan 12	N/A	N/A	0	0	0
Investigation 043	Completed	Jan 12	N/A	N/A	0	0	0
Investigation 044	In progress						
<b>ICT audit contract</b>							
Liquid Logic	Finalised	May 11	Limited	November 2011 Revised Date August 2012	0	2	0
Oracle Financials -Debtors	Finalised	July 11	Limited	November 2011– Revised date Jan 2012. Follow up in progress	0	2	0
E-Payments	Finalised	April 11	Limited	November 2011 – Revised date Jan 2012.	2	4	1

Internal Audit Plan 2010-11 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of Last Follow Up	Number of outstanding recommendations		
				Follow up in progress			
Information Assurance & Security	Finalised	31/1/11	Satisfactory	November 2011 – Revised date Jan 2012. Follow up in progress	0	1	0
<b>Hillingdon Homes Audits by Mazars</b>							
Housing – Responsive Repairs	Finalised	Aug 10	Substantive	Feb 11 – revised date Apr 2012	1	0	0
Fleet Management	Finalised	Oct 10	Substantive	November 2011	0	0	0

Internal Audit Plan 2009-10 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of last Follow up	Number of outstanding recommendations		
<b>CROSS CUTTING CORPORATE ISSUES</b>							
Budgetary Control	Finalised	02/03/10	Satisfactory	Nov 2011 – revised date Mar 2012	0	1	1
Performance Management	Finalised	29/03/10	Satisfactory	January 2012	0	0	0
<b>DEPUTY CHIEF EXECUTIVE/FINANCE &amp; RESOURCES</b>							
<b>Corporate Property</b>							
Utilities Contracts Gas & Electricity	Finalised	26/03/10	Satisfactory	January 2012 – revised date Aug 2012	0	1	0
<b>Legal</b>							
Debt Recovery Processes	Finalised	10/5/10	Satisfactory	Jun 2011 – revised date Sep 2011. Follow up in progress	0	3	0
<b>ENVIRONMENT &amp; CONSUMER PROTECTION</b>							
Highways Planned Maintenance	Finalised	26/01/10	Satisfactory	May 2011 – revised date Mar 2012	0	3	0

Internal Audit Plan 2009-10 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of last Follow up	Number of outstanding recommendations		
Domestic Waste Collection & Disposal – Civic Amenity Sites	Finalised	3/6/10	Limited	Feb 12	0	0	0
<b>PLANNING AND COMMUNITY SERVICES</b>							
Business Continuity & Civil Emergency Audit	Finalised	08/06/09.	Limited	Feb 2012	0	0	0
<b>CHILDREN'S SERVICES</b>							
Asylum Accommodation	Finalised	23/04/10	Satisfactory	Nov 2011 – revised date Mar 2012	0	3	0
<b>Schools - Secondary</b>							
Ruislip High Secondary School	Finalised	25/03/10	Satisfactory	May 2011 – revised date Dec 2011. Follow up in progress	1	2	0
<b>ASCHH</b>							
<b>Finance systems</b>							
Carefirst Debtors	Finalised	12/2/10	Satisfactory	Jun 2010 – revised date Mar 2011 – Follow up in progress	1	0	0
<b>Housing</b>							
Temporary Accommodation (formerly B&B)	Finalised	26/08/10	Limited	November 2011 – revised date Mar	1	0	0

Internal Audit Plan 2009-10 Progress							
Audit Title	Status	Date Finalised	Assurance Level	Date of last Follow up	Number of outstanding recommendations		
				2012			
<b>Learning Disabilities</b>							
Sec 75 Agreement (Funding of LD Services)	Finalised	6/10/10	Satisfactory	Nov 2011 – revised date Mar 2013	0	1	0
<b>Mental Health Service</b>							
Mental Health Service	Finalised	29/06/10	Limited	April 2011 - To be followed up during the 12/13 audit	0	1	0

✓ for  
 Finalised/Satisfactory/Full  
 ⇒ for in progress  
 ↓ for Limited

Key

Number of outstanding  
recommendations

Comments

**PLAN 2007-8**

Audit Title	Status	Assurance			Comments	
		Level	High	Med		Low
<b>ADULT SOCIAL CARE, HEALTH &amp; HOUSING</b>						
Private Sector Leasing	✓	✓	1	0	0	Followed up Dec 2011 - Revised date March 2012
<b>FINANCE &amp; RESOURCES</b>						
Securicor Collection	✓	↓	1	0	0	Followed up August 2011 – Revised date for commencement of new contract March/April 2012

