

Audit Plan 2010/2011

IT Service Desk and Change Management Audit							
Final report issued March 2011							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved x or ✓	Revised Deadline
01	<p>The Service Catalogue should be updated and finalised to ensure it contains a listing of all the current services being provided by ICT.</p> <p>Once finalised, the Service Desk contact details and fault reporting procedures should be made available to all Watford and Three Rivers staff on the intranet.</p>	Important	<p>Position (August 2011) This work has been placed on hold and priority has been given to other work streams and projects. ICT is currently conducting an options appraisal of alternative models of service delivery, which may mean that staff interact with the service desk differently from 1 Oct 2012. Position (February 2012) As at August 2011 above.</p> <p>Position (June 2012) Update regarding IT Tender is that any potential transition to an outsourced provider would be early 2013.</p> <p>Position (August 2012) No change from June update</p> <p>Position (November 2012) The councils are currently conducting due diligence with the preferred supplier for the ICT Service. Outstanding audit recommendations will be discussed during due diligence and reported to the next Audit committee meeting.</p> <p>Position January 2013 Provision of a Service Request Catalogue is part of the Capita proposal. This will define services and items that can be ordered by the Councils users.</p>	ICT Client Manager	June 2011	x Part Resolved	<p>On hold May 2013 Sept 2013</p>

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			<p>The interface to Service Desk will be documented and published during Transition, and strictly adhered following Service Commencement.</p> <p><i>Position May 2013</i></p> <p><i>As Above.</i></p>				
03	<p>Management should review the priority settings and the associated response times within the LanDesk system to ensure that they correspond to the defined agreed SLA.</p> <p>Management should ensure that procedures and processes are documented to escalate calls to Service Desk management when the incident is approaching the SLA to help identify if remedial action is required.</p>	Important	<p>To be investigated and rectified.</p> <p>Position (May 2011): This has been investigated. Remedial work to correct this will form an outcome once the existing Touchpaper system is upgraded in early June 2011.</p> <p>Position (August 2011) The LANDesk system was upgraded in July 2011 but further work has been placed on hold and priority has been given to other work streams and projects. ICT is currently conducting an options appraisal of alternative models of service delivery, which may mean that staff interact with the service desk differently from 1 Oct 2012.</p> <p>Position (February 2012) As at August 2011 above.</p> <p>Position (June 2012) Update regarding IT Tender is that any potential transition to an outsourced provider would be early 2013.</p> <p>Position (August 2012) No change from June update</p>	ICT Client Manager	June 2011	✓	On hold May 2013

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			<p>Position (November 2012) The councils are currently conducting due diligence with the preferred supplier for the ICT Service. Outstanding audit recommendations will be discussed during due diligence and reported to the next Audit committee meeting.</p> <p>Position January 2013</p> <p>Capita's proposal includes the implementation of a replacement ServiceDesk solution (see 5 Solution Overview section 2.2/2.5/2.7)</p> <p>Capita's Service Desk, Incident Management and Change Management processes ensure that all related SLAs are strictly monitored in real-time and reported at month-end, with underlying trends analysed via Problem Management.</p> <p><i>Position May 2013</i></p> <p><i>Capita's proposal includes the implementation of a replacement Service Desk solution (see 5 Solution Overview section 2.2/2.5/2.7).</i></p>				

Asset Management							
Final report issued March 2011							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.4.7	There should be detailed procedures in place for administering the fixed asset registers.	High	<p>Agreed</p> <p>The procedures will be compiled to take account of the IFRS standard.</p> <p>The IFRS compliant module was installed late in the closing of accounts process. Existing assets have been updated on the system, but no new assets have yet been added New assets acquired during 2010/11 will be added to the register during the 2011/12 financial year. Procedures will be written as the asset register is updated.</p> <p>Position February 2012: This is the first full year with a fully operational integrated fixed asset module. Fixed asset / capital procedure notes will be prepared during the 2012 closing period as the work is undertaken. Proposed Revised Deadline July 2012</p> <p>Position May 2012: Closing of accounts in progress. Deadline remains July 2012.</p> <p>Position August 2012: General procedures can be documented, but detailed procedures relate to the screens in the Financial Management System (FMS). The FMS is being upgraded, going live with version 4.1 on 20 August. Detailed procedures will be written with reference to the upgraded version.</p>	Finance Manager	June 2011	* (Partly resolved)	<p>July 2012</p> <p>October 2012</p> <p>November 2012</p> <p>July 2013 (Not yet due)</p>

Asset Management							
Final report issued March 2011							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
			<p>Position November 2012 A bug in the fixed asset module has further delayed the implementation of this recommendation. It was fixed in October 2012, and procedures will be written by the end of November.</p> <p>Position January 2013 Changes to the Asset Register are infrequent and mostly confined to year end accounting entries. Testing has been done on the new version and notes written for those procedures that required testing. The remainder will be written at the year end, with appropriate screen shots, as the accounting entries are carried out.</p> <p><i>Position May 2013</i></p> <p><i>Changes to the Asset Register are infrequent and mostly confined to year end accounting entries. Testing has been done on the new version and notes written for those procedures that required testing. The remainder will be written at the year end, with appropriate screen shots, as the accounting entries are carried out.</i></p>				

IT Remote Working 2010/2011							
Final report issued January 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved x or ✓	Revised Deadline
01	A remote working policy and procedures should be developed. This should include all areas pertaining to remote working.	Important	<p>To be included within the IT Security Policy and Handbook for both WBC and TRDC.</p> <p>Position June 2012 This has been delayed due to staff workload relating to the IT tender.</p> <p>Position (August 2012) No change from June update</p> <p>Position (November 2012) No change from August update</p> <p>Position January 2013</p> <p>Capita can help with advice on this but the responsibility for this lies with the Council's Head of ICT or ICT Client Managers.</p> <p>Position May 2013 No change from January update.</p>	ICT Client Manager	March 2012	x	<p>December 2012</p> <p>May 2013</p> <p>Dec 2013</p>
02	All remote users should be issued with Terms and Conditions of Use for any laptops and mobile phone devices and should be required to confirm that they have read, understood and agree to comply with the stated policies.	Minor	<p>ICT will define the terms and conditions of use for laptops and mobile phone devices. Mobile phones are not within the remit of the ICT Shared Service, this will need to be managed by the relevant officer within each council.</p> <p>Position (February 2012)</p> <ul style="list-style-type: none"> WBC T&C for mobile phone usage has been completed and sent out to all mobile phone users. T&C for all laptops and TRDC Mobile phones is pending. 	<p>ICT Client Manager</p> <p>Helen Smith (WBC Mobile phones)</p> <p>Phil King (TRDC mobiles)</p>	March 2012	x (Part resolved)	<p>December 2012</p> <p>May 2013</p> <p>July 2013</p>

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			Position June 2012 This has been delayed due to staff workload relating to the IT tender. Position (November 2012) No change from August update Position January 2013 Capita can help with advice on this but the responsibility for this lies with the Council's Head of ICT or ICT Client Managers for the laptops and Helen Smith\Phil King for mobile phones. <i>Position May 2013</i> <i>ICT Client Managers will liaise with Capita and draw up a policy document to detail the remote working policy to coincide with the Information Security Policy.</i>				
04	A procedure to review leavers and dormant remote access accounts should be developed to ensure that remote access is promptly removed for users on termination of their employment and that all IT equipment or mobile devices are returned to ICT.	Important	Agreed Position (June 2012) Service desk act on notifications from HR related to leavers. A more formal process is currently being worked on. This has been delayed due to staff workload relating to the IT tender. Position (August 2012) No change from June update Position (November 2012) Work is currently being carried out to cleanse the active directory of old accounts. The councils are currently conducting due	ICT Client Manager	March 2012	✓	December 2012 May 2013

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			<p>diligence with the preferred supplier for the ICT Service. If outsourced, the supplier will have processes and procedures in place for this. Position January 2013</p> <p>The Capita ServiceDesk will provide a service to suspend/remove dormant accounts once informed by the Council via a Service Request. It is assumed that the Active Directory is clean on Service Commencement.</p> <p>Ref.5 Solution Overview section 2.7.1. "The Request Fulfilment process will facilitate the delivery of low risk, low cost and frequently occurring standard operational changes that are documented, repeatable and will have been previously implemented.</p> <p>Typical examples include day to day administrative tasks, for example to cater for new users and leavers [...]Capita will agree the types of Change that can be handled through the standard Service Requests and finalise the relevant Request Fulfilment processes with the Councils during Transition." The process for this will be defined during transition.</p> <p>The return/re-allocation of IT equipment will be defined during transition as part of the Change and Asset Management processes as defined in Section 8 Schedule 4.1 Statement of Work Item 3.4 Assets.</p>				

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05	The ICT Shared Service should ensure the two-factor user authentication solution is enabled for remote users to gain remote access to the Council networks.	Important	<p>Agreed</p> <p>Position (June 2012): This has been installed and we are in the process of testing this functionality</p> <p>Position (August 2012) Rollout of this functionality is being planned and intended to be in place within the deadline.</p> <p>Position (November 2012) No change from August update</p> <p>Position January 2013</p> <p>Two factor authentication has not been rolled out but is planned to be completed before service commencement with Capita.</p> <p><i>Position (May 2013) Dual Factor Authentication on current equipment will not be compliant with PSN CoCo standards. This will be reviewed during transformation.</i></p>	Head of ICT / ICT Client Manager	June 2012	x	December 2012 May 2013 Dec 2013
09	<p>Management should ensure that security settings on mobile device handsets such as iPhones enforce the following settings:</p> <ul style="list-style-type: none"> Devices should be required to be protected by a power on password or PIN. Any default passwords or PIN codes need to be changed on first use, these should not 	Important	<p>Agreed. Government Code of Connection stipulates that they have only approved Blackberrys for use as mobile devices. There are currently more critical priorities to address within ICT and this is where the focus will lie.</p> <p>The implementation of a Blackberry Enterprise Server will address the above recommendation and will be identified as a future project for the ICT Service.</p> <p>Position (August 2012)</p>	ICT Client Manager	March 2013	x	March 2014

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	<p>be removed unless authorised in writing by ICT;</p> <ul style="list-style-type: none"> Devices should be set to 'Non-discoverable' or 'Hidden' to help prevent information disclosure by short distance data transfer; and Users should be restricted from reconfiguring the security settings on devices. <p>The remote wipe solution should be investigated to ensure all the data stored on the mobile phone can be wiped either remotely or by exceeding the login threshold. Management should ensure that only ICT approved mobile devices should be procured and issued and all confidential and sensitive data held on mobile device handsets such as iPhones is adequately encrypted according to the sensitivity of the data</p>		<p>Due to the large resource and investment required with this, it will be assigned a priority once the future of the ICT Shared Service is known.</p> <p>Position (November 2012) The councils are currently conducting due diligence with the preferred supplier for the ICT Service. Outstanding audit recommendations will be discussed during due diligence and reported to the next Audit committee meeting.</p> <p>Position January 2013 Mobile telephony is outside the proposal. Implementation of a Blackberry solution which can provide all of these requirements has been included as part of 13/14 project requirement and will be discussed during transformation.</p> <p>Position May 2013 No change from above.</p>				
10	Data stored on returned laptops or mobile devices should have all data removed prior to issuing the device to another user.	Minor	<p>Agreed</p> <p>Position (June 2012) New (and some old) laptops are configured to not allow the user to save information locally. If there is a requirement to save data offsite, users are given encrypted memory sticks for use.</p>	ICT Client Manager	March 2012	✓	<p>March 2014</p> <p>May 2013</p>

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Final report issued January 2012							
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			<p>There is a wider desktop replacement and re-configuration project required to complete this fully. This is a large piece of work and would need to be prioritised in line with other priorities</p> <p>Position (August 2012) No change from June update</p> <p>Position (November 2012) No change from August update</p> <p>Position January 2013 This will be undertaken as defined in Section 8 Schedule 4.1 Statement of Work Item 3.4 Assets (3.4.40 and 3.4.43), the exact processes to be defined and agreed during Transition.</p>				
11	The ICT Shared Service should ensure that any laptops issued to remote users are configured to receive Operating System and anti-virus updates	Important	<p>Agreed Position (June 2012) Laptops are configured to receive windows updates. New laptops are configured to receive anti-virus updates, however this only occurs when the laptops are plugged into the Council network. Finalising this work would tie into the wider desktop project as per ref 10 above.</p> <p>Position (August 2012) No change from June update</p> <p>Position (November 2012) No change from August update</p> <p>Position January 2013 Capita would expect the Council project to be completed prior to service take-on. Capita will provide OS and AV updates as per Section 8</p>	Infrastructure Manager	March 2012	✓	March 2014 May 2013

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			Schedule 4.1 Statement of Work Item 3.2.8. Any new laptops issued post Service Commencement will be configured for OS and AV updates.				

Audit Plan 2011/2012

IT Project Management 2011/2012							
Final report issued November 2011							
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02	An IT Strategy that supports both Councils' corporate strategies needs to be implemented to direct the forward usage of ICT within both Councils and the Shared Service. An IT strategy should be developed in consultation with the business strategies for both Councils and the Shared Service to ensure that IT development links into corporate priorities.	Minor	<p>Agreed</p> <p>Position (August 2012) This has not progressed due to resource constraints caused by work on the ICT Outsourcing</p> <p>Position (November 2012) The councils are currently conducting due diligence with the preferred supplier for the ICT Service. The decision to outsource will have a large impact on the strategy.</p> <p>Position January 2013 Capita can help with advice on this but the responsibility for this lies with the ICT Client Manager roles which are currently being advertised at both councils</p> <p><i>Position (May 2013) ICT Client Managers have now been appointed. Due to the high workload during transition to Capita the revised deadline has been amended.</i></p>	ICT Client Manager	October 2012	*	<p>March 2013</p> <p>May 2013</p> <p><i>Sept 2013</i></p>

Money Laundering 2011/2012							
Final report issued January 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.14	A training session should be arranged in conjunction with Three Rivers District Council to ensure that key staff that need to be given further in-depth training are trained.	Medium	<p>Garry Turner/Nigel Pollard are drafting a new harmonised policy for TRDC and WBC which will include a new reporting form. The remaining recommendations will be addressed once these Policies have received approval.</p> <p>Position May 2012 We have drafted policy just need to finalise and circulate.</p> <p>Position August 2012 Just amending Bribery act on E learning before issuing</p> <p>Position November 2012 – Updates created but new E Learning platform Vine will not be launched until January 2013. The new platform is an enhanced tool and will provide more functionality for users.</p>	Bernard Clarke, Head of Strategic Finance	End of June 2012	✓	October 2012 February 2013
4.1.15	Refresher training should then be arranged for all key staff especially within 'CSC' and 'Revenues and Benefits' at regular intervals (e.g. every two years) to ensure that understanding of the practical requirements of the Money Laundering legislation remains current.	Medium	<p>Garry Turner/Nigel Pollard are drafting a new harmonised policy for TRDC and WBC which will include a new reporting form. The remaining recommendations will be addressed once these Policies have received approval</p> <p>Position May 2012 We have drafted policy just need to finalise and circulate.</p> <p>Position August 2012 Just amending Bribery act on E learning before issuing</p>	Bernard Clarke, Head of Strategic Finance	End of June 2012	✓	October 2012 February 2013

Money Laundering 2011/2012							
Final report issued January 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
			Position November 2012 – Updates created but new E Learning platform Vine will not be launched until January 2013. The new platform is an enhanced tool and will provide more functionality for users.				
4.1.26	Guidance should be issued by the MLRO to the Revenues Service to explain the process for dealing with cases where refunds are requested by consistent over-payers.	Medium	<p>Garry Turner/Nigel Pollard are drafting a new harmonised policy for TRDC and WBC which will include a new reporting form. The remaining recommendations will be addressed once these Policies have received approval Position May 2012 We have drafted policy just need to finalise and circulate.</p> <p>Position August 2012 E learning training will address this query. Just updating bribery act before issuing revised E learning</p> <p>Position November 2012 – Updates created but new E Learning platform Vine will not be launched until January 2013. The new platform is an enhanced tool and will provide more functionality for users.</p>	Bernard Clarke, Head of Strategic Finance	End of June 2012	✓	<p>October 2012</p> <p>February 2013</p>

IT – Asset Management and Virus Protection 2011/2012							
Final report issued August 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
01	<p>An IT Asset Management Policy should be developed to define the objectives, scope, and resource requirements for IT Asset Management.</p> <p>Additionally, procedures for the management of all physical IT assets owned by the Council from procurement and maintenance to their disposal and destruction should be documented and procedures for performing asset management activities, such as asset identification, control, status accounting, auditing and analysing assets should be defined for all staff involved in maintaining the asset register.</p>	Important	<p>Partly Agreed. Non-IT equipment is not the responsibility of the ICT Shared Service and will need to be raised with the appropriate managers listed below.</p> <p>Position (August 2012) No progress to report since this report was issued in August 2012</p> <p>Position (November 2012) No change from August update</p> <p>Position January 2013 Asset Management of Council IT assets currently controlled by the council ICT Department will be undertaken as defined in Section 8 Schedule 4.1 Statement of Work Item 3.4 Assets, the exact processes to be defined and agreed during Transition.</p> <p><i>Position May 2013</i> <i>Capita are currently conducting an asset audit which will be entered into the new Resolution Management System support desk system and maintained under the outsource contract.</i></p>	ICT Client Manager	December 2012	✓	May 2013

IT – Asset Management and Virus Protection 2011/2012							
Final report issued August 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
03	<p>Management should perform a review of all assets recorded within the Asset Register to help ensure that the data input is up-to-date, complete and accurate.</p> <p>The following details should in particular be recorded for all assets to facilitate monitoring and tracking of all IT hardware and software.</p>	Important	<p>Agreed</p> <p>Position (August 2012) No progress to report since this report was issued in August 2012. It may be most practical to do this during the transition phase if the service is to be outsourced.</p> <p>Position (November 2012) No change from August update</p> <p>Position January 2013 The councils have agreed to ask Capita to do this during the transition period during a change freeze period.</p> <p>Position (May 2013) Capita are currently conducting an asset audit which will be entered into the new Resolution Management System support desk system and maintained under the outsource contract.</p>	Avni Patel Head of ICT	December 2012	✓	May 2013
06	The Shared Service should ensure that printers and scanners are recorded on the Asset Register.	Important	<p>Agreed</p> <p>Position (August 2012) No progress to report since this report was issued in August 2012. It may be most practical to do this during the transition phase if the service is to be outsourced.</p>	Head of ICT / ICT Client Manager	August 2012	✓	May 2013

IT – Asset Management and Virus Protection 2011/2012							
Final report issued August 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
			Position (November 2012) No change from August update Position January 2013 The councils have agreed to ask Capita to do this during the transition period during a change freeze period. Asset Management of Council IT assets currently controlled by the council ICT Department will be undertaken as defined in Section 8 Schedule 4.1 Statement of Work Item 3.4 Assets, the exact processes to be defined and agreed during Transition. <i>Position May 2013</i> <i>No Change from above.</i>				
08	The Shared Service should develop procedures to ensure that when IT assets are no longer required that they are marked as disposed of on the asset register. Equipment that is physically destroyed either in house or by a third party should be periodically reconciled to the Asset Register to ensure that all hardware has been securely disposed.	Important	Agreed Position (August 2012) No progress to report since this report was issued in August 2012 Position (November 2012) No change from August update Position January 2013 Asset Management of Council IT assets	ICT Client Manager	December 2012	✓	May 2013

IT – Asset Management and Virus Protection 2011/2012							
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			<p>currently controlled by the council ICT Department will be undertaken as defined in Section 8 Schedule 4.1 Statement of Work Item 3.4 Assets. Disposal and de-commissioning are defined in items 3.4.35 through 3.4.43.</p> <p><i>Position May 2013</i> <i>No Change from above.</i></p>				

Recruitment 2011/2012							
Final report issued August 2012							
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4.3.14	WBC and TRDC should review the potential benefits of using the Hertfordshire County framework for procurement of agency staff.	Medium	<p>Position (August 2012) Agreed. The County framework should be signed by September and a presentation will then be made to District Heads of HR to see who wishes to use the new framework. HR will review at that stage.</p> <p>Position November 2012 A meeting has been held on 8 November with CMS the new County provider. A further review will be conducted with Comensura, WBC's current provider and then a recommendation submitted to Leadership Team/Management Board for consideration. Agreement needs to be reached by January 2013 if a new provider is to be appointed by April 2013</p> <p>Position January 2013 Comensura contract has been extended and can run for up to 2 years from Nov 2012, subject to 6 months notice. Further discussions to take place at Leadership Team and Management Board in April 2013.</p> <p>Position May 2013 For review at Leadership Team/Management Board June/July 2013.</p>	Cathy Watson, Human Resources Manager	End of March 2013.	*	December 2013

NNDR 2011/2012							
Final report issued							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.5.5	Management should ensure that all relevant staff use the E-learning training tool on money laundering to ensure that they keep up-to-date with the issues which relate to this area and comply with the Councils policy and procedure.	Medium	Agreed The Revenues Manager will instruct staff by e-mail and at Team Briefings to use the E-learning training tool. Position January 2013 Waiting on a new e-learning package to be rolled out by HR. Expected delivery by end of February 2013.	Revenues Manager	31 st January 2013	✓	February 2013

Council Tax 2011/2012							
Final report issued September 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.6.5	Management should ensure that all relevant staff use the E-learning training tool on money laundering to ensure that they keep up-to-date with the issues which relate to this area and comply with the Councils policy and procedure	Medium	Agreed The Revenues Manager will instruct staff by e-mail and at Team Briefings to use the E-learning training tool. Position January 2013 Waiting on a new e-learning package to be rolled out by HR. Expected delivery by end of February 2013.	Revenues Manager	31 st January 2013	✓	February 2013

Financial Procedure Rules 2011/2012							
Final report issued September 2012							
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4.1.15	FPRs should then be reviewed on a regular basis – at least every 2 years - and updated to reflect any changes made to other policies within the council that ensuring consistent message is being given to staff.	Medium	Position January 2013 – The FPR's for both councils have been scheduled in one document and respective s151 Officers will agree style for a harmonised approach. <i>Position May 2013</i> <i>This recommendation is being addressed but has taken a lower priority against essential tasks.</i>	Alan Power, Head of Finance Shared Service	End of March 2013.	*	Sept 2013
4.1.21	As far as is reasonably practical, whenever financial systems are harmonised between WBC and TRDC, the FPRs for both councils should be updated with the same information to make them consistent and avoid duplication of effort.	Medium	<i>Position May 2013</i> <i>Agreed with recommendation.</i>	Alan Power, Head of Finance Shared Service	End of March 2013.	*	Sept 2013

Income Management Systems 2011/2012							
Final report issued October 2012							
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5.6.3	The Income Team Leader should carry out regular reviews (at least on biannual basis) of access rights by matching job functionalities of officers to their access permissions. Also there should be formal systems put in place which require a standardised form to be completed by the Service requesting access and authorised by the Income Team Leader when officers are set-up on the system, access rights are amended and user accounts are disabled in the event of staff leavers.	Medium	<p>Agreed</p> <p>Due to a limited number of staff who have access to the system, the Income Team Leader has agreed to review access rights when a member of staff leaves. Also it was agreed that for new staff an electronic authorisation form will be completed.</p> <p>Position January 2013</p> <p>Preparation work has started to fully introduce this recommendation from the 1 April 2013.</p>	Revenues Manager Income Team Leader	31 st January 2013	✓	April 2013

IT Back up and Disaster Recovery 2011/12							
Final report issued December 2012							
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02	The Shared Service should conduct a risk assessment of the capability to recover key systems and services in the event of a disaster based on the Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for Councils' systems. This should ensure that any potential issues that could be faced are documented with appropriate counter measures put in place.	High	Agreed Position January 2013 This work will be undertaken by Capita during transition and transformation. <i>Position (May 2013)</i> <i>As above, Capita will propose a full disaster recovery plan, post data-centre move (scheduled for Q4 2013).</i>	Avni Patel Head of ICT	May 2013 (Not yet due)	x	Dec 2013
04	The Shared Service should test its DR arrangements on an annual basis at both Adam Continuity and ICM.. Testing should follow a detailed test plan and test results should be reported to management following the test period. We also recommend that where appropriate, ad hoc tests of tape restores are performed when not otherwise tested.	High	Agreed Position January 2013 A DR test is being planned before the service is transferred to Capita are expected to continue this into the future. <i>Position (May 2013)</i> <i>Due to extensive workload in the run-up to service commencement, a "dry run" of the existing Disaster Plan has not been carried out. However, existing arrangements with both of our continuity providers have been amended and re-signed for a period of one year. Before the expiry of these agreements, Capita will have their own Disaster Plan in place (post data centre move).</i>	Avni Patel Head of ICT	March 2013	x	Dec 2013

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IT Server Virtualisation (ICT) 2012/13							
Final report issued December 2012							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
01	The adequacy of the security settings and management arrangements established and applied to the virtual environment at both the Councils should be reviewed and where the standards currently are not aligned with best practice standard such as recommended by CIS (Centre for Internet Security), then they should be applied/configured to create a baseline for on-going security and monitored accordingly.	<i>High</i>	<p>Agreed The Council is awaiting for capita to respond with their view on outstanding settings. They are planning to virtualise the remainder of servers and move them up to their own data centre within the first year of the contract, which should go live in May 2013.</p> <p>Position January 2013</p> <p>Capita will be moving all servers to their data Centre in Chippenham by December 2013 with new hardware and vmware installations. This recommendation will be incorporated into the design of this implementation.</p> <p><i>Position (May 2013)</i> <i>The above position has been endorsed and supported by the ICT Client Management Team.</i></p>	Head of ICT / ICT Client Manager	November 2013	*	December 2013 (Not yet due)

Data Transparency 2012/13							
Final report issued February 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.7	<i>Once the outcome of the DCLG consultation is known, the Partnerships and Performance Section Head should ensure that WBC website has been updated to the correct standard and the anomalies listed above are addressed.</i>	<i>Medium</i>	<i>Position (May 2013) Not yet due.</i>	<i>Kathryn Robson, Partnership and Performance Section Head</i>	<i>End of July 2013. (Not yet due)</i>		
4.1.8	<i>When complying with the requirements, the Partnership and Performance Section Head should agree a protocol with Leadership Team for redacting information to a level that should prevent any misuse of information by potential fraudsters.</i>	<i>Medium</i>	<i>Position (May 2013) Not yet due.</i>	<i>Kathryn Robson, Partnership and Performance Section Head</i>	<i>End of July 2013. (Not yet due)</i>		

Data Transparency 2012/13							
Final report issued February 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.9	<i>The Partnerships and Performance Section Head should also ensure that the required information is sign posted for easy access.</i>	Medium	<i>Position (May 2013) Not yet due.</i>	<i>Kathryn Robson, Partnership and Performance Section Head</i>	<i>End of July 2013. (Not yet due)</i>		

Data Protection 2012/13							
Final report issued 18 th April 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.11	<i>Services should be reminded by the Customer Services Improvement Officer to pass on any requests received under the Data Protection Policy to her immediately to ensure that response for sending information can be given promptly.</i>	Medium	<i>Services are reminded on a regular basis of this requirement through ZZMail and/or intranet messages. Staff guide was updated June 2012. Position May 2013 New Staff Guidance for the handling of complaints is being issued May 2013. This includes guidance on officer responsibilities regarding DataAccess requests.</i>	<i>Danielle Negrello, Customer Service Section Head</i>	<i>End of March 2013</i>		<i>June 2013</i>

Data Protection 2012/13							
Final report issued 18th April 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.12	<i>Customer Services Improvement Officer should work with the Data Link Officers within services to address the underlying problem for the delays to ensure that the authority consistently meets with the guideline time frame.</i>	Medium	<i>A meeting has already taken place with the service where there is the biggest issue with delayed responses to agree better performance in future. Service responses will be monitored and addressed at service meetings by the CSC team.</i> <i>Position May 2013</i> <i>Ongoing monitoring of the service to track improvements are achieved.</i>	Danielle Negrello, Customer Service Section Head	End of July 2013. (Not yet due)		
4.1.13	<i>If poor response times persist, the Customer Services Improvement Officer should publish figures of non compliance periodically (e.g. quarterly) to Leadership Team.</i>	Medium	<i>Performance figures for FOI are reported and Data Protection could be included as part of the monthly managing the business indicators if no improvement is seen.</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	Danielle Negrello, Customer Service Section Head	End of July 2013. (Not yet due)		
4.2.6	<i>Consideration should be given for a series of training sessions on Data Protection to be made available for staff aimed at preventing future breaches. The course should include action to be taken when access requests are received and also when a breach takes place.</i>	Medium	<i>Online Data Protection training is available to staff on the intranet in the Information Management section. Will put forward DP as a possible training module on the new training portal.</i> <i>Head of Legal and Property Services runs lunch and learn sessions on a quarterly basis for all staff.</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	Danielle Negrello, Customer Service Section Head	End of July 2013. (Not yet due)		

Data Protection 2012/13							
Final report issued 18 th April 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.3.4	<i>Customer Services Improvement Officer should request confirmation from each of the service to say that they have checked their system for flags and that they have been none present or if there were any present, that they have been successfully removed.</i>	Medium	<i>Services should have their own flags on the system which would be checked by them and where necessary remove them. The wording on the PV list will be amended to add guidance for services regarding records on their systems.</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Danielle Negrello, Customer Service Section Head</i>	<i>End of July 2013. (Not yet due)</i>		

Carbon Management 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.10	<i>Clear lines of responsibility should be set up between the Environmental Services and Buildings and Projects team to ensure both parties know who is responsible for which part of the process for compiling the raw data.</i>	Medium	<i>It was agreed at Asset Management Group that it was the responsibility of each Building Manager to monitor consumption of energy for their own building. The role of the Energy and Renewal Surveyor is to use the data to send in returns to monitor our carbon footprint. The role of Buildings and Projects is to act as Building Manager for the Town Hall complex and to respond to any concerns raised by building managers about repair issues that might affect energy consumption</i>	<i>Neil Walker, Energy and Renewal Surveyor and Ian Browne, Buildings and Projects Section Head</i>	<i>Already Implemented.</i>	✓	

Carbon Management 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.14	<i>The Head of Environmental Service should remind all the Heads of Services to ensure that the spreadsheet for the actual meter readings is completed in full.</i>	High	Agreed	Alan Gough, Head of Environmental Service	End of April 2013	✓	
4.1.15	<i>Arrangements should be made for meter readings to be sent to the utility companies on a regular basis. (at least quarterly). Specific meter readings should be taken and sent to the utility companies at end of each financial year to ensure that the authority gets charged for the actual usage and not estimated.</i>	Medium	A number of our operational buildings have smart meters to measure electricity consumption. These automatically send actual readings to the utility company, therefore we are getting accurate bills for those buildings. Buildings and Projects will monitor the information supplied on the spreadsheet, will send reminders to building managers to complete the spreadsheet by a particular date each month and will forward the data to the utility company for them to prepare their bill. Sending the information monthly rather than annually would be more practical. Position (May 2013) Not yet due.	Service/ Building Managers to complete spreadsheet. Buildings and Projects to send information to utility company.	Monthly from May 2013 (Not yet due at time of drafting)		
4.1.20	<i>Once it is clear who is going to update the usage spreadsheet, check should be carried out on the usage readings recorded against the utility bills on a monthly basis using invoice images on Budget Monitor II to ensure that they have been correctly recorded. This would highlight if there are any marked fluctuations to the energy usage or any errors in .</i>	Medium	This should be the responsibility of building managers as they should understand the energy consumption of their own buildings. Position (May 2013) Not yet due.	Service Manager/ Building Managers	Monthly from May 2013 (Not yet due at time of drafting)		

Carbon Management 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.26	<i>Both the Energy and Renewal Surveyor and the Buildings and Projects Section Head should liaise with each other to ensure that the names of the establishments are recorded consistently to avoid confusion.</i>	Medium	<i>Buildings and Projects Section Head will refresh spreadsheet addresses to ensure naming and numbering match GIS data. Energy and Renewal Surveyor will use address reference from spreadsheet.</i>	<i>Buildings and Projects Section Head</i>	<i>End of April 2013</i>	✓	
4.1.27	<i>The Energy and Renewal Surveyor and Buildings and Projects Section Head should ensure that the establishments list clearly identifies the properties which are required for the calculation of the Carbon Management data.</i>	Medium	<i>The spreadsheet will identify which properties we need to report on.</i>	<i>Neil Walker, Energy and Renewal Surveyor and Ina Browne, Buildings and Projects Section Head</i>	<i>End of May 2013</i>	✓	
4.2.5	<i>The Energy and Renewal Surveyor and Buildings and Projects Section Head should ensure that the officers identified by the Asset Management Group for taking and recording the meter readings should continue to record the readings on a monthly basis for a period (e.g. six months) even after the smart meters have been installed.</i>	Medium	<i>The implementation date will depend on the installation of the smart meters. Position (May 2013) Not yet due.</i>	<i>Alan Gough, Head of Environmental Health</i>	<i>End of October 2013. (Not yet due)</i>		

Carbon Management 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.2.6	<i>Service Manager/Building Managers should ensure that the readings on the bills are checked to the readings recorded on the spreadsheet by various establishments to ensure accuracy of the charges made. Once the accuracy of the meter readings is established, the recording could be discontinued.</i>	Medium	<i>The implementation date will depend on the installation of the smart meters. Position (May 2013) Not yet due.</i>	<i>Service Manager/ Building Managers</i>	<i>End of October 2013. (Not yet due)</i>		

Accounts Payable 2012/13							
Final report issued : May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.7	<i>The AP Service should monitor the number of PO's that are raised after invoices are received on a quarterly basis for both authorities to see if any improvement in trend is noticeable and to identify any persistent areas of failure. These figures should be published to show the rise or fall in the use of commitment accounting by services across both councils.</i>	Medium	<i>Recommendation 4.1.7 will be progressed via Director of Corporate Resources and Governance and Head of Strategic Finance. An email will be sent to all staff reminding them of their Financial Obligations and encourage them to raise orders in advance of invoices. The results will be presented to Leadership Team (WBC) and Management Board (TRDC) on a 6 monthly basis. Consideration will be given for this to be added to "Managing the organisation" information if the Head of Strategic Finance thinks it will add value. Position (May 2013)</i>	<i>Tracy Langley, Senior Finance Officer</i>	<i>End of June 2013. (Not yet due)</i>		

Accounts Payable 2012/13							
Final report issued : May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
			<i>Not yet due.</i>				
4.1.11	<i>The Senior Finance Officer should liaise with the Customer Service Section Head (WBC) to see if the invoices could be passed straight to the AP Service.</i>	<i>Medium</i>	<p><i>The Senior Finance Officer raised queries with the Support Service Manager to see if this could be achieved. Currently they do not open post which is specifically addressed to an individual or department. The only post opened is for Revenues and Benefits or Finance or just Watford Borough Council. The Support Service Manager does not have the resources to open more post but he will remind his team that as much as possible should be sent direct to AP.</i></p> <p><i>Position (May 2013)</i></p> <p><i>Not yet due.</i></p>	<i>Tracy Langley, Senior Finance Officer</i>	<i>End of June 2013 (Not yet due).</i>		

Accounts Payable 2012/13							
Final report issued : May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.16	<i>The Senior Finance Officer should remind all Heads of Services that the new payment voucher introduced should be used for all relevant payments.</i>	Low	Position (May 2013) Not yet due.	Tracy Langley, Senior Finance Officer	End of June 2013. (Not yet due)		

Partnerships 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.1.2	<i>The Partnership Framework document should be up-dated at the earliest opportunity. When up-dated the review date should be recorded. This should ensure that the latest guidance is followed. (Medium).</i>	Medium	Agreed Position (May 2013) Not yet due.	Partnerships and Performance Section Head	July 2013 (Not yet due)		

Partnerships 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.2.3	<i>The Partnerships and Performance Section should make arrangements for the regular collation and reporting of agreed partnership performance information to the relevant reporting body. This will ensure that there is an overview of the work of partnerships and the outcomes in terms of meeting their and the council's specific objectives. It will also help identify under-performing partnerships.</i>	<i>Medium</i>	<i>Agreed Position (May 2013) Not yet due.</i>	<i>Partnerships and Performance Section Head</i>	<i>September 2013 (Not yet due)</i>		
5.3.3	<i>Before the Council enters into significant partnerships a formal risk assessment should be carried out and recorded by the appropriate senior officer. At this stage, if a risk is considered to be significant enough it may be necessary to reconsider membership of the partnership. Risks should be recorded on the service or corporate risk register.</i>	<i>Medium</i>	<i>Agreed Position (May 2013) Not yet due.</i>	<i>Partnerships and Performance Section Head</i>	<i>July 2013 (Not yet due)</i>		

Partnerships 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.3.5	<p><i>The Council should ensure that a risk management framework is applied to the operations of all partnerships and for example the following areas are addressed:</i></p> <ul style="list-style-type: none"> • <i>Risks associated with working in the partnership are assessed with responsibility for managing each risk assigned to individual partners;</i> • <i>Risks are recorded in the relevant risk register maintained by the lead officer in the relevant Service;</i> • <i>The risks recorded in the registers are regularly reviewed;</i> • <i>There is a mechanism for reporting and dealing with risks if these materialize.</i> 	<i>Medium</i>	<p><i>Agreed</i></p> <p><i>Position (May 2013)</i></p> <p><i>Not yet due.</i></p>	<i>Partnerships and Performance Section Head</i>	<i>September 2013 (Not yet due)</i>		
5.4.4	<p><i>The Council should ensure that any data sharing within the partnerships complies with national legislation and the council's policies.</i></p>	<i>Medium</i>	<p><i>Agreed</i></p> <p><i>Position (May 2013)</i></p> <p><i>Not yet due.</i></p>	<i>Partnerships and Performance Section Head</i>	<i>September 2013 (Not yet due)</i>		

Risk Management 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.2.3	<i>All Heads of Service must regularly (biannually) up-date their risk registers and evidence this control procedure by noting the review date on the risk register.</i>	<i>Medium</i>	<i>Agreed</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Head of Strategic Finance</i>	<i>30th June 2013</i> <i>(Not yet due)</i>		
5.2.6	<i>The intranet should be up-dated with the current version of the Service risk registers at the earliest opportunity (Medium).</i>	<i>Medium</i>	<i>Agreed</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Head of Strategic Finance</i>	<i>30th June 2013</i> <i>(Not yet due)</i>		
5.3.2	<i>There should be effective action plans in place to address significant risks identified in the Service Risk registers. The action plan may include for example the following areas :</i> <ul style="list-style-type: none"> - <i>Detailed action to be taken,</i> - <i>Officer(s) responsible for taking action,</i> - <i>Timescales for implementing appropriate action.</i> 	<i>Medium</i>	<i>Agreed</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Head of Strategic Finance</i>	<i>30th June 2013</i> <i>(Not yet due)</i>		

Council Tax 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.1.3	<i>There should be an independent sample quality checks carried out to ensure that new accounts are processed accurately, for example the date of the new account and correct Council Tax band. This control procedure should be evidenced for Management review and remedial action purposes.</i>	Medium	Agreed. <i>Processing controls will be formulated and an implementation date has been agreed.</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	Billing Team Leader	August 2013 (Not yet due)		
5.3.5	<i>Regular reviews of access rights should be carried out by matching job functionalities of officers to their access permissions. This check should be evidenced for Management review purposes.</i>	High	Agreed <i>A review of access rights is carried out continually on informal basis. On annual basis a review will be carried out as part of administering the declaration of interest process (see recommendation no.5.4.2 below).</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	Revenues Manager	August 2013 (Not yet due)		
5.4.2	<i>All officers should be required to complete a declaration of interest form and a senior officer should check on a regular basis that this control procedure is adhered to and keep evidence (signed and dated) of this check being carried out. Also staff should be stopped from having any update access to any account where they have an interest such as family and close friends (High).</i>	High	Agreed <i>This is currently taking place and should be completed soon and will include the above process (see recommendation above no. 5.3.5).</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	Revenues Manager	August 2013 (Not yet due)		

Reconciliations, Journals and Internal Transfers 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
01	<i>The list of reconciliations maintained by the Finance Service should be kept up to date and fully completed. At the end of each month, a delegated officer in the Finance Service should confirm that all necessary reconciliations have been completed over the period and any exceptions should be escalated to a delegated officer/body.</i>	<i>Important</i>	<i>Agreed.</i> <i>This task has been allocated to a Finance Manager to do as part of their month end procedures.</i> <i>The reconciliation list has been harmonised and codes identify if reconciliations are needed for TRDC only, WBC only or both (the list has been made clearer for independent review purposes).</i>	<i>Finance Manager</i>	<i>April 2013</i>	<i>✓</i>	
02	<i>Reconciliations should be completed on a regular and timely basis, as stated in the reconciliation timetable. Sufficient supporting documentation should be retained with the reconciliations and these should be signed by the Officer who prepared them, and should also be reviewed and signed by an independent Officer.</i>	<i>Essential</i>	<i>Agreed.</i> <i>Monthly reconciliations are not possible due to resource constraints.</i> <i>Officers preparing reconciliations are to document and get Independent Officer sign off.</i> <i>Similarly, with independent officer review and sign off for all reconciliations – less resourcing will not allow for this to be consistently applied.</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Finance Manager, Revenues and Benefits Manager</i>	<i>August 2013 (Not yet due)</i>	<i>*</i>	
03	<i>All suspense accounts should be subject to review on a periodic basis, at least monthly, by a delegated officer. Where items are moved out of suspense, there should be sufficient documentation to substantiate the reason for the move.</i>	<i>Important</i>	<i>Reconciliations list updated to include all suspense accounts subject to monthly review.</i>	<i>Finance Manager</i>	<i>April 2013</i>	<i>✓</i>	

Reconciliations, Journals and Internal Transfers 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
04	<i>The issues preventing the formal reconciliation of the Academy Revenues and Benefits systems to the eFinancials system should be resolved and responsibility for performing those reconciliations should be agreed at the earliest opportunity.</i>	<i>Important</i>	<i>Finance Manager, Senior Accountant and Finance Officer have processed and checked transactions during the Financial year. This is a significant improvement on last year when transactions were not processed for TRDC until after the year end.</i>	<i>Finance Manager</i>	<i>April 2013</i>	<i>✓</i>	
05	<i>The journal header should be held on file which is signed and dated by the preparing Officer and reviewing Officer. In addition appropriate supporting documentation should be held on file to allow the second officer to effectively review the journal before signing off the journal header.</i>	<i>Minor</i>	<i>Officers preparing reconciliations are to document, sign and get Independent Officer sign off.</i>	<i>Finance Manager, Revenues ad Benefits Manager</i>	<i>April 2013</i>	<i>✓</i>	

NNDR 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.1.3	<i>There should be an independent sample quality checks carried out to ensure that new accounts are processed accurately, for example the date of the new account and correct Council Tax band. This control procedure should be evidenced for Management review and remedial action purposes.</i>	Medium	Agreed. <i>Processing controls will be formulated and an implementation date has been agreed.</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	Billing Team Leader	August 2013 (Not yet due)		
5.3.2	<i>There should be a formal systems put in place which require a standardised form to be completed and authorised by the Revenues Manager when officers are set-up on the system, access rights are amended and user accounts are revoked in the event of staff leavers.</i>	Medium	Agreed <i>A form has been developed and now in use.</i>	Revenues Manager	Implemented		
5.3.5	<i>Regular reviews of access rights should be carried out by matching job functionalities of officers to their access permissions. This check should be evidenced for Management review purposes.</i>	High	Agreed <i>A review of access rights is carried out continually on informal basis. On annual basis a review will be carried out as part of administering the declaration of interest process (see recommendation no.5.4.2 below).</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	Revenues Manager	August 2013 (Not yet due)		

WBC Recommendation Follow Up May 2013

APPENDIX B

NNDR 2012/13							
Final report issued May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
5.4.2	<i>All officers should be required to complete a declaration of interest form and a senior officer should check on a regular basis that this control procedure is adhered to and keep evidence (signed and dated) of this check being carried out. Also staff should be stopped from having any update access to any account where they have an interest such as family and close friends (High).</i>	<i>High</i>	<i>Agreed</i> <i>This is currently taking place and should be completed soon and will include the above process (see recommendation above no. 5.3.5).</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Revenues Manager</i>	<i>August 2013 (Not yet due)</i>		

Accounts Receivable 2012/13							
Final report issued : May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.1.9	<i>Though the 3 day target is an internal target, Recovery Team should be reminded of this so that invoices are raised within that target.</i>	<i>Medium</i>	<i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Colin South, Recovery Team Leader</i>	<i>June 2013 (Not yet due)</i>		

Accounts Receivable 2012/13							
Final report issued : May 2013							
Ref No.	Recommendation	Priority	Action to Date	Responsibility	Deadline	Resolved * or ✓	Revised Deadline
4.2.8	<i>Recovery Team Leader should either train staff as per last years recommendation (4.2.9) or take advantage of the offer provided by the two debt collecting agencies of chasing sundry debts free of charge to assist in prompt collection of debt for existing and future debts.</i>	High	<i>The service will use debt collecting agency and/or train staff as appropriate.</i> <i>Position (May 2013)</i> <i>Not yet due.</i>	<i>Colin South, Recovery Team Leader</i>	<i>June 2013 (Not yet due)</i>		