

Appendix 3: Follow up outcomes

1. Synopsis

1.1. This Appendix summarises the results of audit follow up work since the last report to Audit Committee in January 2023. It provides an indication of the level of implementation of audit recommendations by management.

2. Summary of audit recommendation implementation

2.1. This table sets out the rate of implementation of recommendations which have passed their target implementation date. The rating key was revised in May 2023 to:

- Focus on the level of implementation of high and medium priority recommendations; and
- Distinguish more effectively between audits where actions have been partially implemented and those where actions have been fully implemented by limiting the *good* rating to those audits where more than 50% of recommendations have been fully implemented and there is a good level of partial implementation for the remaining recommendations.

2.2. Implementation rating key:

Fully implemented	100% of medium and high priority recommendations have been closed
Good	Progress has been made on 70% or more of medium and high priority recommendations and at least 50% are fully implemented
Moderate	Progress has been made on 70% or more of medium and high priority recommendations but fewer than 50% have been fully implemented Or Progress has been made on fewer than 70% of medium and high priority recommendations but more than 50% have been fully implemented

Limited	Progress has been made on fewer than 70% of medium and high priority recommendations and fewer than 50% have been fully implemented
None	No progress has been noted on audit recommendations

Reference	Audit title	Original assurance rating	Rate of implementation of actions (see rating key above)
Cross-cutting			
CC18-6	Technology debt management	Management letter issued	Agreed actions have been fully implemented.
CC19-4	Cyber security	Limited	Good implementation of audit actions. Further follow up activity is planned in Q2/Q3 2023/24.
CC20-2	Programme Management Office	Management letter issued	Good implementation of audit actions. Further follow up activity is planned in Q3 2023/24.
CC20-3-1	Financial strategy - Adult Social Care transformation	Moderate	Good implementation of audit actions. Further follow up activity is planned in Q3 2023/24.
CC20-4	Capital programme	Moderate	Limited implementation of audit actions. Open recommendations relate to Children's Services and further follow up activity is planned in Q3 2023/24.
CC22-7	Insurance settlements	Limited	Follow up activity is not yet due. An extended follow up will be carried out in Q2/Q3 2023/24.
AD22-7	Landlord Duty of Care - lifts	No assurance	Follow up activity is not yet due. An extended follow up will be carried out in Q2/Q3 2023/24.
Resources			
FR18-1	Payroll	Limited	Good implementation of audit actions. Further follow up activity is planned in Q2 2023/24.

Reference	Audit title	Original assurance rating	Rate of implementation of actions (see rating key above)
FR18-5	Capital expenditure	Moderate	Good implementation of audit actions. Further follow up activity is planned in Q2 2023/24.
FR20-5	Use of contingent staff (extended follow up – see Appendix 1 for outcomes)	No assurance	Good implementation of audit actions. Further follow up activity is planned in Q2/Q3 2023/24.
AD21-2	Supplier bank amendments (extended follow up – see Appendix 1 for outcomes)	Management letter issued	Good implementation of audit actions. Further follow up activity is planned in Q2/Q3 2023/24.
FR21-2	Access controls and rights	Limited	Follow up activity has been deferred due to a dependency on planned systems changes for implementation of audit recommendations. An extended follow up will be carried out in Q3 2023/24.
FR21-3	Business transformation	Moderate	Initial follow up activity is underway.
FR21-5	Challenging Inequality programme	Moderate	Agreed actions have been fully implemented.
FR21-1-1	Review of key financial system – accounts payable	Moderate	Follow up activity is not yet due and will be carried out in Q3 2023/24.
FR21-1-3	Review of key financial system – treasury	Moderate	Initial directorate follow up activity is underway.
FR21-1-4	Review of key financial system – payroll	Moderate	Agreed actions have been fully implemented.
AD22-2	Purchase cards	Limited	Good implementation of audit actions. Further follow up activity is planned in Q3/Q4 2023/24.
R22-1-1	Review of key financial system - bank and system reconciliations	Moderate	Initial directorate follow up activity is underway.

Reference	Audit title	Original assurance rating	Rate of implementation of actions (see rating key above)
R22-1-2	Review of key financial system - capital accounting (asset management)	Moderate	Initial directorate follow up activity is underway.
R22-1-3	Review of key financial system - accounts receivable	Moderate	Follow up activity is not yet due and will be carried out in Q2/Q3 2023/24.
R22-1-4	Review of key financial system - pensions	Moderate	Follow up activity is not yet due and will be carried out in Q3/Q4 2023/24.
Adult Social Care			
HASS18-2	Mental health safeguarding processes	Management letter issued	Good implementation of audit actions. Further follow up activity is underway.
Children and Young People			
CS17-2	SEN transport	No assurance	Agreed actions have been fully implemented.
AD19-2	Conewood Children's Centre	Management letter issued	Agreed actions have been fully implemented.
PS20-7	Domestic violence	Moderate	Good implementation of audit actions. Further follow up activity is planned in Q3 2022/23.
PS21-1	High Needs/SEN children's placements	Moderate	Initial directorate follow up activity is underway.
PS21-3	Troubled Families 21/22	Management letter issued	Agreed actions have been fully implemented.
Community Wealth Building			

Reference	Audit title	Original assurance rating	Rate of implementation of actions (see rating key above)
CWB21-1	Decline in local business resilience	Limited	Limited implementation of audit actions. Further follow up activity is planned in Q3/Q4 2023/24.
CWB22-1	Financial resilience of residents - Test and Trace payments	Moderate	Agreed actions have been fully implemented.
Environment and Climate Change			
ER20-3	Parking services	Limited	Good implementation of audit actions. Further follow up activity is underway.
Homes and Neighbourhoods			
HASS19-6	Housing Revenue Account (HRA)	Moderate	Good implementation of audit actions. Further follow up activity is planned in Q3 2023/24.
HOU20-3	Health and Safety - Asbestos	No assurance	Moderate implementation of audit actions. Further follow up activity is planned in Q3/Q4 2023/24.
HN22-2	Landlord Duty of Care Housing Safety Programme Assurance	Moderate	Initial directorate follow up activity is underway.
Public Health			
PH18-1	Public Health	Moderate	Good implementation of audit actions. Further follow up activity is planned in Q2/Q3 2023/24.
PH21-1	Health and social care integration – purchase and funding of services	Moderate	Agreed actions have been fully implemented.
Establishment audits - schools			

Reference	Audit title	Original assurance rating	Rate of implementation of actions (see rating key above)
CS18-6-2	School - St John Evangelist	Moderate	Good implementation of audit actions. Further follow up activity is underway.
CS18-6-3	School - Highbury Quadrant	Moderate	Good implementation of audit actions. Further follow up activity is underway.
CS18-6-6	School - Holloway (Beacon High)	No assurance	Good implementation of audit actions. Further follow up activity is underway.
PS20-6-2	School - Gillespie Primary School	Moderate	Good implementation of audit actions. Further follow up activity is underway.
PS20-6-4	School - Robert Blair School	Moderate	Good implementation of audit actions. Further follow up activity is underway.
PS20-6-5	School - Sacred Heart RC	Moderate	Agreed actions have been fully implemented.
PS21-2-1	School - St John's Highbury Vale	No assurance	Initial follow up activity is underway.
PS21-2-2	School - Vittoria	Limited	Initial follow up activity is underway.
PS21-2-3	School - Newington Green	Limited	Initial follow up activity is underway.
PS21-2-4	School - Duncombe	No assurance	Initial follow up activity is underway.
PS21-2-6	School - Samuel Rhodes	Limited	Initial follow up activity is underway.
PS21-2-7	School - Laycock	No assurance	Initial follow up activity is underway.
CS22-2-2	School - Pooles Park	No assurance	Initial follow up activity is underway.

Reference	Audit title	Original assurance rating	Rate of implementation of actions (see rating key above)
CS22-2-4	School - Pakeman	Moderate	Initial follow up activity is underway.
AD22-5	School - St John's Upper Holloway	Limited	Initial follow up activity is underway.
Establishment audits – tenant management organisations			
HASS18-5-1	TMO - Quaker Court	No assurance	Agreed actions have been fully implemented.
HASS19-2-1	TMO - Newbery House	No assurance	Moderate implementation of audit actions. Further follow up activity is underway.
HASS19-2-4	TMO - Arch Elm	No assurance	Good implementation of audit actions. Further follow up activity is underway.
HOU20-2-2	TMO - Elthorne	No assurance	Limited implementation of audit actions. Further follow up activity is underway.
HOU21-2-1	TMO - Braithwaite	Limited	Initial directorate follow up activity is underway.
HOU21-2-2	TMO - Blackstock	Moderate	Moderate implementation of audit actions. Further follow up activity is underway.
HOU21-2-3	TMO - Spa Green	No assurance	Limited implementation of audit actions. Further follow up activity is underway.
HOU21-2-4	TMO - Holbrook	Moderate	Initial directorate follow up activity is underway.

Reference	Audit title	Original assurance rating	Rate of implementation of actions (see rating key above)
HOU21-2-5	TMO - Miranda	Limited	Limited implementation of audit actions. Further follow up activity is underway.
HN22-1-2	TMO - Taverner and Peckett	Moderate	Initial directorate follow up activity is underway.
HN22-1-3	TMO - Brunswick	Limited	Initial directorate follow up activity is underway.
AD22-3	TMO - Pleydell	Limited	Initial directorate follow up activity is underway.
AD22-4	TMO - Dixon Clark Court	Moderate	Initial directorate follow up activity is underway.

- 2.3. Internal Audit aims to follow up all recommendations in the quarter after they fall due. **100%** of open council audit recommendations where responsibility for follow up and closure sits with Internal Audit have been followed up within one quarter of their target date.
- 2.4. Where responsibility for follow up and closure of recommendations sits with Directorate Management Teams in line with the council's Audit Methodology, follow up activity has been monitored by Internal Audit through Controls Board.
- 2.5. Where necessary, delays in implementation of recommendations and lack of engagement with follow up requests have been escalated to Corporate Directors.

APPENDIX ENDS