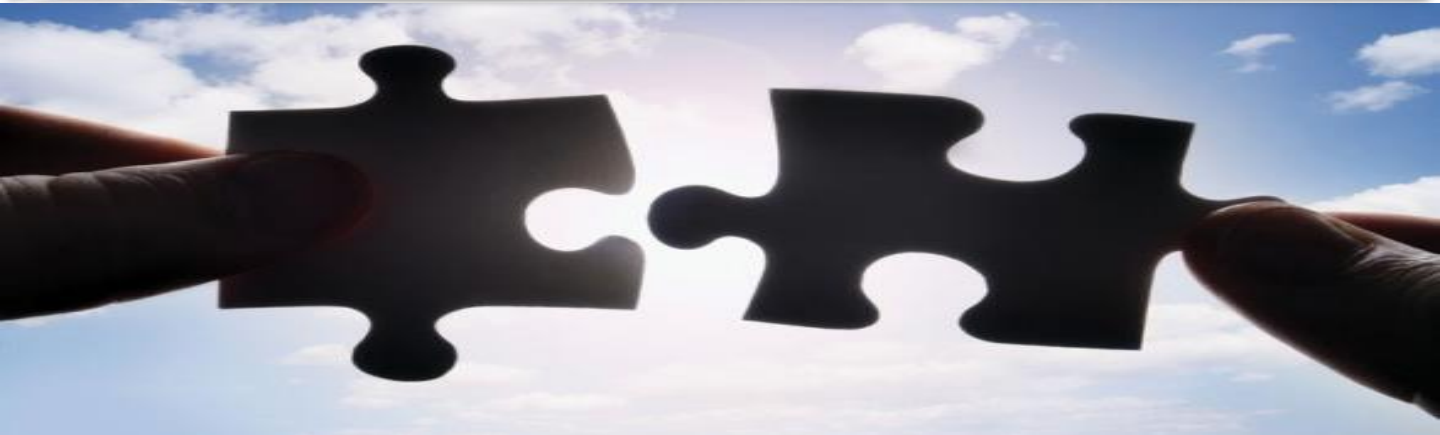


Internal Audit Progress Report



Newark and Sherwood District Council – June 2022

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The matters raised in this report are only those that came to our attention during the course of our work – there may be weaknesses in governance, risk management and the system of internal control that we are not aware of because they did not form part of our work programme, were excluded from the scope of individual audit engagements or were not brought to our attention. The opinion is based solely on the work undertaken as part of the agreed internal audit plan.

Introduction & Key Messages

The purpose of this report is to:

- Provide details of the audit work during the period March 2022 to June 2022
- Advise on progress of the 2021/22 plan
- Raise any other matters that may be relevant to the Audit Committee role

Key messages

Our audit delivery performance for the 2021/22 plan has increased from 73% to 95%. Since our last progress report in April 2022, we have issued eight assurance reports, two consultancy reports and one grant certification.

Progress on Internal Audit work:-

Assurance work – final reports issued

The following audit work has been completed and a final report issued:

- Careline Services – Substantial assurance
- Community Lottery – Substantial assurance
- ICT - Physical and Environmental Security – Substantial assurance
- Cloud Hosted Services – Substantial assurance
- Landlord Compliance – Limited assurance

Grant certification – final reports issued

- Local Authority Contain Outbreak Management Fund

Assurance work – draft reports issued

- Contract Management (General) – Substantial assurance***
- Health and Safety – Substantial assurance***
- Follow-ups (2021/22) – Substantial assurance***

Consultancy work – draft reports

- London Road Municipal Buildings – draft report (consultancy)
- Social Housing Charter – draft report (consultancy)

Internal Audit Work in Progress

We currently have four audits in progress (three assurance audits and one grant certification).

- Project Strategy – Drafting report (Limited assurance)***
- Key Control Testing – Drafting report (Substantial assurance)***
- Customer Services - Fieldwork
- Flood grants (Phase 2) – Fieldwork almost complete

We currently have further details of these within the body of the report and in Appendix 5.

*** indicative assurance

0

HIGH
ASSURANCE

7

SUBSTANTIAL
ASSURANCE

1

LIMITED
ASSURANCE

0

LOW
ASSURANCE

2

CONSULTANCY

1

GRANT
CERTIFICATION
REPORT

Variations to the 2021/22 audit plan

Whilst we present a plan at the start of the year, we review it periodically throughout the year to reflect changes in risk profiles. This helps to ensure that it covers those areas which are a priority to the Council and there is adequate coverage to inform the Head of Internal Audit's opinion.

Since the last report to the Committee in April 2022, there have been the following changes and Appendix 3 presents more details:-

- Newark Civil War Museum and Palace Theatre – this was deferred until June 2022 to allow management to undertake enabling work. We have now started this review and we will report its progress to the Committee in due course.
- Removed Value for Money (VFM) to avoid duplication with the External Auditor's work which provided VFM conclusions for the financial year ended 31st March 2021 on:-
 - Financial sustainability
 - Governance
 - Improving economy, efficiency and effectiveness

Implementation of agreed actions

There are eleven actions which are due for implementation and there are no overdue actions for the Committee to review (page 13 of this report provides more details).

Note: The assurance expressed is at the time of issue of the report but before the full implementation of the agreed management action plan. The definitions for each level are shown in **Appendix 1**.

Substantial Assurance

The arrangements which are currently in place ensure that the Careline service delivery is sustainable and that the customers are effectively supported.

Value for money (VFM)

There is effective working arrangement with Tunstall that ensures that the service needs and demands are delivered and sufficient resources are allocated to the service to ensure sustained service delivery.

The charging rates for the Careline services are similar to those charged by neighbouring authorities. There are plans to expand the service provision and it is anticipated that in the medium to long term the service will be self sufficient.

There are regular meeting between the operational management and the contractor (Tunstall) where service delivery issues are discussed and resolved. However, the meetings are not documented to provide evidence of any agreed service improvements or issues which may be useful evidence in the event of disputes.

Careline assets

Currently, there is an inaccurate and inconsistent record of the Careline inventory equipment to support monitoring. Management identified that the processes and procedures for recording and monitoring of the inventory was complex and an overhaul was required to make the process fit for purpose. Work had started and progressing well to revise the process and develop a new asset register to enable effective maintenance of the Careline inventory.

Service Invoicing and Financial Administration

We did not identify any concern regarding the raising of Careline invoices and the associated debt recovery. Currently, the Corporate Income Team within the Financial Services raises and recovers the invoices and clear evidence is maintained to support the financial activity.

GDPR compliance and management arrangements

Our review confirmed that there is a contract in place between the Council and Tunstall covering the service provision. An internal review was being undertaken by management regarding the Data sharing agreement and we only carried a high-level review in this area and made one recommendation to ensure the matter is resolved.

Careline Services

Substantial Assurance

Community Lottery

The Community Lottery activity is well managed and key requirements for the scheme have been implemented successfully.

The processes for the approval of good causes are robust ensuring that the identified good causes are assessed against the scheme's terms and conditions and there is oversight by the Council's Senior Leadership.

The activity is proactively advertised to raise awareness and community engagement to support the identified good causes. The Council's Community Plan 2019-2023 highlights a role the Community Lottery scheme plays to contribute towards achievement of one of the seven Community Plan objectives.

All financial activity relating to the scheme is administered and correctly accounted for within the Council's General Ledger and there is a dedicated Accountant who works closely with the operational management to ensure effective financial control.

There are two officers named as the licence holders for the scheme to ensure service continuity in the event that any one of them leaves the Authority. Documented Policies and Procedures are also in place, which support the operational governance of the activity and provides useful guidance to staff managing the activity.

Our review identified one area for improvement to ensure the Council's operational risk register is complete and incorporates the risks facing the Community Lottery activity and we have made one recommendation.

Substantial Assurance

ICT - Physical and Environmental Security

Overall, the security arrangements for the Council's core ICT equipment are generally good.

Perimeter security arrangements are in place for those locations that do not provide for routine public access. Additional controls are in place in key areas such as the Council's main server location where CCTV has a line of sight over each aisle that provides access to the equipment.

Internal rooms that house ICT equipment are also secure and access is generally restricted to key and authorised staff. Dedicated cabinets are used to house the equipment.

We found that the cabinets are not always locked and there were complications which prevented some cabinets from being locked because the units and the associated cabling have increased in volume over time and the space available is constrained to enable the units to be locked. We have made a recommendation to strengthen the security arrangements.

In most locations, the ICT network servers are stored in temperature-controlled environments, and we confirmed that the air-conditioning units had all been serviced in the past year. We observed that the room temperature in one location was noticeably high, and the cleanliness of some network server rooms was poor with high volumes of dust and particles. This exacerbates potential heating issues, presents a fire risk and contributes to possible performance degradation of the system. We have made a recommendation to improve the environment in this area.

Substantial Assurance

Health and Safety

The Health and Safety arrangements and processes at the Council are operating effectively to enable a safe working environment for the staff, contractors, partners and other stakeholders.

An up-to-date Health & Safety Policy exists which defines roles and responsibilities and is reviewed regularly and approved at an appropriate level with a designated responsible officer. The policy is published on the Council's Intranet and staff can access the policy easily.

The Council's corporate risk management team provides guidance, and support to Business Units and the Senior Leadership Team (SLT). The team is sufficiently resourced. A Risk Management Group also exists which reviews Health & Safety activities including compliance, performance and issues. Progress of actions are being discussed and any concerns are escalated to management and relevant committee where appropriate.

Health & Safety performance is reported to Joint Consultative Committee (JCC), Housing & Communities Committee, Risk Management Group and Senior Leadership Team (SLT). The JCC and SLT both review the Health & Safety Policy and have greater oversight.

Appropriate Fire Risk Assessments were in place and these had been carried out by a competent person and any action plans arising from the assessment are implemented or work is commissioned to rectify.

Management have completed a review of all residential buildings and confirmed that all its buildings are below 18 metres in height and a record of the height of all their buildings is maintained. There are no Council owned buildings which are subject to the Cladding Regulations 2018, introduced after the Grenfell disaster.

Our review identified some areas where improvements could be made to strengthen the existing processes and we have made some recommendations to ensure:-

- The arrangements for alarm testing and fire drills and the assessment of overdue risks are improved to ensure safe working environment.
- Mandatory corporate Health and Safety Training is regularly completed by all existing and new staff
- Matters identified by the Housing Services' Compliance Team are communicated to the Corporate Health and Safety to ensure intelligence is shared and appropriate response is given to address any identified areas of concern.

Substantial Assurance

We found that the guidance in place to support contract management provides the flexibility for contracts to be managed on an individual basis based on their specific needs and a sound basis from which to apply the Council's Contract Management Procedure Rules. Overall the contract management arrangements we reviewed were in line with the Council's Contract Management Procedure Rules with good staff awareness of where guidance and support could be obtained.

We have provided a substantial audit opinion because the robustness of the process to maintain the Council's Contract Register can be strengthened. Risk assessment of individual contracts can be improved to support appropriate risk mitigation at contract commencement and during the contract lifespan. The addition of Key Performance Indicators (KPI's) where relevant would also improve performance monitoring.

Our review identified three areas where the processes can be improved to ensure:-

- There is clear ownership over the responsibility for maintaining the contract register. At the time of the audit, the responsibility for this was not clear and management were in the process of reviewing this area.
- The contract register is complete and accurate to ensure management have meaningful information which supports decision making and enables the Council to fully comply with the Local Government Transparency Code. Our review identified several inaccuracies, incomplete and confusing information presented in the contract register. This could lead to opportunities being missed to consolidate, renew or close contracts in a timely manner.
- Completion of risk assessments and establishment of relevant key Performance Indicators across all contracts to provide a clear focus to assess contract performance.

Contract Management (General)

Substantial Assurance

Cloud Hosted Services

We have concluded that, Substantial assurance can be given for the adequacy of Cloud Hosted Services in place to protect the Council against the loss of key Council systems and services.

Audit review identified several areas of good practice. The IT & Digital Services Manager provides a single point of contact for the technical evaluation, risk assessment and supplier selection of all new Cloud Hosted applications.

All prospective suppliers are required to complete an 'Investigation of New System/Supplier' questionnaire. The form enables ICT to obtain details of technical specification, access controls, data encryption, regulatory requirements such as Payment Card Industry (PCI-DSS) data backup and Business Continuity arrangements. It also enables supplier validation through questions on credit checks and Cyber Essentials Scheme (CES) accreditation.

A framework agreement is in place whereby the procurement process for new Cloud Service providers is managed centrally by Melton Borough Council. All new Cloud systems were procured via the G-Cloud government portal. As a result, all supporting Crown Commercial Service contracts contained standard clauses on subjects such as confidentiality, data protection (GDPR), data backup, security testing and IT Disaster Recovery.

The areas identified as requiring attention (where vulnerabilities exist, or existing arrangements could be improved) and which constrain the assurance provision are outlined below:-

- The absence of a Cloud Hosting Security Policy;
- The failure to enforce two factor authentication on all Cloud Hosted applications;
- Lack of assurance that all Cloud Service Providers undertake annual Disaster Recovery tests; and
- The lack of evidence to confirm that all Cloud Hosted Services had been subject to annual external penetration testing.

Substantial Assurance

Follow-Ups (2021/22)

We found that 88% of the agreed actions we selected for review had been satisfactorily implemented and overall, the Council continues to make progress in implementing the agreed audit actions with a 2% increase in the number of actions implemented compared to the previous year.

There was one action which had been partially implemented relating to the Newark Castle and we have made a recommendation to strengthen the control. Management had agreed that regular meetings would be scheduled with Asset Management (now Corporate Property) and any actions arising from those meetings would be documented to enable progress against them to be tracked. Whilst we confirmed that meetings have been held with Asset Management, the representatives of the Castle and delegates from Historic England to discuss issues and possible solutions, we found that the outcomes of the discussions have not been developed into a formal action plan. We were unable to confirm how the Council monitors progress on the implementation of the actions identified from those meetings.

During the review, we did not receive evidence from a couple of service areas to confirm implementation of the agreed actions to support our audit and we are unable to provide assurance on their implementation.

Whilst progress continues to be made, it is essential that all agreed actions are implemented to strengthen the controls.

Limited Assurance

The full summaries of these reports are provided in Appendix 5

Landlord Compliance

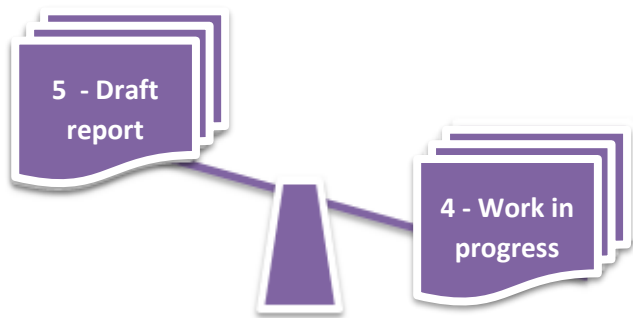
A key tool in managing and monitoring the Council's statutory inspection programme is through the use of a recognised landlord compliance management system. Currently no such system is in place; excel spreadsheets are being used in the interim, however, a system has been procured and is currently being populated prior to a phased rollout, with effect from early 2022. Without adequate IT arrangements the management and monitoring of the inspection programme is heavily reliant on manual input and reporting, which introduces additional resources, risk of errors and ineffective reporting.

The audit has taken snapshots of outstanding gas inspections; whilst noting reductions in the number of those outstanding, as at November 2021, 74 properties (1.4%) do not have an up-to-date gas certificate. These were in the programme of inspections due to be carried out and their progress was being monitored through regular meetings between management and the Contractor.

We identified 205 eligible properties (3.5%) which have not had an electrical inspection in the last 5 years, a significant improvement on the 609 reported in 2019/20. In addition, following a reconciliation exercise carried out by the Housing Maintenance and Asset Management Team, a number of certificates were also found to be missing. Whilst re-inspections have taken place, there remain 18 properties where no electrical certificate exists. Without prioritising these inspections, the Council is unable to demonstrate that the condition of the electrical supply has ever been examined.

Access to properties to carry out inspections is managed by the Contractors. Where the Contractor fails to gain entry to a property, after numerous letters, appointment cards, etc, the Council can intervene and take legal action. We have found that legal packs have not been issued in all cases due to incomplete evidence packs provided by the Contractor. Whilst legal packs were being processed, visits by both the Contractor and Tenancy & Estate Teams continued to take place to attempt to gain entry to properties and carry out the inspections. Furthermore, more focus needs to be placed on legal action to gain entry to carry out electrical inspections; of the outstanding 205 inspections, only 2 legal packs have been produced.

We have made several recommendations and agreed a number of actions to help the service in resolving the identified issues. Appendix 2 presents more details.



governance, risk management, Internal Control and Financial Control.

Update to 2021/22 Audit Plan

In consultation with Senior Management, we made some changes to the audit schedule to reflect the risk environment and operational challenges and Appendix 2 presents the changes made.

Audits reports at draft

We have 5 audit at draft report stage:-

- Contract Management (General) – draft report (Substantial assurance)***
- Health and Safety – draft report (Substantial Assurance)***
- 2021/22 Follow-ups - draft report (Substantial Assurance)***
- Social Housing Charter – draft report (Consultancy)
- London Road Car Park – draft report (consultancy)

Work in Progress

We have the following audits in progress:-

- Project Strategy – drafting report (Limited Assurance)***
- Key Control Testing – Drafting report (Substantial Assurance)***
- Customer Services - Fieldwork
- Flood grants (Phase 2)

Other significant work

We have completed the annual Internal Audit report which presents the Head of Audit's opinion on the arrangements for the Council's

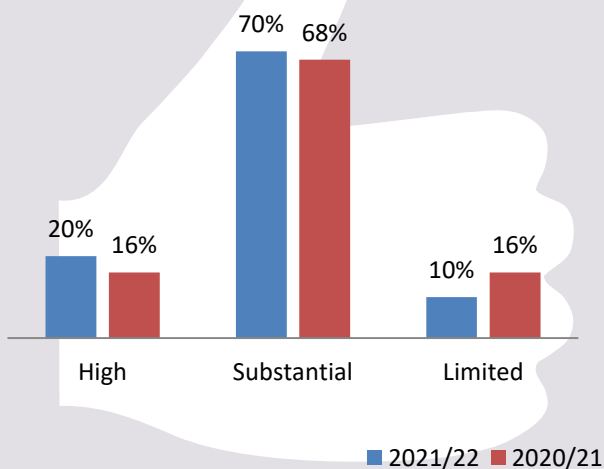


Performance on Key Indicators

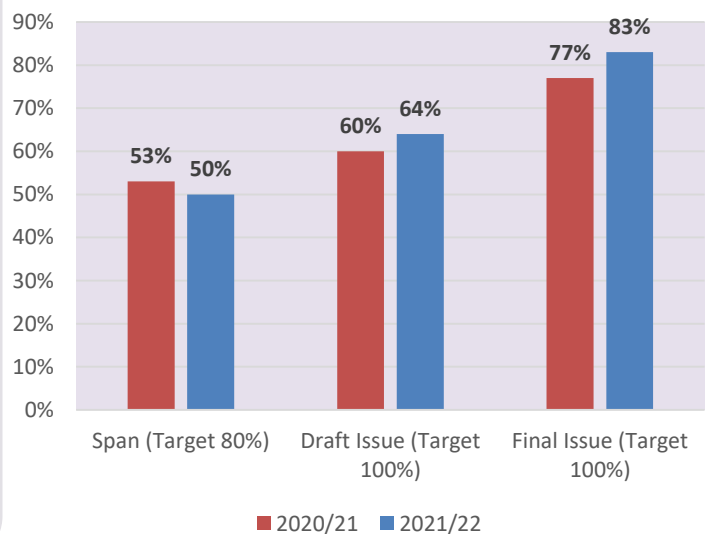
**“Excellent”
feedback**
(67% response rate)

**Plan completed
95%**

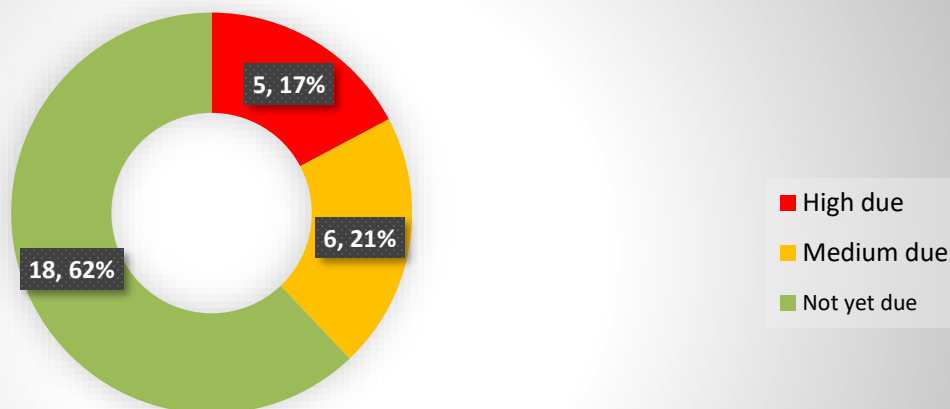
Comparison of Audit Assurances



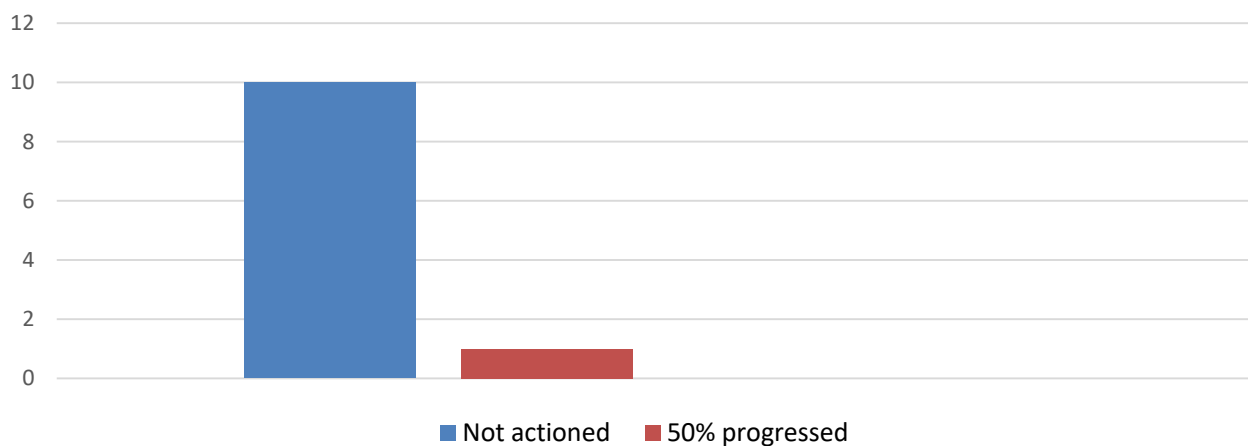
Time span



Summary of current audit actions for implementation



Actions due for implementation (11) - progress update



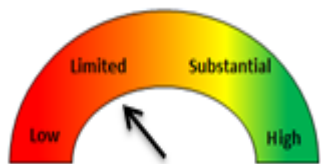
Assurance

High	<p>Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance.</p> <p>The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.</p>
Substantial	<p>Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance.</p> <p>There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.</p>
Limited	<p>Our critical review or assessment on the activity gives us a limited level of confidence on service delivery arrangements, management of risks, and operation of controls and / or performance.</p> <p>The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.</p>
Low	<p>Our critical review or assessment on the activity identified significant concerns on service delivery arrangements, management of risks, and operation of controls and / or performance.</p> <p>There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.</p>

Ranking of Recommendations

High	Necessary due to statutory obligation, legal requirement, Council policy or significant risk of loss or damage to Council assets, information or reputation.
Medium	Could cause limited loss of assets or information or adverse publicity or embarrassment. Necessary for sound internal control and confidence in the system to exist.
Low	Current procedure is not best practice and could lead to minor inefficiencies.

Landlord Compliance – Limited Assurance



Our critical review or assessment on the activity gives us a limited level of confidence on service delivery arrangements, management of risks, and operation of controls and / or performance.

The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.

Background and context

Newark and Sherwood District Council, as a landlord, is required by law to safeguard employees and members of the public, to ensure their health and safety through effective statutory maintenance and compliance checks including:

- having a gas safety check carried out every 12 months by a Gas Safe registered engineer
- ensuring electrical installations in the properties are inspected at least every 5 years and tested by a person who is qualified and competent
- installing fire-detection equipment
- undertaking legionella testing, etc

All Housing Management services have been brought back to the Council following the dissolution of Newark and Sherwood Homes Ltd.

Prior to the transfer over to the Council in February 2020, a review of Gas Servicing for Newark and Sherwood Homes identified significant non-compliances which required resolving to ensure tenants' safety. The review of electrical testing also found some minor issues with compliance.

Scope

To give independent assurance that the Council is fulfilling its duties in ensuring all inspections are carried out within regulatory timescales, by qualified engineers/personnel, and that any defects identified are reported and promptly rectified, both within individual properties and communal areas. We covered policies and arrangements for ensuring compliance with legislative requirements to ensure tenants' safety, specifically in relation to:

- Annual Gas Safety checks
- Electrical testing
- Fire Safety; including smoke and carbon monoxide alarms

The review has also examined those areas of compliance previously reviewed to ensure that the actions agreed have been implemented.

Risk	Current Rating (R-A-G)	Recommendations	
		High	Medium
Failure to carry out or make arrangements for statutory inspections as landlord and rectifying any identified defects.	Red	3	2
Inadequate statutory compliance management system.	Amber	1	-
Compliance with statutory compliance is not monitored, reported or actively reviewed.	Amber	-	2
Use of non-registered/qualified engineers for the carrying out of inspections.	Green	-	-
Officers do not have the appropriate skills to undertake landlord responsibilities around safety/compliance checks.	Green	-	1
TOTAL		4	5

Executive Summary

There is a legal requirement to undertake Gas Safety inspections on an annual basis and best practice guidance for Domestic Electrical Installation inspections to be carried out every 5 years. We note significant progress has been made since our last review, reported in February 2019 and prior to the transfer of Housing Management services back to the Council. At that time, we reported 12.1% of the eligible properties did not have a valid annual Landlord Gas Safety Record as required by the Gas Safety Regulation. There is a clear appetite for improvement with revised processes and structures introduced by management to address issues; improvements are ongoing with regular and effective management oversight and the imminent phased implementation of the new compliance management system.

The legal and best practice timescales, outlined within approved policies and procedures, have not been achieved in all cases. The audit has identified areas of non-compliance in respect of both Gas Safety and Electrical Installation inspections. Management is aware of the current shortfall in inspections, which has been compounded by Covid-19, and has demonstrated that steps are being taken to address the issues; evidence of regular contract management meetings, monitoring and reporting has been noted.

The audit has taken snapshots of outstanding gas inspections; whilst noting reductions in the number of those outstanding, as at November 2021, 74 properties (1.4%) do not have an up-to-date gas certificate. These were in the programme of inspections due to be carried out and their progress was being monitored through regular meetings between management and the Contractor.

Executive Summary

We identified 205 eligible properties (3.5%) which have not had an electrical inspection in the last 5 years, a significant improvement on the 609 reported in 2019/20. In addition, following a reconciliation exercise carried out by the Housing Maintenance and Asset Management Team, a number of certificates were also found to be missing. Whilst re-inspections have taken place, there remain 18 properties where no electrical certificate exists. Without prioritising these inspections, the Council is unable to demonstrate that the condition of the electrical supply has ever been examined.

We acknowledge the impact Covid, and associated restrictions, has had on gaining entry to properties and the issues Contractors have faced, in terms of isolating employees and recruitment issues. However, this does not negate the fact that the Council is non-compliant with the Gas Safety (Installation and Use) Regulations 1998 and best practice guidance from the Electrical Safety Council. Failure to comply with legislative/best practice requirements and the Council's regulations may result in serious incidents, resulting in injury or death, impacting significantly on the reputation of the Council and potentially leading to prosecution and associated penalties.

A key tool in managing and monitoring the Council's statutory inspection programme is through the use of a recognised landlord compliance management system. Currently no such system is in place; excel spreadsheets are being used in the interim, however, a system has been procured and is currently being populated prior to a phased rollout, with effect from early 2022. Without adequate IT arrangements the management and monitoring of the inspection programme is heavily reliant on manual input and reporting, which introduces additional resources, risk of errors and ineffective reporting.

Access to properties to carry out inspections is managed by the Contractors. Where the Contractor fails to gain entry to a property, after numerous letters, appointment cards, etc, the Council can intervene and take legal action. We have found that legal packs have not been issued in all cases due to incomplete evidence packs provided by the Contractor. Whilst legal packs were being processed, visits by both the Contractor and Tenancy & Estate Teams continued to take place to attempt to gain entry to properties and carry out the inspections. Furthermore, more focus needs to be placed on legal action to gain entry to carry out electrical inspections; of the outstanding 205 inspections, only 2 legal packs have been produced.

Areas of Good Practice

We identified some areas of good practice including:-

- Clear roles and responsibilities are outlined within the policies and procedures.
- Effective management oversight.
- Regular and comprehensive management reporting.
- In respect of Gas Safety and Electric Condition Inspections, regular contract management meetings are held.

Management Response

We would like to confirm that during the year and at the time of audit, the department and our gas contractor was carrying out all the key actions to meet the requirements under the gas legislation. That continued effort was being made to gain entry and that we were making appointments and visits to all 74 properties without a gas certificate; but the tenants had not given access as yet. All 74 were being actioned as outlined in the Gas Safety (Installation and Use) Regulations 1998.

This is different to missing cases or cases not scheduled in for a service and we are confident we capture all of our homes that require a service. Work continues with assistance from our Tenancy & Estate team to gain entry to any outstanding cases and as at end March 2022, 40 of these cases have now gone to our legal team for the court to enforce entry.

There is 1 tenant currently that due to Covid and their suppressed immune system would not allow any access and we have been carried out weekly flue checks as a safety measure. NSDC are finalising procurement of a new contractor to provide all gas related services which will also improve the service for our tenants.

In addition, we can confirm that whilst there were 18 properties where no electrical certificate exists, this was a considerable improvement from the 609 outstanding from the previous audit report. These cases were scheduled to be completed on a geographical area and planned in over the year with the current years requirements for efficiency reasons rather than targeted to be completed first.

NSDC have invested significantly in a Fire Risk Assessment Programme to address changes in legislation. Whilst NSDC do not have a Fire Safety Procedure, there is a policy document in place that contained a number of process elements including key persons and their responsibilities in summary and a section on how to implement the policy in detail. However, we are now drafting up a procedure and will circulate and advise all necessary colleagues as necessary.

As noted in the executive summary above, we are in the process of implementing a compliance software module as part of the Apex Asset management software project. The gas compliance element is expected to be functional by end May 2022, though we will run parallel system for several months for assurance.

Amendments to Internal Audit Plan since the last progress report

Audit	Rational	Change
Newark Civil War Museum and Palace Theatre	The audit was delayed to allow completion of enabling work to segregate the two cost centres. The enabling work has now been completed and we have commenced the audit and progress will be reported to the Committee in due course.	Deferred until 2022/23
Value for Money (VfM)	<p>External Auditors completed their VfM review covering the year ended 31st March 2021 and concluded that there were no significant weaknesses in the Council's VfM arrangements around:-</p> <ul style="list-style-type: none"> • Financial sustainability • Governance • Improving economy, efficiency and effectiveness <p>We have placed reliance on their work and cancelled the review to avoid duplication.</p> <p>The Council will be preparing the 2021/22 VfM self-assessment covering the year ended 31/03/2022 to support the External Auditors next VfM review.</p>	Cancelled

These key performance indicators are based on the 2021/22 audit plan.

Performance Indicator	Annual Target	2020/21 Actual	2021/22 Actual
Percentage of plan completed (based on revised plan)	100%	92%	95%
Percentage of recommendations agreed	100%	100%	100%
Percentage of in year actions /recommendations implemented	100% or escalated	71%	69%
Timescales:			
Draft Report issued within 10 working days of completion*	100%	60%	64%
Final Report issued within 5 working days of management response*	100%	77%	83%
Draft Report issued within 3 months of fieldwork commencing*	80%	53%	50%

Corrective action has been taken as follows:-

- Early scheduling of the audits to ensure timely monitoring
- Continued client liaison meetings and additional dialogue with management where issues will be flagged up and way forward agreed to resolve.
- Discussions continue to be held at each Directorate Meetings to ensure prompt responses and engagement from their teams moving forward.
- Strengthening of the Assurance Lincolnshire Team's capacity and resilience

Audit	Rating	Type of audit	Status	High	Medium	Advisory	Total
NSDC 2019/20-16 - Housing Options	Substantial Assurance	Assurance	Completed	0	8	0	8
NSDC 2019/20-31 - S106	N/A	Consultancy	Completed	4	2	0	6
NSDC 2020/21-14 - Debt Management	Substantial Assurance	Assurance	Completed	1	3	0	4
NSDC 2020/21-19 - Capability and Capacity	High Assurance	Assurance	Completed	0	0	0	0
NSDC 2020/21-20 - Follow-ups	Substantial Assurance	Assurance	Completed	0	0	1	1
NSDC 2020/21-26 - Flood Grant (2020/21 and 2021/22)	N/A	Grant Certification	Completed	0	0	0	0
NSDC 2020/21-27 - Cyber Security Follow-up	High Assurance	Assurance	Completed	0	2	0	2
NSDC 2020/21-28 - Covid Related Impacts	High Assurance	Assurance	Completed	0	0	0	0
NSDC 2021/22-01 - Housing Benefits and Council Tax Reduction	High Assurance	Assurance	Completed	0	0	0	0
NSDC 2021/22-02 - Strategic Risk - Financial Resilience	High Assurance	Assurance	Completed	0	1	0	1
NSDC 2021/22-04 - Value for Money	N/A	Assurance	Cancelled	N/a	N/a	N/a	0
NSDC 2021/22-05 - Community Lottery	Substantial Assurance	Assurance	Completed	1	0	0	1
NSDC 2021/22-06 - Digital Strategy	N/A	Assurance	Cancelled	N/a	N/a	N/a	0
NSDC 2021/22-07 - Newark Civil War Museum and Palace Theatre	Deferred to 2022/23	Assurance	Fieldwork	N/a	N/a	N/a	0
NSDC 2021/22-08 - Grounds Maintenance and Cleansing Services	Substantial Assurance	Assurance	Completed	0	3	0	3

Audit	Rating	Type of audit	Status	High	Medium	Advisory	Total
NSDC 2021/22-09 - Strategic Asset Management	TBC	Assurance	Deferred to 2022/23	N/a	N/a	N/a	N/a
NSDC 2021/22-10 - Climate Change Emergency	Substantial Assurance	Assurance	Completed	0	3	0	3
NSDC 2021/22-11 - Customer Services	TBC	Assurance	Fieldwork	N/a	N/a	N/a	0
NSDC 2021/22-12 - Contract Management (General)	Substantial Assurance***	Assurance	Draft report	0	4	1	5
NSDC 2021/22-13 - Careline Service	Substantial Assurance	Assurance	Completed	0	3	0	3
NSDC 2021/22-14 - Workforce Planning	N/A	Consultancy	Completed	0	0	0	0
NSDC 2021/22-15 - Project Strategy	Limited Assurance***	Assurance	Drafting report	N/a	N/a	N/a	0
NSDC 2021/22-16 - ICT - Physical and Environmental Security	Substantial Assurance	Assurance	Completed	0	2	1	3
NSDC 2021/22-17 - Health and Safety	Substantial Assurance***	Assurance	Draft report	1	3	0	4
NSDC 2021/22-18 - Landlord Compliance	Limited Assurance	Assurance	Completed	4	5	0	9
NSDC 2021/22-19 - Mansfield Crematorium	N/A	Other - Financial	Completed	N/a	N/a	N/a	0
NSDC 2021/22-20 - Follow-Ups (2020/21)	Substantial Assurance***	Assurance	Draft report	1	1	1	3
NSDC 2021/22-21 - Social Housing Charter	N/A	Consultancy	Draft report	1	2	0	3
NSDC 2021/22-22 - Policies and Procedures	Substantial Assurance	Assurance	Completed	0	1	3	4

Audit	Rating	Type of audit	Status	High	Medium	Advisory	Total
NSDC 2021/22-23 - Gilstrap	N/A	Other - Financial	Completed	0	0	0	0
NSDC 2021/22-24 - Combined Assurance	N/A	Other - significant work	Completed	0	0	0	0
NSDC 2021/22-25 - Key Control Testing	Substantial Assurance***	Assurance	Drafting report	N/a	N/a	N/a	0
NSDC 2021/22-27 - Cloud Hosted Services	Substantial Assurance	Assurance	Completed	0	4	0	4
NSDC 2021/22-28 - Test and Trace Support Payment (Round 1)	N/A	Grant certification	Completed	N/a	N/a	N/a	0
NSDC 2021/22-29 - Culture Recovery Fund (CRFG1)	N/A	Grant certification	Completed	N/a	N/a	N/a	0
NSDC 2021/22-30 - London Road Municipal Buildings	N/A	Consultancy	Draft Report	17	0	0	17
NSDC 2021/22-31 - Culture Recovery Fund (CRF2 & 3)	N/A	Grant certification	Completed	N/a	N/a	N/a	0
*** Indicative Assurance Level							