



Committee: AUDIT COMMITTEE
Date: WEDNESDAY, 19 JANUARY 2011
Venue: MORECAMBE TOWN HALL
Time: 6.00 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Minutes**

Minutes of the Meeting held on 22 September 2010 (previously circulated).

3. **Items of Urgent Business authorised by the Chairman**

4. **Declarations of Interest**

5. **Annual Audit Letter (Pages 1 - 8)**

Report of KPMG.

(All Councillors have been invited to attend for this item).

6. **Local Government Ombudsman – Annual Review 2009/10 (Pages 9 - 22)**

7. **Results of Internal Audit Work (Pages 23 - 29)**

8. **Internal Audit Monitoring (Pages 30 - 41)**

ADMINISTRATIVE ARRANGEMENTS

(i) **Membership**

Councillors Malcolm Thomas (Chairman), Janice Hanson (Vice-Chairman), Jon Barry, Abbott Bryning, Roger Dennison, Geoff Knight and Keith Sowden

(ii) **Substitute Membership**

Councillors Shirley Burns, Tina Clifford, Karen Leytham, Roger Mace, Geoff Marsland, Ian McCulloch, Peter Robinson and Paul Woodruff

(iii) **Queries regarding this Agenda**

Please contact Jane Glenton, Democratic Services - telephone (01524) 582068, or email jglenton@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Members' Secretary, telephone (01524) 582170, or email memberservices@lancaster.gov.uk.

MARK CULLINAN,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER, LA1 1PJ

Published on Friday, 7 January 2011



PUBLIC SECTOR

Lancaster City Council

Annual Audit Letter 2009/10

26 October 2010

AUDIT

Introduction

The contacts at KPMG in connection with this report are:

Stephen Clark
Director
KPMG LLP (UK)

Tel: 0113 254 2910
stephen.clark@kpmg.co.uk

Heather Garrett
Manager
KPMG LLP (UK)

Tel: 0161 246 4294
heather.garrett@kpmg.co.uk

Background

This Annual Audit Letter summarises the key issues arising from our 2009/10 audit of Lancaster City Council (the Council). Although this letter is addressed to the Members of the Council, it is also intended to communicate these issues to key external stakeholders, including members of the public. The letter will also be published on the Audit Commission's website. It is the responsibility of the Council to publish the letter on the Council's website at www.lancaster.gov.uk. In the letter we highlight areas of good performance and also areas where further work is required to achieve best practice. We have reported all of the issues in this letter to you throughout the year. A list of all reports that we have issued is provided in Appendix A.

Scope of our audit

The statutory responsibilities and powers of appointed auditors are set out in the Audit Commission Act 1998. Our main responsibility is to carry out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code) which requires us to report on:

Use of Resources (UoR)

We conclude on the arrangements in place for securing economy, efficiency and effectiveness ('value for money') in your use of resources.

Financial Statements

We provide an opinion on your accounts.

Fees

Our fee for 2009/10 was £120,000 excluding VAT (2008/09: £124,000). Although our work on the certification of grants and returns is ongoing, our fee is estimated to be £38,000 excluding VAT, (2008/09: £38,000).

This report is addressed to Lancaster City Council (the Council) and has been prepared for the sole use of the Council. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled Statement of Responsibilities of Auditors and Audited Bodies. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Stephen Clark, stephen.clark@kpmg.co.uk who was the engagement lead to the Council for 2009/10 or Trevor Rees, on 0161 246 4063, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. You can contact the Complaints Unit by phone (0844 798 3131), by email (complaints@audit-commission.gov.uk), through the audit commission website (www.audit-commission.gov.uk/aboutus/contactus), by textphone/minicom (020 7630 0421), or via post to Complaints Unit, Audit Commission, Westward House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SR.

Use of Resources

Use of Resources assessment

- In May 2010 the government announced that the Comprehensive Area Assessment (CAA) would be abolished. The Audit Commission subsequently confirmed that work related to CAA should cease with immediate effect. This included work for UoR scored assessments at local authorities. Despite this, there has been no change to the requirement in the statutory Code of Audit Practice for auditors to issue a Value for Money (VFM) conclusion.
- At the time of the announcement, the vast majority of our UoR work for 2010 had already been completed and this therefore informed our 2009/10 VFM conclusion.
- Our work on UoR supported the issue of an unqualified opinion. The Council's arrangements in relation to workforce planning had improved, following the appointment of the new Human Resources (HR) Manager. However, there is still work to be done in fully developing and implementing new HR strategies.
- The Council demonstrated best practice in relation to its strategy for its use of natural resources.
- We issued an unqualified value for money conclusion for 2009/10. This means that we are satisfied that you have put into place proper arrangements for securing economy, efficiency and effectiveness in your use of resources.

Our conclusion

Headlines

Financial Statements	Annual accounts	<ul style="list-style-type: none"> ● Our audit of the financial statements resulted in only minor presentational amendments being made to the financial statements. Other errors identified were clearly trivial in nature. ● The Council continued to produce high quality and clear working papers to support the entries in the financial statements. Officers dealt with our audit queries efficiently and as a result, the audit process was completed within the planned timescales.
	Annual Governance Statement	<ul style="list-style-type: none"> ● No significant adjustments were required to the Annual Governance Statement.
	Our conclusion	<ul style="list-style-type: none"> ● We issued an unqualified opinion on your accounts on 27 September 2010. This means that we believe the accounts give a true and fair view of the financial affairs of the Council and of the income and expenditure recorded during the year. ● We were unable to certify the completion of our audit on 27 September 2010, as at that date we had one electoral challenge issue which remained unresolved. We anticipate that this issue will be resolved before the end of November.
Recommendations	High risk recommendations	<ul style="list-style-type: none"> ● We are pleased to report that there are no new recommendations arising from our 2009/10 audit work. ● All prior year recommendations have either been addressed by management or are in the process of being implemented.

High profile issues

Economic Downturn and pressure on the public sector

- Following the Comprehensive Spending Review announcement in October 2010, there is now greater clarity on the spending cuts that will affect local government. Local authorities will face 7.1% annual cuts representing 26% reductions over the next four years. Although this is less than many commentators had predicted, this still represents one of the biggest cuts for any part of the public sector. Detailed analysis will be required as further details of these funding cuts are clarified. The real impact will not be known until the government departments produce their business plans in November and organisations have a chance to digest the Chancellor's messages.
- The Council has been preparing for cuts of this magnitude for some time. Facing up to these challenges will require revolutionary transformation of public sector services, rather than small changes around the edges. Strong leadership from Members and senior management will be essential for this programme of change.
- Recent years have seen the Council place increased emphasis on its priorities and statutory responsibilities within the budget setting process. This has ensured resources are channelled to these areas before more discretionary areas of spend. This approach will be even more crucial in identifying cuts and efficiencies in services going forward.
- The Council has already undertaken a restructure of its management team and has embarked on shared services for its Revenues and Benefits service in anticipation of the lean times ahead. Options and opportunities are being considered across the organisation in order to secure further efficiencies and savings.

Headlines

High profile issues

Treasury management

- In 2008/09 we identified four recommendations for the Council to address, following the collapse of the Icelandic Banks.
- Of the four recommendations, two have been fully implemented. One further recommendation, in relation to Internal Audit's review of treasury management activities, has been partially implemented. The final recommendation regarding the training of officers and members involved in treasury management activities. This is in the process of being implemented with training requirements being reviewed.

International Financial Reporting Standards (IFRS)

- All local authorities are required to report under IFRS for the first time in 2010/11. This process will require the 2009/10 financial statements to be converted to IFRS to form the comparative period.
- The Council is making good progress against its plan for IFRS conversion. We anticipate carrying out an audit of the restated balances in late November/early December.
- One area where the Council could improve in relation to its transition to IFRS is to better prepare members for the change. IFRS can have large impacts on the balance sheets of councils due to the differing accounting policies and presentation requirements. Members need to be aware of the impact of IFRS, so that they are able to properly discharge their responsibilities in June 2011, when approving the financial statements.

Future audit work

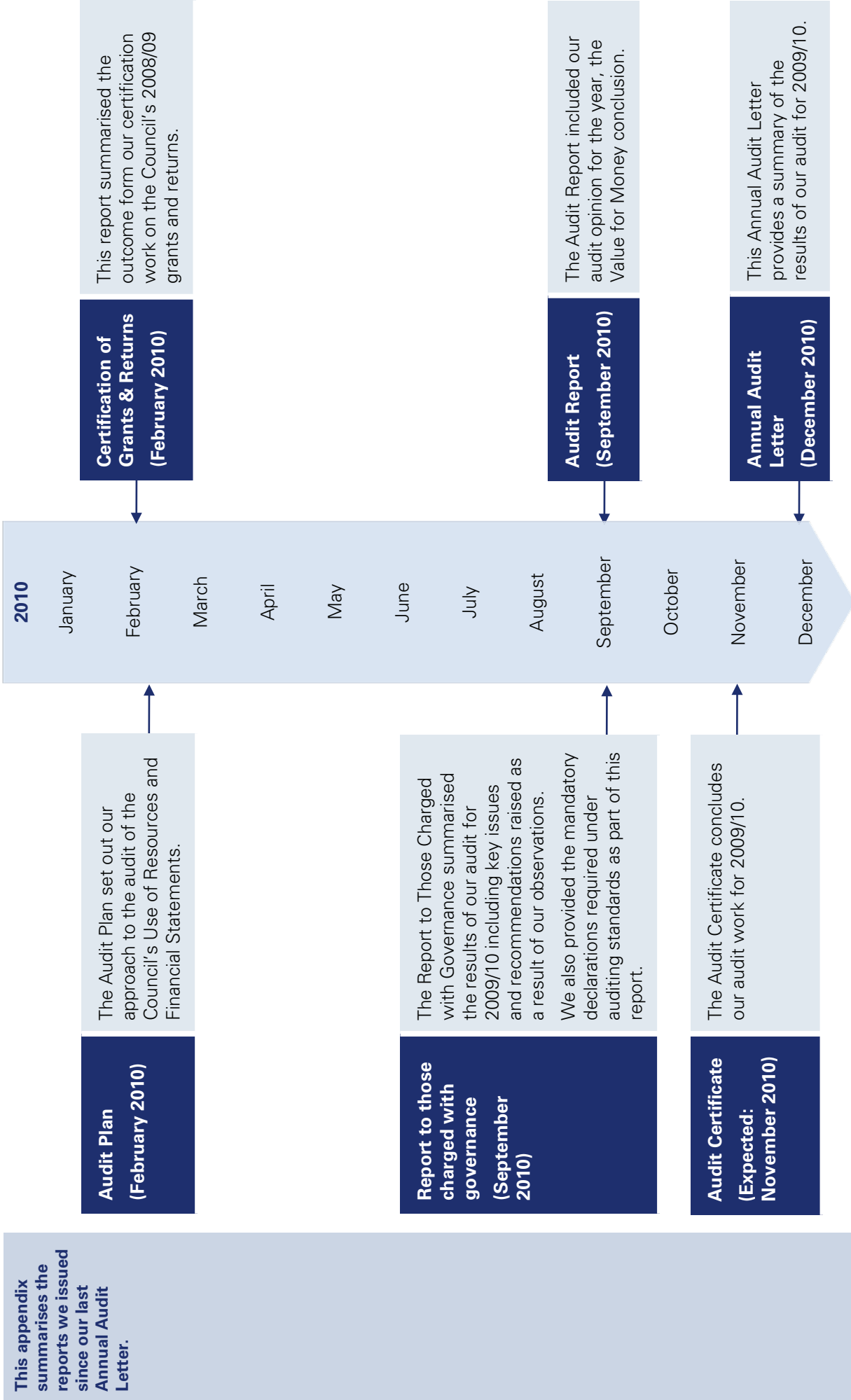
Changes to next year's value for work programme

- Given the scale of the pressures facing public bodies in the current economic climate, the Audit Commission has reviewed its work programme for 2010/11 onwards. As part of this exercise, the Commission has been discussing possible options for a new approach to local value for money (VFM) audit work with key national stakeholders. From 2010/11 we will therefore apply a new, more targeted and better value approach to our local VFM audit work. This will be based on a reduced number of reporting criteria specified by the Commission, concentrating on:
 - securing financial resilience; and
 - prioritising resources within tighter budgets.
- We will determine a local programme of VFM audit work based on our audit risk assessment, informed by these criteria and our statutory responsibilities. We will no longer make annual scored judgements relating to our local VFM audit work. Instead we will report the results of all the local VFM audit work and the key messages for the audited body in our annual report to those charged with governance and in a clear and accessible annual audit letter.

Future audit arrangements

- In August 2010 the Secretary of State for Communities and Local Government announced proposals to abolish the Audit Commission. The proposed abolition will be from 2012 and the government will seek legislation in this session of Parliament.
- There is no immediate change to the current audit arrangements. We will keep you informed about the future audit programme and any changes to audit arrangements.

Appendix A: Summary of Reports issued



AUDIT COMMITTEE**Local Government Ombudsman – Annual Review
2009/10****19th January 2011****Report of Head of Governance****PURPOSE OF REPORT**

The Commission for Local Administration in England has recently published its Annual Review and Report for 2009/10, which gives an overview of the work undertaken by the Ombudsmen, along with detailed statistics of complaints received and investigations carried out. This report highlights particular matters in the Annual report, which may be of interest to Members and sets out the Annual Review for this District.

This report is public**RECOMMENDATIONS**

- (1) **That the Ombudsman's Annual Review for 2009/10 be noted**
- (2) **The Committee is requested to consider whether any comments should be submitted to the Ombudsman on the Annual Review.**

1.0 Introduction**1.1 Background**

The Local Government Ombudsmen's stated purpose is to provide independent, impartial and prompt investigation and resolution of complaints of injustice caused through maladministration by Local Authorities and to offer guidance in promoting fair and effective administration in Local Government.

For administrative purposes the country is divided into three broad geographical areas. The three Local Government Ombudsmen are based at offices in London, Coventry and York. This Council will in future once again deal with the York Ombudsman. The council has been dealing with the Ombudsman at Coventry following the appointment of a former Council employee as an Ombudsman at the York office. The required time period since the Ombudsman worked at Lancaster City Council has now elapsed.

1.2 Key Issues in 2009/2010

The Local Government Ombudsmen have included in their Annual Report the following main issues based on national statistics, which are summarised for Members' information: -

(a) Performance

In 2009/10 the Ombudsmen received a total of 18,020 complaints, compared with 21,012 in the previous year – a decrease of 14.2 per cent. Housing and planning complaints remain the largest two categories of complaint. Within the education category, school admission complaints and enquiries have reduced slightly, after increases in the previous two years. However, there were small increases in the number of complaints and enquiries about special educational needs and school transport.

Adult social care complaints have gone up from 4 per cent of the total in 2008/09 to 6 per cent in 2009/10. At the start of the year, new arrangements were introduced for complaints about adult social care. A single local resolution stage replaced the previous three-stage procedure. It is likely that, in the early phase of these new arrangements, cases have been reaching the Ombudsmen more quickly.

Children's care services complaints also increased slightly, from 4 per cent in 2008/09 to 5 per cent in 2009/10. The proportion of 'other' complaints and enquiries is quite significant partly due to the inclusion of several hundred enquiries on matters that were not local government related that are handled by the LGO Advice Team.

(b) Promoting Awareness and Providing Advice

The Ombudsman reminded councils that part of its role is to provide advice and guidance about good administrative practice. It also provides customer friendly leaflet developed to reflect the new approach to first contact with complainants provided by the LGO Advice Team. Guidance notes and training courses are provided for council officers involved in co-ordinating complaints responses. Training courses are offered for all levels of local authority staff in complaints handling and investigation and are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. Every Council is sent an Annual Review which summarises the Ombudsmen's experience of handling their complaints and may contain suggestions for improvements where relevant. This Council's Annual Review is appended to the report..

A digest of cases is also published each year illustrating the nature of the work and type of complaints most commonly received.

(c) Website

Further information regarding the Annual Report and other publications can be found on the Ombudsmen's Website. The address is: <http://www.lgo.org.uk>.

2.3 Complaints against Lancaster City Council

The purpose of the Annual Review is to give the Ombudsman's reflections on the complaints received against this Council and dealt with by the Ombudsman's Office over the last year. It is intended that the review will provide a useful addition to other information held by the Council and highlight how people experience or perceive the services offered and in particular will: -

- Help the Council learn from the outcome of complaints;
- Underpin effective working relations between the Council and the Ombudsman's Office;
- Identify opportunities for the Ombudsman and his staff to provide assistance that a Council may wish to seek in bringing improvements to its internal complaint handling;
- Provide complaint-based information that the Council might find useful in assessing and reviewing the Council's performance.

Annual Reviews have been published on the Ombudsman's website and shared with the Audit Commission.

A copy of the Ombudsman's Annual Review in respect of Lancaster City Council is attached for Members' information.

2.0 Proposal Details

- 2.1 The Committee is requested to consider whether any comments should be submitted to the Ombudsman on the form of the Annual Review.
- 2.2 Since April 2006, the Information Management Officer (IMO) has been responsible for co-ordinating replies and ensuring that Service based officers keep to the average response times required by the Ombudsman, currently 28 calendar days. This post was vacant from late 2007 to early 2010 when this responsibility was taken over by the Transformation Manager. The IMO post was therefore vacant for most of the period covered by the 2009/10 review. The newly recruited Information Management Officer will need to be trained on handling of Ombudsman complaints and this should lead to an improvement on the response times. As indicated in the Annual Review, the Local Government Ombudsmen offer open courses at different locations.
- 2.3 The Information Management Officer transferred from Information Services to Governance in December 2010, and it is the intention of the Head of Governance to monitor Ombudsman complaints and the preparation of the Council's responses, to ensure that there is an improvement in response times.

3.0 Consultation

- 3.1 There has been no consultation

4.0 Options and Options Analysis (including risk assessment)

- 4.1 There are no options, as the report is for noting, although it would be open to the Committee to respond to the Annual Review if it so wished.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

There are no direct impact

LEGAL IMPLICATIONS

There are no direct legal implications

FINANCIAL IMPLICATIONS

There are no direct financial implications. The cost of any training required by the Information Management Officer will be met from the Legal training budget.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

None

Property:

None

Open Spaces:

None

SECTION 151 OFFICER'S COMMENTS

None.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and her comments incorporated in the report.

BACKGROUND PAPERS

1. [Local Government Ombudsman Annual Report 2009/10](#)
2. [Local Government Ombudsman Annual Review 2009/10](#)

Contact Officer: Rosebella Kotonya

Telephone: 01524 58 2192

E-mail: rkotonya@lancaster.gov.uk

Ref:

**The Local Government Ombudsman's
Annual Review**

Lancaster City Council

**for the year ended
31 March 2010**

Local Government Ombudsmen (LGOs) provide a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, we aim to get it put right by recommending a suitable remedy. We also use the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

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Section 1: Complaints about Lancaster City Council 2009/10

Introduction

This annual review provides a summary of the complaints we have dealt with about Lancaster City Council. We have included comments on the authority's performance and complaint-handling arrangements, where possible, so they can assist with your service improvement.

I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two appendices form an integral part of this review: statistical data for 2009/10 and a note to help the interpretation of the statistics.

Enquiries and complaints received

In 2009/10 we received 24 complaints and enquiries against your council, compared with 27 in 2008/09. Five were about planning and building control, five about housing, two about transport and highways and 12 about other matters such as anti-social behaviour and environmental health.

We treated eight of these complaints as premature and referred them to the council and in a further seven cases advice was given, usually to make a complaint to the council direct. The remaining nine complaints were forwarded to the investigative team, of which three were premature complaints that had been resubmitted.

Complaint outcomes

In 2009/10 we took decisions on 10 complaints. In six cases we found no or insufficient evidence of maladministration. One complaint was outside jurisdiction and in three cases the council agreed to settle the complaint locally.

Local settlements

A 'local settlement' is a complaint where, during the course of our investigation, a council takes or agrees to take some action that we consider to be a satisfactory response to the complaint. In 2009/10, 26.9 % of all complaints the Ombudsmen decided and which were within our jurisdiction were local settlements. Of the complaints we decided against your authority three were local settlements (30%), and the council paid a total of £500 in compensation.

Two of the complaints the council settled were about the same issue. The council took a decision to close an access from the complainants' street onto an area of open land. Before making the decision, consultation took place with local residents and they were told that the decision would be in accordance with the majority view. However, the council took the decision to close the access even though the majority of residents wanted it kept open. While we took the view that the council's decision to close the access was not unreasonable, the council agreed to pay each complainant £250 in recognition of their raised expectations in respect of the consultation.

The third complaint the council agreed to settle was from a resident for whom English was not his first language who needed help with his housing benefit application and council tax billing. While we identified maladministration in the council tax billing process, this did not cause any significant

injustice to the complainant. The council however, agreed to meet with the complainant and an interpreter so that any outstanding issues could be raised and discussed.

Liaison with the Local Government Ombudsman

We made formal enquiries on five complaints in 2009/10. In the annual review for 2008/09 it was noted that the council's response time had worsened compared to the previous year but was still inside the 28 days requested. This year the response time has increased further, to 35 days, which is now well outside the target. I hope that you will try to improve this in the coming year.

My officers continue to appreciate the readiness of your staff to consider taking early action to resolve complaints.

Training in complaint handling

I would like to take this opportunity to remind the council that part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities. I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

Conclusions

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your authority's services.

This is the last Annual Review I shall send the council because in future complaints against your council will be dealt with by the York based Ombudsman, Anne Seex. I would like to thank the council for its help whilst I have been dealing with complaints against you.

**Dr Jane Martin
Local Government Ombudsman
The Oaks No 2
Westwood Way
Westwood Business Park
Coventry
CV4 8JB**

June 2010

Section 2: LGO developments

Introduction

This annual review also provides an opportunity to bring councils up to date on developments in the LGO and to seek feedback.

New schools complaints service launched

In April 2010 we launched the first pilot phase of a complaints service extending our jurisdiction to consider parent and pupil complaints about state schools in four local authority areas. This power was introduced by the Apprenticeships, Skills, Children and Learning Act 2009.

The first phase involves schools in Barking and Dagenham, Cambridgeshire, Medway and Sefton. The Secretary of State no longer considers complaints about schools in these areas. In September the schools in a further 10 local authority areas are set to join the pilot phase.

We are working closely with colleagues in the pilot areas and their schools, including providing training and information sessions, to shape the design and delivery of the new service. It is intended that by September 2011 our jurisdiction will cover all state schools in England.

A new team in each office now deals with all complaints about children's services and education on behalf of the Ombudsman. Arrangements for cooperation with Ofsted on related work areas have been agreed.

For further information see the new schools pages on our website at www.lgo.org.uk/schools/

Adult social care: new powers from October

The Health Act 2009 extended the Ombudsmen's powers to investigate complaints about privately arranged and funded adult social care. These powers come into effect from 1 October 2010 (or when the Care Quality Commission has re-registered all adult care providers undertaking regulated activity). Provision of care that is arranged by an individual and funded from direct payments comes within this new jurisdiction.

Each Ombudsman has set up a team to deal with all adult social care complaints on their behalf. We expect that many complaints from people who have arranged and funded their care will involve the actions of both the local authority and the care provider. We are developing information-sharing agreements with the Care Quality Commission and with councils in their roles as adult safeguarding leads and service commissioners.

Council first

We introduced our Council first procedure in April last year. With some exceptions, we require complainants to go through all stages of a council's own complaints procedure before we will consider the complaint. It aims to build on the improved handling of complaints by councils.

We are going to research the views of people whose complaints have been referred to councils as premature. We are also still keen to hear from councils about how the procedure is working, particularly on the exception categories. Details of the categories of complaint that are normally treated as exceptions are on our website at www.lgo.org.uk/guide-for-advisers/council-response

Training in complaint handling

Demand for our training in complaint handling has remained high, with 118 courses delivered over the year to 53 different authorities. Our core Effective Complaint Handling course is still the most popular – we ran some of these as open courses for groups of staff from different authorities. These are designed to assist those authorities that wish to train small numbers of staff and give them an opportunity to share ideas and experience with other authorities.

The new Effective Complaint Handling in Adult Social Care course, driven by the introduction of the new statutory complaints arrangements in health and adult social care in April 2009, was also popular. It accounted for just over a third of bookings.

Over the next year we intend to carry out a thorough review of local authority training needs to ensure that the programme continues to deliver learning outcomes that improve complaint handling by councils.

Statements of reasons

Last year we consulted councils on our broad proposals for introducing statements of reasons on the individual decisions of an Ombudsman following the investigation of a complaint. We received very supportive and constructive feedback on the proposals, which aim to provide greater transparency and increase understanding of our work. Since then we have been carrying out more detailed work, including our new powers. We intend to introduce the new arrangements in the near future.

Delivering public value

We hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your authority. We will keep you up to date through LGO Link as each development progresses, but if there is anything you wish to discuss in the meantime please let me know.

Mindful of the current economic climate, financial stringencies and our public accountability, we are determined to continue to increase the efficiency, cost-effectiveness and public value of our work.

Dr Jane Martin
Local Government Ombudsman
The Oaks No 2
Westwood Way
Westwood Business Park
Coventry
CV4 8JB

June 2010

Appendix 1: Notes to assist interpretation of the statistics 2009/10

Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

Premature complaints: The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will either refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter, or give advice to the enquirer that their complaint is premature.

Advice given: These are enquiries where the LGO Advice Team has given advice on why the LGO would not be able to consider the complaint, other than the complaint is premature. For example, the complaint may clearly be outside the LGO's jurisdiction.

Forwarded to the investigative team (resubmitted premature and new): These are new cases forwarded to the Investigative Team for further consideration and cases where the complainant has resubmitted their complaint to the LGO after it has been put to the council.

Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2009/10 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2009/10 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

MI reps: where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

LS (local settlements): decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the LGO as a satisfactory outcome for the complainant.

M reps: where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

NM reps: where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

No mal: decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

Omb disc: decisions by letter discontinuing an investigation in which we have exercised the LGO's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

Outside jurisdiction: these are cases which were outside the LGO's jurisdiction.

Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.–

Table 4. Average local authority response times 2009/10

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

LGO Advice Team

Enquiries and complaints received	Housing	Planning and building control	Transport and highways	Other	Total
Formal/informal premature complaints	3	0	1	4	8
Advice given	1	3	0	3	7
Forwarded to investigative team (resubmitted premature)	1	1	1	0	3
Forwarded to investigative team (new)	0	1	0	5	6
Total	5	5	2	12	24

Investigative Team

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Total
2009 / 2010	0	3	0	0	6	0	1	10

Average local authority resp times 01/04/2009 to 31/03/2010

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
1/04/2009 / 31/03/2010	5	35.0
2008 / 2009	6	24.2
2007 / 2008	12	17.9

Types of authority	<= 28 days %	29 - 35 days %	> = 36 days %
District Councils	61	22	17
Unitary Authorities	68	26	6
Metropolitan Authorities	70	22	8
County Councils	58	32	10
London Boroughs	52	36	12
National Parks Authorities	60	20	20

AUDIT COMMITTEE

Results of Internal Audit Work
19th January 2011
Report of Internal Audit Manager

PURPOSE OF REPORT

To inform the Committee of the results of Internal Audit work for the period.

This report is public

RECOMMENDATIONS

- (1) That the report is noted.
- (2) That, regarding audit ref 07/0764 – Council Housing RMS - the Internal Audit Manager continues to track this audit in the normal way and reports to a future meeting of the committee on progress with implementation of the action plan.

1.0 Introduction













- 1.1 Part of the Audit Committee's terms of reference is:

"To receive and review the findings of both Internal and External Audit examinations and to ensure that management takes appropriate action to implement agreed recommendations and to remedy any internal accounting, organisational or operational control weaknesses identified." (Constitution part 3, section 7, § 10)

2.0 Results of Internal Audit Work to 15 December 2010

- 2.1 This report covers audit work and reports issued since the Results of Audit Work were last reported to Committee on 22nd September 2010. Summary reports are issued to Members for consideration and are also posted on the Council's Intranet.
- 2.2 If there are any specific questions about a report, or more detailed information is required, it would be helpful if Members could contact the Internal Audit Manager on telephone number 582028 or email dwhiteway@lancaster.gov.uk prior to the meeting.

- 2.3 The list below gives the assurance opinion issued for areas audited since the last meeting.

Audit Title		Report Date	Assurance Level	
New Audit Reports				
09/0755	Contaminated Land	06/09/10	Limited	
09/0738	Information Management and Security	26/09/10	Limited	
10/0789	Development Management Capacity	01/12/10	Limited	
10/0799	IT Standards and Change Control	03/12/10	Limited	
Follow up Reviews				
08/0725	Member Expenses and Civic Functions	02/09/10	Reasonable	
09/0786	Treasury Management	09/09/10	Substantial	
09/0772	Value Added Tax	29/09/10	Reasonable	
09/0781	Council Tax	08/10/10	Substantial	
09/0782	Non-Domestic Rates	08/10/10	Substantial	
07/0703	Anti-Fraud & Corruption	20/10/10	Reasonable	
09/0750	Academy/Civica Interfaces	20/10/10	Limited	
08/0764	Council Housing RMS	10/12/10	Limited	

3.0 Matters Arising from Audit Reviews

- 3.1 Members' attention is drawn to the audits where a "reasonable" level of assurance has not been achieved as follows:

09/0755 – Contaminated Land (Limited)

The audit concluded that risks associated with the resources available to implement the Environmental Protection Act, Part IIA regulation, including the development of the Contaminated Land Inspection Strategy were well managed. It was concluded, however, that a more coordinated approach was necessary to manage corporate risks in relation to contaminated land and that the robustness of systems and procedures in place needed some improvement.

An action plan is in place to address these issues and an internal audit follow-up review is scheduled for March 2011.

09/0738 Information Management & Security (Limited)

The audit concluded that effective information management and security is being seen as increasingly important and there is a willingness to improve. The Information Custodian Group (ICG) is providing an effective mechanism to co-ordinate and disseminate best practice. However there is a need to ensure information management and security is properly resourced and responsibilities are clearly defined and appropriately allocated to deliver high standards emanating from senior managers throughout the Authority.

An action plan has been set out aiming to improve information management in the following areas:

- information governance;
- legislative compliance relating to personal data;
- lawful sharing of data;
- controlling access to data by external parties;
- data classification and labeling;
- controlled access to systems and data through physical security arrangements;
- raising awareness through training and education in data management;
- taking appropriate precautions to prevent the loss of information;
- data retention and disposal arrangements.

An internal audit follow-up review is scheduled for March 2011.

10/0789 Development Management Capacity (Limited)

The audit considered arrangements for delivering the development management function following the restructuring of the service and in the light of changes in demand associated with the economic downturn. The audit concluded that, whilst sound arrangements had been put in place to support and guide development management staff, capacity and training issues required further consideration as did arrangements to respond effectively to any further future changes in demand arising from the economic climate.

An action plan has been agreed to address these issues and an internal audit follow-up review is scheduled for June 2011.

10/0799 IT Standards and Change Control (Limited)

The audit concluded that current arrangements need to be strengthened through the introduction of formal change control procedures and proper utilisation of the system for managing changes, to raise standards and reduce the risk of security breaches impacting on service delivery and resources.

An action plan has been agreed aimed at improving change management arrangements in the following areas:

- system security;
- the separation of development and maintenance activities from the live environment;
- establishing change management standards and acceptance arrangements.
- developing appropriate levels of documentation;
- processes to ensure that proposed changes are properly assessed and authorized;
- ensuring that access to personal or sensitive information is maintained and that obsolete equipment is effectively disposed of.

An internal audit follow-up review is scheduled for June 2011.

09/0750 Academy/Civica Interfaces (Limited)

The follow-up audit concluded that the assurance opinion should remain at limited on the basis that issues with the Council Tax feeder were still in the process of being resolved. However, the review also concluded that related figures in Academy are correct, thus enabling the production of accurate year-end accounts.

Financial Services and Information Services are currently working on the feeder issues with a view to having resolved them in time for the 2010/11 year-end.

09/0764 Council Housing RMS (Limited)

Two follow-up reviews have been carried out since the original audit report was issued, the most recent resulting in a report dated 10/12/2010. At that point, it was concluded that significant progress had been made in the previous two months following the appointment of the new Operations Manager. The Operations Manager demonstrates a clear understanding of what needs to be done and has developed his own action plan and work programme to implement the actions arising from the investigation. On this basis, the assurance level was raised from “minimal” to “limited” and it is expected that this can be raised further to “reasonable” with implementation of the action plan.

It is recommended that the Internal Audit Manager continues to track this audit in the normal way and reports to a future meeting of the committee on progress with implementation of the action plan.

4.0 Update on Previous Assurance Opinions

4.1 Appendix A provides the updated position for all previously reported audits where the level of assurance has not yet reached “reasonable”.





5.0 Details of Consultation



5.1 Not applicable



6.0 Options and Options Analysis (including risk assessment)

6.1 Not applicable

<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>None identified</p>	
<p>FINANCIAL IMPLICATIONS</p> <p>None directly arising from this report</p>	
<p>SECTION 151 OFFICER’S COMMENTS</p> <p>The Section 151 Officer has been consulted and has no further comments</p>	
<p>LEGAL IMPLICATIONS</p> <p>None directly arising from this report.</p>	
<p>MONITORING OFFICER’S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no further comments</p>	
<p>BACKGROUND PAPERS</p> <p>Internal Audit Files</p>	<p>Contact Officer: Derek Whiteway Telephone: 01524 582028 E-mail: dwhiteway@lancaster.gov.uk Ref: aud/audcomm/110119/ROI AW</p>

Internal Audit Report		Latest Update		No of updates reported to Audit Committee	Internal Audit's opinion and recommendation
Job No & Title	Assurance Level and Date	Current Assurance Level	Comments (provided by)		
07/0708 - Income Management (Housing Rents Direct Debit Payments)	 Limited 30/04/08	 Limited	At its meeting on 30 June 2010, the committee resolved: <i>“That the Audit Committee request Internal Audit to track progress with systems implementations relating to the ‘Income Management (Housing Rents Direct Debit Payment)’ audit and that this be reported to the next meeting of the committee.</i> Final testing and live implementation of Anite release 45 is now scheduled for January 2011. Successful implementation will enable the direct debits module to be operation ready for the financial year end.	8	Recommendation: that the Internal Audit Manager continue to track and report on progress to the committee.
08/0753 - Williamson Park - Audit of Financial procedures	 Limited 26/11/08	 Limited	An audit of new financial management arrangements at the park is now scheduled for January 2011.	5	Recommendation: No further recommendation to Audit Committee at this stage. The results of the audit will be reported as normal.

Internal Audit Report	Latest Update		No of updates reported to Audit Committee	Internal Audit's opinion and recommendation
	Assurance Level and Date	Current Assurance Level		
07/0709 - Payroll	 Limited 04/12/08	 Limited	5	Recommendation: that the Internal Audit Manager continues to track and report on progress to the committee.

Internal Audit Report		Latest Update		No of updates reported to Audit Committee	Internal Audit's opinion and recommendation
Job No & Title	Assurance Level and Date	Current Assurance Level	Comments (provided by)		
07/0679 - Markets	 Limited 09/02/09	 Limited	<p>At its meeting on 20 January 2010, the committee resolved <i>“That Audit Committee wishes to increase the amount of non cash payments in the Charter Market, the Festival market and the Assembly Rooms, and that a report be presented to the next Audit Committee as to the progress on this policy and the areas in which it can be applied.”</i></p> <p>Work to upgrade the mast on the stone jetty to increase the network speed is expected to be completed within 4 weeks.</p> <p>Following this, the second phase of Exchequer's "cashless" project to introduce chip & pin will be rolled out to Morecambe Market, coupled with the discontinuation of Securicor collections.</p> <p>The network connection for Lancaster Market is also being upgraded with the aim of issuing chip & pin devices. Mobile pdq devices will have be ordered for the street market/Assembly Rooms.</p> <p>If the network upgrade at Lancaster does not solve the speed problem for chip & pin use we will have to arrange for pdqs to be made available.</p> <p>As part of this roll out we would also expect Lancaster Market to start banking at the post office in line with other services and discontinue with Securicor.</p>	4	<p>Recommendation: There is no further recommendation to Audit Committee at this stage.</p>

AUDIT COMMITTEE**19th January 2011****Internal Audit Monitoring****Report of Internal Audit Manager****PURPOSE OF REPORT**

To advise Members of the latest monitoring position regarding the 2010/11 Internal Audit Plan, seek approval for a variation to the 2010/11 annual plan and endorsement for future year resourcing proposals.

This report is public

RECOMMENDATIONS

- (1) That the current monitoring position is noted.
- (2) That the proposed changes to the 2010/11 internal audit plan (set out in paragraphs 2.1 to 2.4), resulting in a reduction of 155 audit days are approved.
- (3) That members consider and comment on the revised audit needs assessment set out in paragraphs 2.5 to 2.12 and endorse the proposed internal audit resource and staffing changes.

1.0 Introduction

- 1.1 The 2010/11 Internal Audit Plan was approved by the Audit Committee at its meeting on 30th June 2010. This report is based on the monitoring position up to 14th December 2010.

2.0 Report**Monitoring Position as at 14th December 2010**

- 2.1 A detailed monitoring report as at 14th December 2010 is attached as Appendix A. In summary, the position as that date was as shown in the following table.

Area of work	Resources (audit days)				
	Actuals to 14/12/10	Remaining	Committed	Original Plan	Variance
Assurance Work					
Core Financial Systems	16	0	16	90	74
Core Management Arrangements	78	7	85	150	65
Risk Based Assurance Audits	165	37	202	135	(67)
Follow-Up Reviews	51	19	70	70	0
Sub-Total, Assurance Work	310	63	373	445	72
Consultancy Work					
Support Work	48	8	56	100	44
Efficiency & VfM	1	11	12	50	38
Ad-Hoc Advice	47	18	65	65	0
Sub-Total, Consultancy Work	96	37	133	215	82
Other Duties (Non-Audit)	10	5	15	15	0
Audit Management	41	24	65	70	5
Investigations	19	0	19	60	41
General Contingency	0	40	40	40	0
Total	476	169	645	845	200

- 2.2 The monitoring position takes account of ongoing and known work commitments. The summary shows that overall, known and anticipated commitments total 645 days compared with the original plan of 845 days. Taking account of staffing changes during the year, it is now estimated that 690 days can be delivered (i.e. 45 days remain uncommitted). Taken together with the (as yet unused) general contingency of 40 days, there are therefore 85 audit days available to allocate to new activity.
- 2.3 The bulk of this time will be allocated to financial systems work during the final quarter of the year. A major review of the approach to financial systems work has recently been completed, which will enable future audits to be more efficient and thorough.
- 2.4 The Committee is asked to approve the above changes to the 2010/11 audit plan.
- Review of Audit Needs Assessment (Assurance Work)**
- 2.5 A revised audit needs assessment has been undertaken by seeking to identify all potentially auditable activities and systems and giving them a priority rating based on an assessment of risk and sensitivity. The needs assessment identifies 127 auditable activities as set out in Appendix B.
- 2.6 In developing the shared services arrangements for revenues services with Preston City Council, it is proposed that Lancaster will provide internal audit services for both councils' operations. The details of this are still to be agreed and finalised but internal audit services provided to Preston revenues services have initially been estimated at an average of 40 audit days per annum.

- 2.7 To gauge the level of internal audit resources required to meet the council's needs, it has been estimated that in any one year an average of a half of the high priority areas will be covered along with a quarter of the medium priority areas and a lower proportion (around one eighth) of the low priority areas. This approach ensures that audit work is focused on high-risk, high priority issues and recognises that in some areas, assurance may be obtained from other sources. The results and estimated resources required are summarised in the following table.

Priority Level	No of activities	% Covered Per Annum	Average Days Per Audit	Total Days
High	28	50%	12	170
Medium	44	25%	8	85
Low	55	12%	5	35
Total				290

- 2.8 Whilst the needs assessment list includes the council's core financial systems, which have a variety of priority ratings, it is proposed at this stage to retain a ring-fenced allocation of resources (reduced from 90 to 60 days).
- 2.9 The list of activities and their relative priorities will clearly change over time to reflect council objectives and priorities and other factors. There is no current indication, however, that the total number of activities is likely to change significantly and it is felt that proportions within each priority level should remain relatively consistent over time; audit resource needs should therefore be quite stable.
- 2.10 Areas of work other than the main assurance programme have also been reviewed, with proposals set out in the following table.

Area of work	Resources (audit days)		
	2010/11 Original Plan	2010/11 Revised Plan	2011/12 Onwards
Assurance Work			
Core Financial Systems	90	90	60
Core Management Arrangements	150	85	290
Risk Based Assurance Audits	135	210	
Follow-Up Reviews	70	70	50
Preston CC Shared Services (Revenues)	-	-	40
Sub-Total, Assurance Work	445	455	440
Consultancy Work			
Support Work	100	55	40
Efficiency & VfM	50	15	30
Ad-Hoc Advice	65	65	40
Sub-Total, Consultancy Work	215	135	110
Other Duties (Non-Audit)	15	15	15
Audit Management	70	65	55
Investigations	60	20	40
General Contingency	40	0	30
Total	845	690	690

- 2.11 These proposals seek to maintain as far as possible the level of assurance work provided to the council and will present a challenge to increase efficiency in audit work and manage the level of resources devoted to support, management and investigations.
- 2.12 The Audit Committee is asked to consider and comment upon the needs assessment and proposals relating to internal audit resources.

Staffing Considerations

- 2.13 It was reported to the September meeting of the Committee that the vacant Principal Auditor post had been filled by internal promotion. The Committee endorsed a strategy involving the resulting vacancy, at Senior Auditor level, being held open pending a reassessment of internal audit needs.
- 2.14 The internal audit needs assessment and work programme set out above aligns with the 690 days that an establishment of 3.8 FTE audit staff would be expected to provide. This staffing resource can be achieved with the currently vacant Senior Auditor post being deleted from the establishment. Draft proposals for Financial Services' future staffing, including this change, are due to be considered by Personnel Committee on 1st February 2011.

3.0 Details of Consultation

- 3.1 No specific consultation has been undertaken. Management Team has considered and approved the proposals relating to internal audit staffing.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 The options available to the Committee are either to endorse the needs assessment, outline future work programme, and proposals being taken forward in relation to internal audit staffing, or to propose an alternative course of action.
- 4.2 If approved, the staffing proposals will result in internal audit resources for 2011/12 onwards being 155 days fewer than included in the 2010/11 annual plan. Whilst resources will continue to be directed to areas of greatest risk, there is a possibility that, given the scope and extent of organisational change occurring in the council, reducing internal audit coverage could lead to significant issues being missed. On the other hand it must also be acknowledged that future changes in the council could lead to a lower requirement for internal audit resources.

5.0 Conclusion

- 5.1 In common with other services, the need for internal audit activity has been reviewed in the light of organisational change and financial constraints. It is felt that the needs assessments, outline programmes and associated resource levels proposed in this report will continue to enable the delivery of an efficient and effective internal audit.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

Not applicable

FINANCIAL IMPLICATIONS

Recruiting internally to the Principal Auditor post and not filling the vacant Senior Auditor post will result in savings of £30K for the current year.

The proposed staffing structure would generate savings of £34K in 2011/12 and £31K per annum thereafter at the top of the grade.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no further comments

LEGAL IMPLICATIONS

None directly arising from this report

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

Internal Audit Plan 2010/11

Contact Officer: Derek Whiteway

Telephone: 01524 582028






E-mail: dwhiteway@lancaster.gov.uk


Ref: aud/comm/audit/110119IAMon

Internal Audit Annual Plan 2010/11 - Update at 14 December 2010

Work Allocations		Actuals to 14/12/10	Remaining	Committed	Approved Plan (30/06/10)	Variance	Status at 14/12/10
Job No	Title						
1. ASSURANCE WORK							
Core Financial Systems							
08/0739	Creditors 2009/10	2	0	2			✓
09/0776	Payroll 2009/10	1	0	1			✓
09/0781	Council Tax 2009/10	2	0	2			✓
09/0782	NNDR 2009/10	2	0	2			✓
09/0786	Treasury Management 2009/10	9	0	9			✓
Sub-total - Core Financial Systems		16	0	16	90	74	
Core Management Arrangements							
08/0738	Information Management & Security	14	0	14			✓
08/0774	Ethical Governance Framework	10	0	10			✓
10/0787	NFI 2010/11	12	3	15			⚠
10/0791	Corporate Learning & Development	8	3	11			⚠
10/0797	Budgetary Control	34	1	35			⚠
Sub-total - Core Management Arrangements		78	7	85	150	65	
Risk Based Assurance Work Programme							
08/0714	Fair Pay Project	2	0	2			✓
08/0730	Climate Change	2	0	2			✓
08/0755	Contaminated Land	12	0	12			✓
08/0579	Housing Standards	8	0	8			✓
10/0762	Regeneration & Policy Probity	20	1	21			⚠
10/0789	Development Management Capacity	26	0	26			✓
10/0794	Employees Pension Contribution Rates	28	0	28			✓
10/0795	Capital Contract Management	18	12	30			⚠
10/0796	Contracted Services and SLAs	6	19	25			⚠
10/0799	IT Standards and Change Control	10	0	10			✓
10/0801	Transactional Applications	30	5	35			⚠
10/0802	Performance Reward Grant 2010 Claim	3	0	3			✓
Sub-total - Risk Based Assurance Work		165	37	202	135	-67	
Follow-Up Reviews		51	19	70	70	0	∞
SUB-TOTAL - ASSURANCE WORK		310	63	373	445	72	
2. CONSULTANCY WORK							
Support Work (projects and other)							
10/0793	Counter Crime Policy & Strategy	13	3	16			⚠
10/0509	RIPA Monitoring and Central Register	1	1	2			∞
10/0633	Risk Management Steering Group	1	0	1			∞
09/0788	Annual Governance Review & Statement 2009/10	5	0	5			✓
10/0803	Annual Governance Review & Statement 2010/11	1	4	5			⚠
10/0790	Overtime	4	0	4			✓
10/0792	Grey Fleet Review	16	0	16			✓
10/0735	Partnership Mapping and Evaluation	2	0	2			✓
10/0768	Programmes, Projects & Funding Arrangements	5	0	5			✓
Sub-total - Support Work		48	8	56	100	44	

Internal Audit Annual Plan 2010/11 - Update at 14 December 2010

Work Allocations		Actuals to 14/12/10	Remaining	Committed	Approved Plan (30/06/10)	Variance	Status at 14/12/10
Job No	Title						
Efficiency & VfM							
10/0798	Mobile Telephones/SIMS VFM	1	11	12			
Sub-total - Efficiency & VfM		1	11	12	50	38	
Ad-Hoc Advice		47	18	65	65	0	
SUB-TOTAL - CONSULTANCY WORK		96	37	133	215	82	
3. OTHER							
08/0392	Deputy s151 Officer Duties	10	5	15			
SUB-TOTAL - OTHER		10	5	15	15	0	
4. AUDIT MANAGEMENT							
10/0172	Committee Work	13	6	19			
10/0189	Audit Planning & Monitoring	28	18	46			
SUB-TOTAL - AUDIT MANAGEMENT		41	24	65	70	5	
5. CONTINGENCIES							
Investigations		19	0	19	60	41	
General Contingency		0	40	40	40	0	
SUB-TOTAL - CONTINGENCIES		19	40	59	100	41	
TOTALS		476	169	645	845	200	

Key:  Completed  In Progress  Not Yet Started  Continuous or Multi-Year Activity
 Carried Forward to 2011/12 Plan  Abandoned

Review of Audit Needs Assessment (Assurance Work)

Audit Area / Topic	Priority
Corporate Priority: Economic regeneration - supporting our economy Corporate Objective: 1 - Energy coast and environmental technology	
Economic Investment	High
Planning Policy and Delivery	High
Regeneration	High
Worklessness	High
Commercial Property Management	Med
Community Infrastructure Levy/S106 Agreements	Med
Development Management	Med
Grants Income and Expenditure	Med
Transport Policy and Strategy	Med
Corporate Priority: Economic regeneration - supporting our economy Corporate Objective: 2 - Heritage and cultural tourism for the district, including creative industries and employment	
Visitor Economy/Tourism	High
Conservation	Med
Local Heritage	Med
Markets	Med
AONB	Low
Events Management	Low
Platform	Low
Promenade Management	Low
Salt Ayre	Low
Corporate Priority: Climate change Corporate Objective: 3 - To tackle climate change	
Asset Management (incl. Capital Accounting and CPOs)	High
Climate Change	High
Energy Conservation	High
Flood Management	High
Fleet Management	Med
Municipal Buildings Management	Med
Sustainable Travel	Med

Audit Area / Topic	Priority
Corporate Priority: Statutory services Corporate Objective: 4 - Meet the council's statutory requirements for service delivery	
Environmental Management	High
Pollution Control	High
Waste Management (incl enforcement)	High
Contaminated Land	High
Grounds Maintenance	High
Housing Benefits	High
Street Cleansing	High
Parks and Open Spaces	Med
Community Safety	Med
Concessionary Fares	Med
Estate Management	Med
Housing Standards and Enforcement	Med
Licensing	Med
Public Conveniences	Med
Supported Housing	Med
Electoral Services	Low
Food Safety	Low
Trade Waste	Low
Allotments	Low
Bulky Waste	Low
Abandoned Vehicles	Low
Cemeteries	Low
Dogs/Dog Wardens	Low
Engineering Services	Low
Home Improvement Services	Low
Land Charges	Low
Pest Control	Low
Port Health	Low
Repairs and Maintenance	High

Audit Area / Topic	Priority
Homelessness and Housing Advice	Med
Housing Policy	Med
Housing Rents	Med
Central Control	Low
Allocations and Voids	Low
Right to Buy	Low
Corporate Priority: Partnership working and community leadership Corporate Objective: 5 - To continue to work with our partners to deliver the targets in the SCS and bring about other improvements and efficiencies in the way that services are delivered locally.	
Accessibility	High
Affordable Housing	High
Community Cohesion	High
Equality and Diversity	High
Partnerships	High
Shared Services	High
Children and Young People	Med
Contracted Services	Med
Customer Services	Med
Consultation	Low
Highways	Low
Street Lighting	Low
Community Pools	Low
Mellishaw Park	Low
Museums	Low
Sustainable Living	Low
Bus Shelters	Low
Car Parking	Low
Community Leisure/Development	Low
Dukes Theatre	Low
Sports/Leisure Development	Low

Audit Area / Topic	Priority
Corporate Obligation: Governance Corporate Standard: Display the highest standards of corporate governance	
Insurance Arrangements	Med
Communications	Med
Corporate Governance	Med
Information Governance	Med
Performance Management	Med
Risk Management	Med
Corporate Obligation: Management Corporate Standard: Effective financial management	
Financial Management and Strategy	High
Treasury Management	High
Payroll	High
Contract Management	High
Efficiency and VFM	High
Council Tax	Med
Budgetary Control	Med
Income Management	Med
Procurement	Med
Main Accounting	Low
NDR	Low
Sundry Debtors	Low
Counter Crime	Low
NFI	Low
VAT	Low
Member and Officer Expenses	Low
Recharges	Low
Tax and NI	Low
Creditors	Low

Audit Area / Topic	Priority
Corporate Obligation: Management Corporate Standard: Effective HR management	
Workforce Management/Planning	Med
Learning and Development	Low
Sickness Absence Management	Low
Corporate Obligation: Management Corporate Standard: Effective asset management	
Stores	Med
Building Cleaning	Low
Facilities Management	Low
Lease Agreements	Low
Plant, Equipment and Tools	Low
Corporate Obligation: Management Corporate Standard: Effective information management	
Change Management (IS)	Med
Disaster Recovery	Med
End User Computing	Low
IT Security	Low
Networks	Low
Operating Systems	Low
IS/IT Strategy	Low
Corporate Obligation: Management Corporate Standard: Effective operational management	
Business Continuity Management	Med
Health and Safety	Med
Programme Management	Med
Project Management	Med
Corporate Obligation: Management Corporate Standard: Effective democratic processes	
Democratic Support	Med
Civic and Mayoral Support	Low