Audit and Performance Committee Report

City of Westminster

Meeting:	Audit and Performance Committee
Date:	9 February 2017
Classification:	For General Release
Title:	Internal Audit Plan 2017/18
Wards Affected:	All
Financial Summary:	The Council's budget
Report of:	Steven Mair, City Treasurer (Section 151 Officer)
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1. Executive Summary

1.1 The Internal Audit Plan has been reviewed to reflect the changes in the Council's structure and to ensure that our audit work addresses key risks during a period of change and general financial constraints. The Audit Plan includes sufficient audit coverage to enable us to provide an overall opinion on the Council's control framework and is sufficiently flexible to allow for additional reviews to be added in areas where support and/or advice may be required.

1.2 The draft Audit Plan for 2017/18 is contained in Appendix 1 to this report.

2. Recommendation

That the Committee review the internal audit plan for 2017/18 as set out in Appendix 1 and consider:

- Does the plan cover the organisation's key risks as they are recognised by the Members of the Audit & Performance Committee?
- Does the plan reflect the areas that the Members of the Audit & Performance Committee believe should be covered as priority?
- Are the Members of the Audit & Performance Committee satisfied that sufficient assurances are being received to monitor the organisation's risk

profile effectively, including any emerging issues / key risks not included in our annual plan?

3.   Background, including Policy Context

3.1   The Council's internal audit is provided by the Tri-borough Internal Audit Service which is managed by the Royal Borough of Kensington & Chelsea (RBKC). Internal Audit is required to provide the S151 Officer, the Executive Management Team and the Audit & Performance Committee with an opinion on the adequacy and effectiveness of the Council's governance, risk management and control arrangements. This opinion is predominantly based on the outcomes from the audit work undertaken each year. The work carried out by the Council's Internal Audit Service, in the financial year 2015/16 found that, in the areas audited, internal control systems were generally effective with good progress made to improve controls in the areas where weaknesses were identified.

A description of each level of assurance is shown below:

Assurance Level	Details
Substantial assurance	There is a sound system of control designed to achieve the objectives. Compliance with the control process is considered to be substantial and no significant errors or weaknesses were found.
Satisfactory assurance	While there is a basically sound system, there are weaknesses and/or omissions which put some of the system objectives at risk, and/or there is evidence that the level of non-compliance with some of the controls may put some of the system objectives at risk.
Limited assurance	Weaknesses and / or omissions in the system of controls are such as to put the system objectives at risk, and/or the level of non-compliance puts the system objectives at risk.
No assurance	Control is generally weak, leaving the system open to significant error or abuse, and/or significant non-compliance with basic controls leaves the system open to error or abuse.

3.1   The draft Internal Audit Plan for 2017/18 is attached as Appendix 1 to this report and this shows the individual audits that are planned across the Council's services for the coming financial year. The Audit Plan has been prepared following discussions with Senior Managers at the Council. Balancing audit resources across the Council's activities takes into account change, priorities and risk with cyclical reviews planned in operational areas across a three-year period,

where possible. Areas of high risk have been identified and included in the plan as well as cyclical reviews in areas of lower financial risk (eg schools).

3.2   It should be noted that this Plan is an early draft and will be subject to some amendment before the final plan is published in March 2017. In addition, it is recognised that changes in priorities arise during the course of a year and the Audit Plan will be reviewed on a regular basis to reflect these changes.

3.3   With the implementation of Managed Services in April 2015, there have been significant changes to processes particularly around the Council's HR and financial systems. The Audit Plan for 2016/17 included time to review some key controls with the new managed services environment and because the systems are still evolving, audit resources will continue to focus in these areas in 2017/18

3.4   Some of the planned audits will be undertaken on a Tri-borough basis, with the majority of these being within Adult Social Care, Public Health and Children's Services areas.

3.5   The Internal Audit Plan, once finalised, will include sufficient audit coverage to enable an opinion to be reached on the Council's control framework as well as including a contingency allowance for additional reviews in areas where support and/or advice may be required, as agreed with the Council's Section 151 Officer.

3.6   The Audit & Performance Committee Members are reminded that internal audit is only one source of assurance and through the delivery of our plan, we will not, and do not, seek to cover all risks and processes at the Council. We will however, seek to work closely with other assurance providers, such as External Audit, to ensure that duplication is minimised and a suitable breadth of assurance obtained.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

Moira Mackie on 020 7854 5922 Email: moira.mackie@rbkc.gov.uk

BACKGROUND PAPERS
Internal Audit Planning Files
Business Plans and Strategic Risk Registers

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Audit Coverage	Westminster Council Estimated Planned Audit Days	
	2017/18	**2016/17**
Adult Social Care* (Estimated 300 total audit days for service area)	100	120
Public Health* (Estimated 90 total audit days for service area)	30	80
Children's Services* (Estimated 400 total audit days for service area)	160	220
Corporate Services*	450	420
City Treasurer*	130	130
Policy, Performance and Communications	55	25
Growth, Planning Housing*	140	140
City Management & Communities*	150	110
Contingency	90	60
Management (overheads)	120	120
Audit Days	1,425	1,425

*These areas include Shared Services audits. The days for shared service audits are apportioned across the three councils.

Key for Type in following pages:
   Tri   Shared Service, WCC, RBKC & LBHF
   BHK   Bi-borough LBHF & RBKC
   BWK   Bi-borough WCC & RBKC
   SWC   Sovereign WCC
   SHF   Sovereign LBHF
   SKC   Sovereign RBKC

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Adult Social Care:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
ASC - Finance	Financial management and budgetary control	2016/17	Tri	Budget Monitoring and variance analysis, Alterations and Virements, Management Reporting	Q1	High
ASC - All	Systems walkthrough	2015/16	Tri	End to end testing of a range of applications for services received by the council in 2017/18 year.	TBA	Medium
ASC - All	Supporting People: Housing related support contracts	n/a	Tri	Contract governance, contract service delivery terms, regular monitoring against terms and conditions, regularity and effectiveness of contractor meetings, periodic review of contractor performance, application of penalty clauses/performance rewards.	TBA	High
ASC - All	Direct payments	2014/15	Tri	Policies, procedures & guidance, eligibility & needs assessments, capacity to manage Direct Payments, contractual agreements, payment process, amendments, spend monitoring, management information. (If three separate systems, additional days will be required).	TBA	High
ASC - All	Customer care/complaints management	n/a	Tri	Policies and procedures; complaints reporting and recording, complaints investigation and resolution, customer feedback, reporting and analysis, management information and performance management	TBA	High
ASC - All	Occupational therapy, including OT equipment (may be combined with reablement depending on overlap of processes)	2014/15	Tri	Identification of service need, planning of resources, allocation of cases to OTs, assessment of needs and approval, periodic review of needs, Contractual Arrangements, Ordering, Payments, Performance and Financial Management	TBA	Medium
ASC - All	Reablement (see also occupational therapy)	2013/14	Tri	Policies & procedures, referrals & assessment, development & delivery of reablement programmes, review, onward referral, management information, budget management.	TBA	High
ASC - All	Client affairs including appointeeships and receiverships, deputyships/ protection of property, receiverships/funerals	2015/16	Tri	Set up of Appointeeships/ Deputyships, income & expenditure management, cessation of Appointeeships/ Deputyships, recording & safeguarding of items, statutory returns & referrals. (May need more days if systems are not aligned across the three councils).	TBA	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
ASC - All	Care assessments (including financial management)	2014/15	Tri	Policies and procedures, referrals and assessments, support planning, financial assessments, reviews, financial management, management information. - adults with learning difficulties would be included, wider coverage would be discussed at the time of scoping the audit.	TBA	High
ASC - All	Residential Placements	n/a	Tri	Policies and Procedures, Identification of needs and placement, Scrutiny and Approval of Placement, Review, Financial Management, Management Information	TBA	High
ASC - All	Safeguarding adults	2013/14	Tri	Policies and Procedures, Awareness and Training, Referrals and Evaluation, Investigation and Protection Planning, Protection Plan Review, Closing the Safeguarding Process, Performance Management and Management Information	TBA	High
ASC - All	3B hospital discharge project	n/a	Tri	Depending on project progress either a project management audit looking at project governance, planning, delivery of project aims, reporting etc. Alternatively an audit of the new process either as a draft process or a live system.	TBA	High
ASC -	Self-neglect and hoarding	n/a	Tri	Consider the work of the panel, involvement of the key agencies on the panel (include Community social work, mental health services, the London Fire Brigade, Environmental Health, Housing and supporting people commissioners), case referral, consideration, action plans, delivery of results	TBA	Medium
ASC - All	Emergency Duty Team	n/a		Governance structure, accessibility and awareness of service, resourcing and responding to contacts, timely and effective actioning of contacts, monitoring and reporting on performance.	TBA	High
ASC - Mental Health	Mental Health day services	2014/15	Tri	Liz Bruce requested. Scope to be confirmed - may include day centre(s)	TBA	Medium
ASC - All	Frameworki upgrade Adults	n/a	Tri	Review of the Adult Services case management system upgrade of Frameworki to Mosaic	3	High
Contingency:						

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
ASC - All	Procurement: tendering (place holder)	n/a	Tri	Identification of contract need, approval to procure, procurement governance arrangements, tendering and procurement in line with standing orders and council policy.	n/a	Medium
ASC - All	Organisational Change	n/a	Tri	Effectiveness of controls and governance following organisational change. Audit review would be undertaken where required and may be in place of a planned audit if appropriate.	n/a	Medium

WCC Total Audit Days	100

Public Health:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
PH - All	Procurement governance (part 1)	2015/16	Tri	Adequacy audit in Q1 to review the developing processes - Structure and organisation, policy and procedures, strategy and planning, service delivery, performance monitoring and reporting	1	High
PH - All	Procurement governance (part 2)	2015/16	Tri	Effectiveness audit in Q4 to compliance with controls - Structure and organisation, policy and procedures, strategy and planning, service delivery, performance monitoring ad reporting	4	High
PH - All	Commissioning Planning and delivery: Preventions	n/a	Tri	The likely audit approach will be to audit the centre on policy, strategy, monitoring etc and then select commissioning lines (proposals from PH management team meeting were preventions and behaviour change). The audit should pick up on translating strategy and priorities into delivery of outcomes so looking at focus on outcomes delivery, look at process to evidence delivery, design of delivery, monitoring of outcomes etc.	TBA	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
PH - All	Commissioning Planning and delivery: Behavioural change	n/a	Tri	This relates to adult healthy living, some of the contracts for this area have been audited in 16/17 year. Would like the audit to cover the outcomes framework for behavioural change, allocation of funds, monitoring delivery (of outcomes). See also above.	TBA	High
PH - All	Health Intelligence and Joint Strategic Needs Assessment delivery	2015/16	Tri	Strategy and plans; priorities, objectives and expected outcomes; delivery monitoring and reporting; review and challenge, outcomes reporting and feed into future plans.	2	High
PH - All	Clinical Governance	n/a	Tri	Coverage may include looking at arrangements for ensuring that services provided have a robust governance structure with a set programme of clinical audits based upon a comprehensive risk assessment process that is followed. That the services also participate in national audits and surveys, and all audits result in reports with action plans put in place and subject to re-audit where recommendations are made. Also that regular reports on performance are made.	4	Medium
PH - All	Prioritisation Framework	n/a	Tri	Objectives and expected outcomes, strategy and plans; resources allocation; monitoring of performance and delivery, reporting and challenge including review of plans and resourcing.	4	Medium
Contingency:						
PH - All	Market management/ development		Tri	Stimulating and developing the market eg through stakeholder and market development events. Not considered a priority for this year	n/a	n/a
PH - All	Contract tendering: Selection of contracts		Tri	Would prefer that audit focus on the two commissioning planning and delivery audits proposed in the main plan.	n/a	n/a
PH - All	Council funding for public health outcomes		Tri	Proposed to drop this because this is being covered in the Commissioning Planning and delivery audits (The Social Determinants Team: Providing funding to wider council services to achieve public health outcomes)	n/a	n/a

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
PH – All	Council services redesign and commissioning for public health outcomes		Tri	Proposed to consider this for 18/19 as they form part of the Financial Integration programme that is under way. (The Social Determinants Team: Advising on strategy/policy development, commissioning plans and service redesign in order to embed action on improving health and well-being into all Council services e.g. work and worklessness, housing, parks and leisure, and environmental health)	n/a	n/a
PH – All	Public Health Integration Funding		Tri	Proposed to consider this for 18/19 as they form part of the Financial Integration programme that is under way. (Confirm that the funding is still in place. If it is then review its objectives, allocation of funds and measuring delivery against objectives.)	n/a	n/a
				WCC Total Audit Days	**30**	

Children's Services:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
CHS	Leaving Care (c/fwd 2015/16)	2012/13 (Sat)	Tri	Review of the arrangements for preparing children for the transition out of council care & the ongoing overview & management of individual cases. The review will consider a sample of cases from across the three councils & will review the clarity and timeliness of the decision making & planning processes as well as financial controls around support & accommodation costs & payments.	2	High
CHS	Fostering & Adoption	2015/16 (Ltd)	Tri	Review arrangements for paying allowances, fees & reimbursements to foster carers, agencies & adopting parents.	1	Medium
CHS	Child Care and the Age 2/3 offer	n/a	Tri	Review the arrangement for implementing and operating the Age 2/3 Child Care offer (need to co-ordinate with the Early Help review – below).	4	High
CHS - All	Contract Management Arrangements	2014/15 (Sat)	Tri	Review the recently introduced revisions to the Team's Contract Management arrangements sampled from a selection of significant contracts.	3	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
CHS - All	Contract Procurements	2015/16 (Sat)	Tri	Review compliance with legislation & local procurement codes for the procurement of a sample of significant contracts.	3	High
CHS - All	Supplier Resilience	n/a	Tri	The service requires a consistent and coordinated approach to supplier resilience with the impact of supplier/provider failure accurately assessed, and effective continuity and recovery plans proportionate to the risks involved in place (for both the Council and the supplier)	2	High
CHS - IT	IT - Frameworki upgrade Children's	n/a	Tri	Review of the Children's case management system upgrade of Frameworki to Mosaic for WCC / H&F only (RBKC use KCICS)	4	High
CHS	Safeguarding Structures & Governance Arrangements	2013/14 (Sat)	Tri	Review the safeguarding arrangements & support structures for compliance with legislative requirements including the work of the MASH, the Safeguarding Board & quality assurance function.	3	High
CHS	Early Help	2014/15 (Sat)	Tri	Originally a sovereign RBKC audit (WCC & LBHF new arrangements from Nov 2016). SLT would like an audit of all three at the same time so to allow for new arrangements to become embedded, audit moved to Q4. See also Child Care and the Age 2/3 offer above.	4	Medium
WCC Schools - Sovereign Audits						
CHS - WCC Schools	Dorothy Gardner - Nursery School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	Mary Patterson - Nursery School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	Tachbrook - Nursery School	2014/15	SWC	School audit programme (Agresso)	TBC	Low
CHS - WCC Schools	Portman Early Childhood Centre	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	Our Lady of Dolours - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	Queen's Park - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	Robinsfield - Primary School	2014/15	SWC	School audit programme (Agresso)	TBC	Low
CHS - WCC Schools	St Barnabas - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
CHS - WCC Schools	St Clement Danes - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	St Joseph's - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	St Mary's Bryanston Square - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	St Mary Magdalene's - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	St Mary of the Angels - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	St Matthew's - Primary School	2014/15	SWC	School audit programme (FMS)	TBC	Low
CHS - WCC Schools	St Peter's Chippenham Mews - Primary School	2014/15	SWC	School audit programme (Agresso)	TBC	Low
CHS - WCC Schools	St Saviour's - Primary School	2014/15	SWC	School audit programme (Agresso)	TBC	Low
CHS - WCC Schools	Westminster Cathedral - Primary School	2014/15	SWC	School audit programme (Agresso)	TBC	Low
CHS - WCC Schools	QEII - Special School	2014/15	SWC	School audit programme (FMS) - do with College Park due to federated relationship	TBC	Low
CHS - WCC Schools	College Park - Special School	2014/15	SWC	School audit programme (FMS) - do with QEII due to federated relationship	TBC	Low
Contingency:						
CHS - All	Organisational Change	n/a	Tri	Effectiveness of controls and governance following organisational change. Audit review would be undertaken where required and may be in place of a planned audit if appropriate.	n/a	Medium
				WCC Total Audit Days	**160**	

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Corporate Services:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
ICT Related:						
Shared ICT – RBKC & WCC	IT Service Governance	n/a	BWK	Revised management structure and governance arrangements review completed in 201617	2	High
Shared ICT – RBKC & WCC	Contract Monitoring Arrangements	n/a	BWK	Review of how ICT service contracts are monitored and managed across shared services.	3	Medium
Shared ICT – RBKC & WCC	Cyber Security Compliance	2015/16	BWK	Review approach to Cyber Security, compliance with best practice including Government Cyber Security Essentials initiatives and follow-up recommendations from previous audit in 2015/16.	3	High
Shared ICT – RBKC & WCC	Data Management Governance	n/a	BWK	Data Management Governance	2	High
Shared ICT – RBKC & WCC	GCSx Compliance	n/a	BWK	Review arrangements for compliance with Government Connect Secure Extranet (GCSX) requirements and accreditation to Public Sector Network.	3	High
Shared ICT – RBKC & WCC	Network Security Compliance	n/a	BWK	Review to independently assess control framework and security controls applied to the ICT network to mitigate against the key security based risks.	4	High
Shared ICT – RBKC & WCC	Telecommunications Service Contract	2014/15	BWK	Review of new service contract for telecommunications across shared services.	4	Medium
Shared ICT – RBKC & WCC	ICT Procurement of Services (Non IT)	n/a	BWK	Review of ICT service procurement (contract/non contract spend) and how this is managed across shared services	3	Medium
Shared ICT – RBKC & WCC	Information Management (including Freedom of Information Requests/ Data Protection & Information Security)	various	BWK	To consider each council's policy on provision of information, oversight on compliance and reporting	2	Medium
Procurement Related:						
Procurement – WCC	Procurement	2016/17	SWC	The scope will depend on any outcomes of 2016/17 audits.	2	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
Procurement – WCC	Procurement: Contractor resilience	n/a	SWC	Consider central strategic policy/ processes/ guidance to monitor health of companies, identify high priority/value contracts, develop arrangements to ensure continuity of service eg escalation plans, continuity plans, central monitoring and reporting of compliance with these arrangements etc.	1	High
HR/ Managed Services Related:						
Sovereign HR – WCC	Staff: Declaration of Interests/ Gifts & Hospitality		SWC	Review of processes to ensure that staff are aware of their responsibilities to declare interests and the receipt of gifts and hospitality. To also consider the approval, monitoring and reporting process for declarations made.	3	Medium
Sovereign HR – WCC	Learning and Development	Pre 2010	SWC	Review of the councils' learning and development process to ensure that appropriate training is available and training received is adequately recorded and linked to staff records.	3	Medium
Sovereign HR – WCC	Staff Performance	n/a	SWC	Review of the councils' systems for monitoring staff performance is effective with appropriate levels of approval, reporting and links to other HR records.	3	Medium
Sovereign HR – WCC	Occupational Health	various	SWC	Review of the councils' systems for providing an effective occupational health service with appropriate levels of approval, reporting and links to other HR records.	1	High
HR	Temporary & Agency Contractor (new contract 2017/18)	n/a	SWC	Review the adequacy of controls and monitoring of the service provided to the council for the employment of temporary and agency staff.	3	Medium
Bi-borough HR – RBKC & LBHF Sovereign HR – WCC & possibly Managed Services	Pension Administration – contract management & performance monitoring	2016/17	Tri	Review of the processes in place to ensure that the pensions administration service provided by SCC is being appropriately managed and monitored with timely action taken to resolve issues arising.	2	High
HR & Managed Services	Payroll	2016/17	Tri	Sample review of payroll processing to ensure that staff pay is accurate and appropriate adjustments (additions and deductions) are correctly accounted for.	1	High
HR & Managed Services	Absence Management	n/a	BHK SWC	To review the controls in place to ensure that staff absence is accurately recorded and managed in accordance with each council's policies and procedures.	2	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
Managed Services Only (see also City Treasurer for audits that involve Managed Services):						
Managed Services – General	Intelligent Client Function	n/a	Tri	Review the processes in place within the ICF for ensuring the Agresso system and the managed service provided by BT is effectively monitored and controlled including governance arrangements and reporting.	3	High
Managed Services (IT)	Interfaces	2015/16	Tri	Review a selection of interfaces with business critical systems to ensure that they are managed/controlled through Procserve (third party supplier)	3	High
Managed Services (IT)	MSP Agresso Application Audits	n/a	Tri	Reviews covering system administration, access controls, disaster recovery, business continuity and other key areas for the Agresso application	3	High
Legal Services Related:						
Legal Services	Demand Management	n/a	Tri	Review how the service manages demand/resources for legal services in line with the S113 agreements	3	High
Legal Services	Trading Account	n/a	Tri	Review the systems in place to ensure the service is capturing costs/billing/ accounting for income across the shared service.	2	High
Contingency:						
ICT & Finance	Academy Application System (Business Rates / HB)		SWC		n/a	n/a
Strategy & Local Services	Violence Against Women & Girls (VAWG)	n/a	Tri	Government funded service across the three councils involving 9 VO providers at a cost of £1.4m however grant funding will be significantly reduced from April 2017 requiring a significant revamp of the service so revisit position in July 2017 but likely to be 2018/19.	n/a	n/a
All	Contract Management	n/a	SWC	On-going management of the IA work for WCC	n/a	
				WCC Total Audit Days	**450**	

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City Treasurer:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
City Treasurer (Managed Services Related):						
City Treasurer & Managed Services	Late Payment of Commercial Debts Regulations 2013	n/a	Tri	Review of the effectiveness of each council with complying with the requirements of Regulations including identification of any costs incurred as a result of late payment and actions taken to minimise subsequent penalties.	3	Medium
City Treasurer & Managed Services	Accounts Payable	2016/17	Tri	To review the controls in place for ensuring payments are made in accordance with the procedures and are accurately accounted for.	1	High
City Treasurer & Managed Services	Manual Payments	2016/17	SWC	To review the types of manual payment and to verify compliance with policy on manual payments	2	Medium
City Treasurer & Managed Services	Accounts Receivable	2016/17	Tri	To review the controls in place for ensuring accounts are raised in accordance with the procedures and debt is accurately accounted for and managed.	1	High
City Treasurer & Managed Services	Income Management	2016/17	Tri	To review the controls in place for ensuring accounts are raised in accordance with the procedures and debt is accurately accounted for and managed	1	High
City Treasurer & Managed Services	Debt Recovery	n/a	SWC	To review the processes in place at each council for recovery of debt including review and management of debt.	1	High
City Treasurer & Managed Services	Procurement Cards	2013/14	SWC	To review the processes in place to ensure that the use of procurement cards is effectively managed and expenditure is appropriate, correctly approved and recorded in Agresso.	1	High
City Treasurer General:						
City Treasurer & CMC	Highways Infrastructure Accounting	2016/17	SWC	Implementation delayed by CIPFA. Review progress made from 2016/17audits prior to implementation.	3	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
City Treasurer – WCC & Finance – RBKC	Pension Investments	2014/15	Tri	To review the processes in place to ensure that each council's pension fund is effectively managed with appropriate levels of governance and in accordance with the objectives of the fund.	3	High
City Treasurer: Revenues & Benefits Related:						
City Treasurer - Revenues & Benefits	Council Tax	2015/16 Sub	SWC	Cyclical review of processes. In 2017/18 to cover: arrangements for assessing & approving claims for disregards & discounts including data analysis to identify anomalies in existing claims. Review arrangements for recovering overdue amounts including enforcement, write back or write off actions, refunds of overpayments.	3	High
City Treasurer - Revenues & Benefits	Housing and Council Tax Benefits	2015/16 Sat	SWC	Cyclical review of processes. In 2017/18 to cover: administration of Local Support Payment scheme; application of benefit caps and arrangement for the recovery of overpaid benefits including enforcement and write off processes.	3	High
City Treasurer - Revenues & Benefits	NNDR	2014/15 Sub	SWC	Cyclical review of processes. In 2017/18 to cover: Governance, segregation of duties, policy & procedures, identification of businesses including reconciliation to other data, set up and amendment of business records.	3	High
				WCC Total Audit Days	**130**	

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Policy, Performance & Communications:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
Policy, Performance & Communications - WCC	Corporate Governance	2016/17	SWC	Review of each council's governance arrangements to demonstrate compliance with current relevant standards.	3	High
Policy, Performance & Communications - WCC	Risk Management – systems/ compliance audit of the process	2016/17	SWC	Review of each council's risk management arrangements to ensure that they improve strategic, operational and financial management and help to maintain high standards of corporate governance and leadership.	3	High
Service areas to be confirmed and agreed with each council during 2017/18	Risk Management – cyclical review in two council services	2016/17	TBC	Review of the risk management arrangements within service areas to ensure that they are effective and inform the overall risk management arrangements for each council. The service areas to be reviewed may be shared or sovereign services and this will be determined during the year and the relevant services advised.	3	High
Policy, Performance & Communications - WCC	Community Infrastructure Levy (CIL)	n/a	SWC	Review adequacy of processes for accounting for CIL and S106 income and expenditure (Separate audits for RBKC in Corporate Services & LBHF in Env Servs)	3	High
Policy, Performance & Communications - WCC	S106	n/a	SWC	Review adequacy of processes for accounting for S106 income and expenditure (Separate audits for RBKC in Corporate Services & LBHF in Env Servs)	3	Medium
ICT & Policy, Performance & Communications - WCC	Members' IT Arrangements	2014/15	SWC	Review the controls in place are adequate and provide a secure operational framework for the usage and security of Members IT systems and data.	2	High
				WCC Total Audit Days	**55**	

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Growth, Planning & Housing:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
Housing	Temporary Accommodation	2013/14	SWC	To review the systems & controls to ensure that: demand for temporary accommodation is accurately predicted to avoid an excess or lack of suitable accommodation; properties are fit for habitation & compliant with health & safety requirements; properties acquired are appropriate & at competitive rates; property owners are not receiving inappropriate or excessive incentive payments; appropriate contracts and agreements are in place with accommodation providers.	1	High
Housing/ Property/ CMC	Capital Programme	2013/14	SWC	An overview of the programme with reviews of specific capital projects (to discuss with Greg Ward) to ensure that they are managed in accordance with the Council's strategic and operational objectives. To include governance arrangements and effective controls. (NB cross over with CMC)	4	High
Property	Review of Contract for Management of Investment Portfolio	2015/16	SWC	The GVA contract for management of the investment property portfolio is due to expire in May 2017 (May 2018 if option to extend is agreed). It is recommended that the existing contract & service delivery is reviewed prior to a re-procurement of this contract. Plan for Q2.	2	High
Property	Operational Property Portfolio (new)	n/a	SWC	Following rationalisation of the portfolio, review to consider the effectiveness of operational property management and how the rationalisation is reflected in the operational property strategy. Plan for Q2.	2	High
Property	Investment Strategy – Commercial Properties	n/a	SWC	To consider the processes, controls and governance arrangements in place for the acquisition of commercial properties in accordance with the Investment Strategy that was agreed by Cabinet in December 2015. Plan for Q1.	1	High
Planning	Building Control	2014/15	SWC	Possible shared service with RBKC and Camden. Cyclical review of the controls in place to ensure that works undertaken within Westminster are compliant with Building Regulations. Plan for Q4	4	Medium
Planning	Planning (excluding enforcement appeals)	2015/16	SWC	To undertake a cyclical review of planning processes (audit in 2016/17 plan but may not be completed due to other audits added to the plan). Plan for Q2.	2	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
Housing – Other	CityWest Residential	n/a	SWC	To review the processes, controls and governance arrangements in place for the purchase and disposal of residential property by CityWest Residential. Plan for Q1.	1	High
General	Social Value Commitments	n/a	SWC	Scope to be discussed with Greg Ward – Director of Economy. Plan Q3 provisionally.	3	High
General	Transparency	n/a	SWC	To consider appropriateness of arrangements for providing information (to be discussed with Ed Watson)	4	Medium
Contingency:						
General	Digital Platform	n/a	SWC	post 2017/18 consideration	n/a	n/a
Housing	Rough Sleepers	2014/15	SWC	To review the processes in place for reducing the number of rough sleepers within the borough in accordance with council's objectives. Not high priority – put on contingency list.	n/a	n/a
Housing	Welfare Reform	2014/15	SWC	A previous review provided assurance that the council had in place appropriate controls to deal with the challenges and risks arising as a result of the Welfare Reform Act. Plan as Contingency. Review of the effective management of the impact of welfare reform.	n/a	n/a
Housing - Other	Westminster Community Homes	n/a	SWC	No previous audit in this area – discuss potential areas for review with Barbara Brownlee following discussions at audit planning meeting. Contingency.	n/a	n/a
				WCC Total Audit Days	**140**	

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City Management & Communities:

Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
Community Services	Outdoor Learning – Sayers Croft	2014/15	SWC	Cyclical compliance review of financial controls. Change of staff this year.	2	Medium
Waste & Parks	Waste Disposal	2014/15	SWC	Contract for waste disposal re-let & commenced in Sept 2016. As previously agreed, a contract management audit originally planned for the end of 2016/17 will now be undertaken in the second half of 2017/18. The audit will include: the effectiveness of the performance management framework, including reporting; the relevance of the performance indicators; the effectiveness of the remedies to address performance issues; payments are in accordance with the contract; Variations are in accordance with the Procurement Code and Financial Regulations.	3	High
Waste & Parks	Green Spaces (Parks & Opens Spaces)	2013/14	SWC	An audit on the contract management and performance was deferred from the 2016/17 due to the contracts being reviewed (coverage similar to waste disposal audit above). New contract to commence in April 2017. Audit to be planned for second half of the year.	3	Medium
Public Protection & Licensing	Licensing	2015/16	SWC	Reviewed setting of fees previously. This audit to consider the wider aspects of licensing procedures and controls and should be planned for the final quarter of 2017/18.	4	High
Public Protection & Licensing	Prevent Strategy	n/a	SWC	Review responsibilities under S26 of the Counter Terrorism and Security Act 2015. Not previously audited. Timing of the audit to be confirmed (Q2 provisionally). The audit to review: Governance arrangements; risk assessment & action planning; referral, assessment, monitoring & review; funding, financial management, expenditure controls.	2	High
Public Protection & Licensing	Organisational Health & Safety	n/a	SWC	A number of changes in this area. Suggested review in Q2-3. Review organisational arrangements including: roles & responsibilities; effective policies & procedures are in place that comply with regulations; appropriate support & training available; risk assessments are completed; reporting, management review and assurance.	2	High

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
Libraries & Archives	Libraries	2014/15	Tri	As advised by the service lead in 2016/17, the library provision is undergoing a review. The audit scope will depend on any service changes and will be discussed with the service lead.	2	Medium
Highways & Infrastructure	Highways Contracts	2013/14	SWC	The management & performance of highways & infrastructure contracts has not been reviewed for several years. Need to consider the financial processes in place and income collection. Need to embed processes so recommend review in second half of the year (need to speak to Kevin and Kathryn)	3	High
TBC	Code of Construction Practice	n/a	SWC	Implementation of the Code of Construction Practice.	3	High
Parking Operations	Business Processing & Technology contract	2014/15	SWC	The management and performance of this service since the contract was let has not been reviewed previously (coverage similar to waste disposal audit above).	2	High
Parking Operations	Bailiff Contract	2014/15	SWC	A cyclical review of the management and performance of this contract Service being reviewed for re-procurement (possibly with the Benefits Bailiff's Service). Current contract expires Feb 2017. Suggest a review in August 2017.	2	Medium
Parking Operations	Parking Permits	2014/15	SWC	Cyclical review of the effectiveness of the controls including new applications, renewals and cancellations (all permits not only residents parking permits).	1	Medium
General	Procurement	2016/17	SWC	Dependent on procurement activity in the service area. Plan to review in Q3 of the year.	3	Medium
Housing/ Property/ CMC	Capital Programme	2013/14	SWC	An overview of the programme with reviews of specific capital projects to ensure that they are managed in accordance with the Council's strategic and operational objectives. To include governance arrangements and effective controls. (NB cross over with GPH)	4	High
Contingency:						
Community Services	Leisure Centres	2016/17	SWC	Depending on the outcome of the 20161/7 audit, an additional audit of the leisure service may be undertaken.	n/a	n/a
Public Protection & Licensing	Mortuary	2014/15	SWC	Cyclical review of processes and controls to ensure the service complies with legislation and regulations. Due to significant works at the Coroners' court which may impact on the mortuary it is suggested that audit activity in this area is deferred.	n/a	n/a

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Service Area	Auditable Area	Last Audit	Type	Scope	Quarter	Priority
General	Grants	2014/15	SWC	To consider the governance and accounting arrangements for grant funding received by the service. DFG level of grant is quite low and not considered to be a high risk area. (contingency). Previously reviewed MOPAC	n/a	n/a
				WCC Total Audit Days	**150**	