

TRAFFORD COUNCIL

Report to: Accounts and Audit Committee
Date: 26 November 2020
Report for: Information
Report of: Audit and Assurance Manager

Report Title

Audit and Assurance Report for the Period April to September 2020.

Summary

The purpose of the report is:

- **To provide a summary of the work of Audit and Assurance during the period April to September 2020.**
- **To provide ongoing assurance to the Council on the adequacy of its control environment.**

Recommendation

The Accounts and Audit Committee is asked to note the report.

Contact person for access to background papers and further information:

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Background Papers: None

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TRAFFORD
COUNCIL

Audit and Assurance Service Report April to September 2020

Date: November 2020

1. Purpose of Report

This report summarises the work of the Audit and Assurance Service between April and September 2020 and highlights progress against the 2020/21 Internal Audit Plan to date. At the end of the year, these update reports will be brought together in the Annual Head of Internal Audit Report which will give the opinion on the overall effectiveness of the Council's control environment during 2020/21.

2. Planned Assurance Work

It should be noted that the 2020/21 Internal Audit Plan was produced prior to the start of the COVID-19 pandemic lockdown in March 2020 and consequently, elements of the plan are subject to ongoing review and revision. This is reflected in Sections 3, 6 and 8 of this report.

Key elements of the 2020/21 Work Plan produced in March 2020 include:

- Fundamental Financial Systems reviews.
- Review work in relation to the 2019/20 Annual Governance Statement
- Continued input to and review of risk management arrangements and provision of guidance.
- Review of corporate procurement and value for money arrangements.
- Audit reviews in respect of ICT and information governance.
- Anti-fraud and corruption work, including the National Fraud Initiative.
- School audits and other establishment audit reviews.
- Grant claim certification work
- Audit reviews of other areas of business risk.
- Provision of guidance and advice to services across the Council.

3. Main areas of focus – April to September 2020

Significant time has been spent in providing support to the Council's response to the COVID-19 pandemic:

- During April and May 2020, Audit and Assurance provided support to the Council's Exchequer Services in completing checks supporting the administration of the payments of COVID-19 Business Rates Grants in respect of the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund. At different times, this involved all Audit staff providing some support to the process.
- From June to September 2020, Audit staff also provided assistance to the Strategic Growth team in completing checks to support the processing of applications for the payment of grants to local businesses in respect of the Coronavirus Local Authority Discretionary Grants Fund.

Work in this period also focussed on issuing a number of reports in respect of audit reviews that had commenced around March 2020 but were then subject to some delay before work resumed and final reports were able to be completed. This included a number of audit reviews of financial systems. In addition, a number of reviews commenced from April, and where applicable, took account of any revised procedures introduced to take into account of the COVID-19 pandemic, including new ways of working.

All audit opinion reports completed or in progress are listed in Section 5 and other key areas of audit work undertaken are referred to in Section 6.

4. Summary of Assurances in April to September 2020

There were 16 internal audit opinion reports produced in the period, 15 final reports and 1 draft report were issued. A listing of audit report opinions issued including overall findings is shown in Section 5.

In respect of the final reports issued, opinions of "Medium" (Adequate) or above were given in relation to all reports. For all final reports issued, where applicable, agreed action plans are in place to implement the recommendations made. It is acknowledged that agreed timing for implementation of recommendations may be subject to ongoing review given disruption faced by services and this will be taken into account in any subsequent follow-up audit work.

5. Summary of Audit & Assurance Opinions Issued – April to September 2020

(See Appendix 3 for definitions of opinion levels, report levels and report status)

REPORT NAME (DIRECTORATE) / (PORTFOLIO) by Coverage Level (1-4)	-OPINION -R/A/G -Date Issued	COMMENTS
<u>FINAL REPORTS ISSUED</u>		
<u>Level 4 Reports :</u>		
Housing Benefits / Council Tax Support (Finance and Systems) / (Finance and Investment)	High (GREEN) (28/4/20)	A high level of assurance is given as systems, procedures and controls were found to be operating effectively. Roles and responsibilities are clearly defined for the administration of the benefits system and there is appropriate segregation of duties in place.
Asset Investment Strategy (Authority-wide) / (Finance and Investment)	High (GREEN) (13/7/20)	A review of the Council's governance arrangements in respect of its property investment activity was undertaken towards the end of 2019/20. The review found that arrangements in place for the identification and appraisal of potential investments are good. The Council has adopted a prudent approach to investments to date, and utilised appropriate measures and indicators to, as far as possible, estimate the risks to the Council over the medium and long term life of the investment. A small number of areas were identified where existing procedures could be enhanced to support future reporting on investment activity.
ICT Incident Management (Finance and Systems) / (Public Safety, Governance and Reform)	Medium (GREEN) (20/8/20)	The objective of the audit was to evaluate the effectiveness of the arrangements in place for responding to IT incidents i.e. unplanned service interruption. The review concluded that, overall, key risks are being managed although there are a number of areas for improvement. This includes the recommended development of up to date IT incident management documentation to ensure that all individuals involved in the process are fully aware of their roles and responsibilities.
Social Value in Procurement (Finance and Systems) / (Finance and Investment)	Medium/High (GREEN) (17/9/20)	The audit was completed by Audit and Assurance on behalf of all four Local Authorities within the STAR Shared Procurement Service. The introduction of the use of the Social Value Portal has resulted in significant development of processes to establish targets and monitor performance for individual contracts in respect of levels of social value achieved. Audit recommendations include ensuring adequate feedback is received from contractors in the use of the portal to aid continuous improvement in processes.
Treasury Management (Finance and Systems) / (Finance and Investment)	High (GREEN) (21/9/20)	The Council's treasury management processes continue to achieve a high level assurance opinion. As a result of the COVID-19 pandemic and the need for many staff to work from home, new processes have been effectively developed to accommodate new ways of working.
<u>Level 3 Reports :</u>		
Direct Payments (Children's Services) / (Children's Services)	Medium/High (GREEN) * (5/8/20)	The audit focussed on follow up of the previous review recommendations reported in January 2019. It was noted 2 recommendations had been fully implemented whilst the

		remaining five recommendations were all being progressed. This includes continued review and update of the Children's Direct Payment Policy.
Adult Social Care Payments System (Adults' Services) / (Adult Social Care)	Medium/High (GREEN) * (5/8/20)	The audit focussed on follow up of the previous review recommendations reported in March 2018. It was noted that 4 recommendations have been fully implemented whilst 13 recommendations have been implemented in part or are being progressed with 3 recommendations yet to be addressed; these include actions to consider further review of current IT access to the system.
Direct Payments (Adults' Services) / (Adult Social Care)	Medium (GREEN) * (5/8/20)	The audit focussed on follow up of the previous review recommendations reported in November 2018. It was noted that 4 recommendations have been fully implemented whilst 14 recommendations have been implemented in part or are being progressed with only 1 recommendation yet to be addressed; this relating to the introduction of sample quality assurance checks of direct payments audits completed within the Service.
<u>Level 2 Reports:</u>		
Client finance system (Finance and Systems) / (Finance and Investment & Adult Social Care)	Medium/High (GREEN) * (5/8/20)	The Council acts in the capacity of Appointee or Deputy for managing vulnerable clients' finances where no other options are available. The Client Finance System comprises the banking arrangements, supporting records and processes for managing client funds. An audit review was originally completed in 2018/19. This follow-up review confirmed that 4 of the previous 7 recommendations made had been implemented with the other 3 being progressed. This includes further developing system reporting, to assist in the review and monitoring of client accounts.
Tree Unit (Place) / (Environment, Air Quality and Climate Change)	Medium/High (GREEN) (7/8/20)	Overall it was found that processes for the management, inspection and maintenance arrangements for the trees the Council is responsible for are effective. It was noted that a risk based approach to inspections is being developed and progress is being made in reducing a backlog of inspections and pruning cycles.
STAR Performance Management follow up review (Finance and Systems) / (Finance and Investment)	N/A (GREEN) ** (21/9/20)	A review had previously been completed by Stockport Council on behalf of Stockport, Trafford, Rochdale and Tameside Councils. This follow up review found that of the 5 recommendations previously made, all had been implemented. This included implementation of improved processes for the recording and reporting of details on savings information.
<u>Level 1 Reports:</u>		
Flixton House (Governance and Community Strategy) / (Culture and Leisure)	Medium/High (GREEN) (8/7/20)	The audit findings were largely based on work undertaken up to March 2020, prior to the national lockdown. As a commercial events venue, whilst overall controls in place were found to be satisfactory, the key issue that the venue faces is generating sufficient income to cover its running costs. This issue was discussed and raised prior to the closure of the facility due to the COVID-19 outbreak and it is acknowledged that the impact of this will have to be considered going forward.
Altrincham Library (Governance and Community Strategy) / (Culture and Leisure)	High (GREEN) (3/7/20)	The audit findings were largely based on work undertaken up to March 2020, prior to the national lockdown. Effective governance and internal control arrangements were in place. A final report was subsequently issued in July 2020 and as part of the agreed management response to the report, this included an action to complete an authority-wide Library strategy in 2020/21.
Highfield Primary School (Children's Services) /	Medium/High (GREEN)	Overall, a good standard of internal control and governance was found to be in place across most areas covered by the audit.

(Education)	(29/6/20)	Some recommendations made included ensuring adequate evidence is maintained of particular checks and authorisation as part of some ordering and payments procedures.
St. Vincent's Catholic Primary School (Children's Services) / (Education)	High (GREEN) (22/7/20)	A good standard of governance and internal control arrangements were found to be in place. The roles and responsibilities of governors, sub-committees and key staff are clearly defined. Relevant school policies are reviewed on a regular basis.
<u>DRAFT REPORTS ISSUED</u>		
<u>Level 4 Reports:</u>		
Revenues and Benefits Service IT Systems Review (Finance and Systems) / (Finance and Investment)		An IT Application review of the Civica Open Revenues and Northgate Information at Work systems operated by the Revenues and Benefits Service was undertaken. Draft findings were shared with management and the final report will be issued later in 2020.
<p><i>*Denotes this is a follow up audit – i.e. the main focus of the review was a follow up of recommendations made as part of a previous internal audit review.</i></p> <p><i>** The audit was completed by Stockport Council. Although a revised opinion was not stated, it was noted that all previous recommendations had been implemented.</i></p>		

6. Other Assurance Work

There is a significant amount of work undertaken by the Service that does not result in an audit opinion report being issued. Work in the period has included the following:

- As referred to in Section 3, supporting other services in administering the payment of COVID-19 grants to businesses.
- Working with CLT to update the strategic risk register with an update report shared with CLT and the Accounts and Audit Committee in July 2020 and commencing work on a further update report for completion in November 2020.
- Commencing work to support the 2020/21 National Fraud Initiative, preparing for the submission of data through liaison with all services that are required to provide information. (Update on work completed to be included in the October to December 2020 Audit and Assurance update).
- Working to support Legal and Democratic Services in the process of compiling the 2019/20 Draft Annual Governance Statement including completing an independent review of a draft version of the statement.
- Providing ad hoc guidance and advice. Updating the Audit intranet site with updated reference documents such as the internal Audit Plan, Charter and Strategy.

7. Impact of Audit Work – Improvements to the Control Environment

Key indicators of the impact of Audit and Assurance are: (a) Acceptance of Recommendations (b) Implementation of them.

Acceptance of Recommendations

From the final audit opinion reports produced and issued by the Audit and Assurance Service during the period, all recommendations have been accepted (55 recommendations made) compared to a service target of 95%.

Implementation of Audit Recommendations

Final audit reports are followed up to assess progress in implementing improvement actions identified through audit recommendations. Recommendations made by the Audit and Assurance Service are followed up by a number of means.

As listed under final reports issued in Section 5, follow up audits were completed in relation to 5 audit reviews, and where applicable, there will be further reviews of progress in implementing recommendations that remain to be implemented.

In respect of one other audit previously completed, management were requested to provide an update on progress in implementing recommendations made. This was in relation to the following:

- Worthington Primary School (Education) – All 15 recommendations previously made had been implemented.

A number of other audits completed in 2019/20 will be followed up during the rest of 2020/21. This will be both through follow-up audit reviews and also through managers providing an update on progress in implementing previous recommendations made. The next Audit and Assurance update will include an overall analysis of all audit recommendations followed up between April and December 2020 in terms of progress in implementing recommendations.

8. Performance against Audit & Assurance Annual Work Plan

Appendix 1 shows an analysis of time spent to date against planned time for the 2020/21 Operational Internal Audit Plan

As at 30 September 2020, 461 audit days were spent against 450 planned allocated days (See Appendix 1). A further 70 contingency days were in the 2020/21 Internal Audit Plan but these will be used to mitigate any loss of days from the decision not to fill a vacant post.

In terms of time spent on each category of audit work, there are some significant variations in certain areas as a result of the pandemic. As referred to in Section 3, there has been some revision to planned internal audit work to support the Council's COVID-19 response. Significant time has been spent throughout April to September to provide support to the process of making grant payments to businesses – this fully accounts for the significant time variation in respect of time spent against planned on Grant Checks / Data Quality.

There was significant reduction in time spent on school audits with a number of reviews delayed until later in the year. Similarly, a number of other planned audits are subject to delay and in some cases will be subject to review and possible rescheduling to 2021/22. It is expected that further time will be required to support the Council in its response to the pandemic and the Audit Plan will be subject to ongoing review as a result. There will be liaison with relevant Corporate Directorates from November 2020 to March 2021 to agree priorities and the timing of planned work, both in the current year and planned audit coverage for 2021/22.

As part of the Internal Audit Plan, a target of 38 audit opinion reports was set to be produced during 2020/21 to final or draft stage (excluding reports issued by other partner authorities in relation to STAR Procurement). The target was set prior to the lockdown in March 2020 and whilst a significant number of planned reports have continued to be issued during the period, it is envisaged that by year end the actual number may not reach the target, given new priorities arising during the year i.e. time spent that was not originally planned for

in supporting the Council's COVID-19 response. As at 30 September 2020, 15 audit opinion reports were produced (with one other report produced in relation to STAR Procurement by another authority). By the end of September, a further 7 audit reviews were in progress with opinion reports due to be issued by December 2020. A number of other reviews are planned to commence between October 2020 and March 2020 across a range of areas included in the Plan to ensure adequate assurance can be provided. (See Appendix 2 for a listings of reports issued and planned).

A further update on progress against the 2020/21 Internal Plan, including reports issued to date, will be provided in the October to December 2020 update report.

9. Planned Work for October to December 2020

Areas of focus include :

- Progression of internal audit reviews as listed in Appendix 2.
- Consideration of timing of some planned audit reviews including agreeing possible work for carry forward to the 2021/22 Internal Audit Plan.
- Submission of data to the Cabinet Office in October 2020 as required as part of deadlines set for the National Fraud Initiative.
- Continuing to support CLT in updating the Strategic Risk Register with a report due to be shared with the Accounts and Audit Committee in November 2020.
- Completion of checks in order to certify the grant claim in relation to the 2019/20 Disabled Facilities Grant by October 2020.
- Other support, as required, as part of the response to the COVID-19 pandemic.

2020/21 Operational Plan: Planned against Actual Work (as at 30 September 2020)

Category	Details	Planned Allocated Days 2020/21	Planned Days (up to 30/9/20)	Actual Days (as at 30/9/20)
Financial Systems	<p>Completion of fundamental financial systems audit reviews</p> <p>See Appendix 2 for opinion reports issued and planned.</p>	175	85	76
Governance	<p>Corporate Governance / AGS - to provide support and advice to Legal and Democratic Services. Complete a review of the content of the draft AGS with reference to the CIPFA/SOLACE Governance framework and guidance.</p> <p>Declaration of interests (Officers) review.</p> <p>Advice / assurance in respect of governance issues.</p> <p>Work to date has included liaising with Democratic Services on the collation of the Draft AGS collated, including reviewing the content and feeding back to Legal and Democratic Services before the document was issued.</p>	20	10	10
Corporate Risk Management	<p>Facilitating the updating of the Council's strategic risk register.</p> <p>Actions to support the Council's Risk Management Strategy including provision of guidance, independent review of existing risk management arrangements and, where applicable, recommend areas for development.</p> <p>Strategic Risk update report completed and reviewed by CLT and the Accounts and Audit Committee in July 2020. A further refresh of the risk register commenced in September with a report to CLT and the Accounts and Audit Committee due in November 2020.</p> <p>Also See Appendix 2 for opinion reports issued and planned.</p>	40	17	26
Anti-Fraud and Corruption	<p>Co-ordinate the Council's activity in respect of the National Fraud Initiative ensuring work completed across services in investigating data matches is progressed in accordance with Cabinet Office requirements.</p> <p>Contributing to Investigations of referred cases of suspected theft, fraud or corruption.</p>	80	40	47

	<p>Other work to support the Anti-Fraud and Corruption Strategy, including where applicable working with other relevant services to review existing policies and guidance supporting the overarching strategy.</p> <p>Summary of work completed during the year to be set out in Annual Head of Internal Audit Report and reflected where applicable in updates. Work to date has largely focussed on supporting the National Fraud Initiative and details will be included in the September to December 2020 Audit and Assurance update.</p>			
Procurement / Contracts/ Value for money	<p>Review of procurement / contract management arrangements including systems in place and associated arrangements to secure value for money (Work will include liaison with the STAR Procurement Service and partner authority auditors).</p> <p>See Appendix 2 for reports issued and planned.</p>	70	25	31
ICT / Information Governance Audit	<p>ICT Audit reviews and advice, including reviews conducted by Salford Internal Audit Services.</p> <p>Information Governance audit reviews</p> <p>See Appendix 2 for reports issued and planned.</p>	100	40	30
Schools	<p>Providing assurance on the control environment within schools, supporting schools in ensuring awareness of requirements within the DfE Schools' Financial Value Standard.</p> <p>Audit reviews of schools – at least 14 school audit visits to be undertaken during the year.</p> <p>See Appendix 2 for audit opinion reports issued and planned. (As at 30/9/20, 2 reports completed. Planned school audits commencing between April and July 2020 were postponed due to the COVID-19 pandemic and are resuming from November 2020).</p>	170	75	14
Assurance – Other Business Risks	<p>Audits selected on the basis of risk from a number of sources including senior managers' recommendations, risk registers and internal audit risk assessments. Reviews include authority wide issues and areas relating to individual services, establishments and functions. Includes:</p> <ul style="list-style-type: none"> - Audit reviews - Follow up reviews including further audits and gaining assurance from service updates. <p>See Appendix 2 for audit opinion reports issued and planned.</p>	260	111	62
Grant claims checks / Data Quality	<p>Internal audit checks of grant claims / statutory returns and other data quality checks as required:</p>	25	17	153 **

	<p>Planned Work: In progress as at September 2020: - Certification of Disabled Facilities Grant 2019/20</p> <p>Unplanned work (not in 2020/21 Audit Plan): Work completed as part of COVID-19 response - Support to Exchequer Services and the Strategic Growth team in completing checks to support administering the payment of business grants. (See Section 3)</p>			
Service Advice / Project Support	<p>General advice and guidance, both corporately and across individual service areas.</p> <p>Support and advice to the organisation in contributing to working groups and projects in relation to governance, risk and control issues.</p> <p>Summary of work completed during the year to be set out in Annual Head of Internal Audit Report and reflected where applicable in updates. (Also See Section 6.)</p>	60	30	12
TOTAL		1000*	450	461

* Note there was a further contingency of 70 days within the 2020/21 Plan.

** Actual Days spent in this category includes unplanned work as part of the Council's COVID-19 response.

Audit Opinion Reports Issued and Planned 2020/21 (as at 30 September 2020)

Category	Audit Opinion Reports	Status (where progressed by 30/9/20)	2020/21 IA Plan
Financial Systems	- Direct Payments (Children's Services)	Final report issued 5/8/20	Completed
	- Client Finance system (Finance and Systems)	Final report issued 5/8/20	Completed
	- Housing Benefit / Council Tax Support (Finance and Systems)	Final report issued 28/4/20	Completed
	- Payroll (Strategy and Resources)	In progress	Findings to date to be shared with management in Quarter 3 (Q3) with further work rescheduled to 2021/22.
	- Asset Investment Strategy (Authority-Wide)	Final report issued 13/7/20	Completed
	- Adult Social Care Payments System - Liquid Logic/ContrOCC (Adult Services)	Final report issued 5/8/20	Completed
	- Children's Social Care Payments System - Liquid Logic/ContrOCC (Children's Services)	In progress	Draft report to be issued Q3
	- Direct Payments (Adult Services)	Final report issued 5/8/20	Completed
	- Accounts Receivable / Debt Recovery (Finance and Systems)	-	To commence Q3
	- Budgetary Control (Authority-wide/Finance and Systems)	-	Timing to be agreed
	- Accounts Payable (Finance and Systems)	In progress	Draft report to be issued Q3
	- Treasury Management (Finance and Systems)	Final report issued 21/9/20	Completed
	- Foster Carer payments (Children's Services)	-	Timing to be agreed
	- Cash handling (Children's Services)	-	Timing to be agreed
Risk Management	- Health and Safety (Strategy and Resources / Authority-wide)	-	Timing to be agreed
	- Insurance (Finance and Systems)	In progress	Final report to be issued Q3
Procurement /Contracts /Value for money	- Social Value in Procurement (STAR authorities – Trafford lead) (Finance and Systems)	Final report issued 17/9/20	Completed
	-STAR Performance Management follow-up review (Finance and Systems)	Final report issued 21/9/20	Completed
	- Purchase cards follow-up audit (Finance and Systems) (Further reports to be issued during the year to be confirmed in liaison with STAR and partner authorities)	In progress	Draft report to be issued Q3
Information Governance / ICT Audit	- Data breaches (Governance and Community Strategy/Authority-Wide)	-	Timing to be agreed
	- Subject Access Requests (Governance and Community Strategy / Authority-Wide)	-	Timing to be agreed
	- Freedom of Information Requests (Governance and Community Strategy / Authority-Wide)	-	Timing to be agreed

	<ul style="list-style-type: none"> - IT Incident Management (Finance and Systems) - Civica System IT Application review (Finance and Systems) - ICT Service Management (Finance and Systems) - Cyber Security (Finance and Systems / Authority-wide) - ICT Asset Management (Finance and Systems) - ICT Security in Schools (Finance and Systems / Children's Services) 	<p>Final report issued 20/8/20</p> <p>Draft findings report shared with management.</p> <p style="text-align: center;">-</p> <p style="text-align: center;">In progress</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p>	<p>Completed</p> <p>Final report to be issued Q3</p> <p>Timing to be agreed</p> <p>Final report to be issued Q3</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p>
Schools	<p>School Audits (Children's Services)</p> <p>To include reports to be issued for the following schools:</p> <ul style="list-style-type: none"> - Highfield Primary School - St. Vincent's Catholic Primary School - Urmston Primary School - St. Alphonsus RC Primary School - Victoria Park Junior School - Moorlands Junior School - 8 other schools audits planned to be undertaken in 2020/21. 	<p>Final report issued 29/6/20</p> <p>Final report issued 22/7/20</p> <p>Planning commenced</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p>	<p>Completed</p> <p>Completed</p> <p>Draft report to be issued Q3</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p>
Assurance – Other Business Risks	<ul style="list-style-type: none"> - Altrincham Library (Governance and Community Strategy) - Tree Unit (Place) - Sale Waterside Arts Centre (Governance and Community Strategy) - Flixton House (Governance and Community Strategy) - Blue Badges (Governance and Community Strategy) - Complaints System (Authority-Wide / Governance and Community Strategy) - Recruitment Processes (Strategy and Resources) - Aids and Adaptations (Adult Services) - Liberty Protection Safeguards (Adult Services) - Social Care Transitions (Children's/Adult Services) - Troubled Families (Children's Services) - Children's external residential placements (Children's Services) - Out of Borough Education Placements (Children's Services) - Home to School Transport (Children's Services) - Licensing (Place) - Building Control (Place) - Housing Waiting List (Place) - Let and Operational Estates (Place) - Outdoor Advertising (Place) - Safety at Sports Grounds (Place) - Strategic Growth Team (Place) 	<p>Final report issued 3/7/20</p> <p>Final report issued 7/8/20</p> <p style="text-align: center;">-</p> <p>Final report issued 8/7/20</p> <p style="text-align: center;">-</p> <p>In progress</p> <p style="text-align: center;">-</p> <p>Planning commenced</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p> <p style="text-align: center;">-</p>	<p>Completed</p> <p>Completed</p> <p>Timing to be agreed</p> <p>Completed</p> <p>Timing to be agreed</p> <p>Final report to be issued Q3</p> <p>Timing to be agreed</p> <p>Draft report to be issued Q3</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Final report to be issued Q4</p> <p>Final report to be issued Q4</p> <p>Final report to be issued Q4</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p> <p>Timing to be agreed</p>

APPENDIX 3

POINTS OF INFORMATION TO SUPPORT THE REPORT:

Audit Opinion Levels (RAG reporting) :

Opinion – General Audits

High – Very Good

Green

Medium / High – Good

Green

Medium – Adequate

Green

Low / Medium - Marginal

Amber

Low – Unsatisfactory

Red

An opinion is stated in each audit report to assess the standard of the control environment.

Report Status:

Draft reports:

These are issued to managers prior to the final report to provide comments and finalise agreed responses to audit recommendations.

Final reports:

These incorporate management comments and responses to audit recommendations, including planned improvement actions.

Breadth of coverage of review (Levels 1 to 4)

Provides an indication as to the nature / breadth of coverage of the review in terms of which aspects of the organisation's governance and control environment it relates to. Levels are as follows:

- **Level 4: Key strategic risk or significant corporate / authority wide issue** - Area under review directly relates to a strategic risk or a significant corporate / authority wide issue or area of activity.
- **Level 3: Directorate wide** - Area under review has a significant impact within a given Directorate.
- **Level 2: Service wide** - Area under review relates to a particular service provided or service area which comprises for example a number of functions or establishments.
- **Level 1: Establishment / function specific** - Area under review relates to a single area such as an establishment.