



The Audit Plan for Exeter City Council

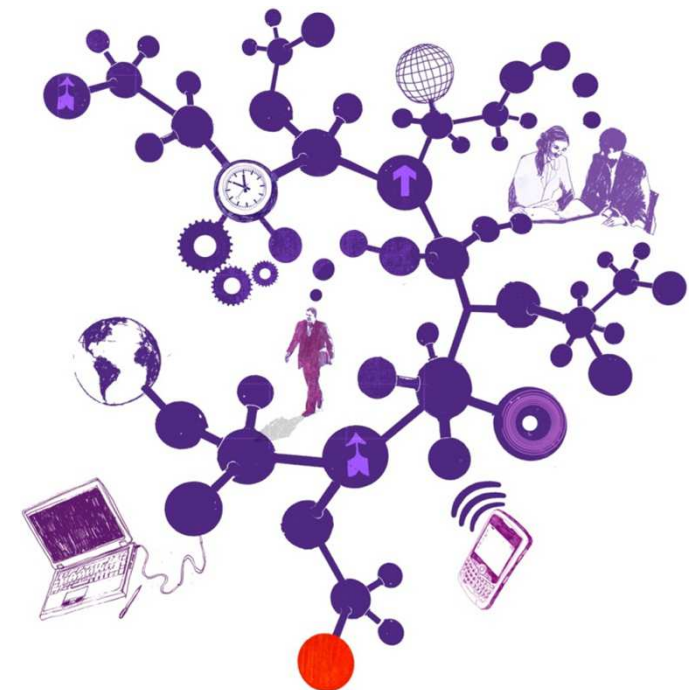
Year ended 31 March 2013

April 2013

Barrie Morris
Engagement Lead
T 0117 305 7708
E barrie.morris@uk.gt.com

Nigel Timmins
Audit Manager
T 0117 305 7810
E nigel.b.timmins@uk.gt.com

Sophie Harcombe
Audit Executive
T 0117 305 7875
E sophie.harcombe@uk.gt.com



The contents of this report relate only to the matters which have come to our attention, which we believe need to be reported to you as part of our audit process. It is not a comprehensive record of all the relevant matters, which may be subject to change, and in particular we cannot be held responsible to you for reporting all of the risks which may affect the Council or any weaknesses in your internal controls. This report has been prepared solely for your benefit and should not be quoted in whole or in part without our prior written consent. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

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Understanding your business

In planning our audit we need to understand the challenges and opportunities the Council is facing. We set out a summary of our understanding below.

Challenges/opportunities

1. Restructuring services

- An organisational review by Vanguard Consulting is on-going which will reshape how the Council operates.
- The Council needs to develop appropriate arrangements to implement the recommendations arising to realise the expected benefits of the review.

2. Delivering the medium term financial plan

- The Council has set challenging targets for savings in 2012/13 and beyond.
- The Council is seeking to maximise income from available sources, such as car parking income, through a holistic view of the strategic objectives.

3. Review of procurement

- The Council has set itself the challenge of improving its procurement arrangements to drive out further cost savings and efficiencies.

4. Performance management

- The Council is developing a more appropriate framework which better meets its priorities identified in its corporate plan.

5. Local Government Finance Act

- From 1 April 2013 council tax benefit is being replaced with a local Council Tax support scheme.
- Business rates retention is being implemented from 1 April 2013 with the Council working with other Devon authorities through a pooling arrangement.



Our response

- We have updated our understanding of the organisation as the review continues. This involves confirming that appropriate controls are maintained during the transitional period.
- We will consider the outcomes from the review within our value for money assessment.

- We have undertaken preliminary analytical review of in-year results.
- We will review the financial plans as part of our financial resilience work, including considering the savings plans.
- We also consider the budget monitoring arrangements.

- We will follow up developments in this area within our value for money work.
- The operating expenses process has been considered as part of our interim audit.

- We have undertaken discussions with officers about the current arrangements in this area.
- We will continue to monitor how these arrangements develop during the audit as part of our value for money work.

- As part of the value for money work we will consider the financial planning arrangements in place to address the risks surrounding these financing changes.
- We will discuss and review the accounting impact of these changes with the finance team.

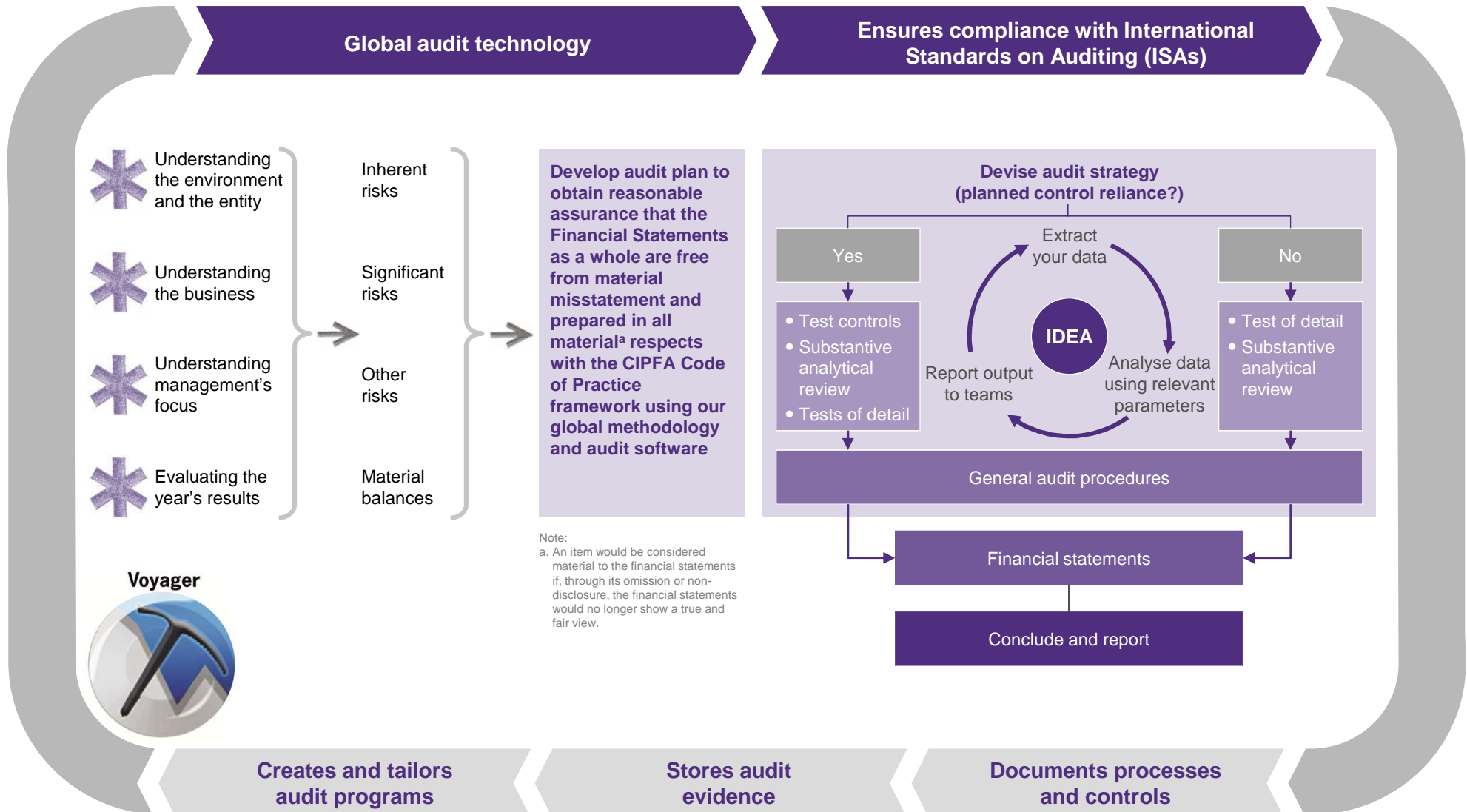
Developments relevant to your business and the audit

In planning our audit we also consider the impact of key developments in the sector and take account of national audit requirements as set out in the Code of Audit Practice and associated guidance.

Developments and other requirements					
<p>1. Financial reporting</p> <ul style="list-style-type: none"> • Changes to the CIPFA Code of Practice • Recognition of grant conditions and income • Self financing Housing Revenue Account 	<p>2. Legislation</p> <ul style="list-style-type: none"> • Local Government Finance settlement 2012/13 • Welfare reform Act 2012 	<p>3. Corporate governance</p> <ul style="list-style-type: none"> • Annual Governance Statement (AGS) • Explanatory foreword 	<p>4. Pensions</p> <ul style="list-style-type: none"> • Planning for the impact of 2013/14 changes to the Local Government pension Scheme (LGPS) 	<p>5. Financial Pressures</p> <ul style="list-style-type: none"> • Managing service provision with less resource • Progress against savings plans 	<p>6. Other requirements</p> <ul style="list-style-type: none"> • The Council is required to submit a Whole of Government accounts pack on which we provide an audit opinion • The Council completes grant claims and returns on which audit certification is required

Our response					
<p>We will ensure that</p> <ul style="list-style-type: none"> • the Council complies with the requirements of the CIPFA Code of Practice through our substantive testing • grant income is recognised in line with the correct accounting standard 	<ul style="list-style-type: none"> • We will discuss the impact of the legislative changes with the Council through our regular meetings with senior management and those charged with governance, providing a view where appropriate 	<ul style="list-style-type: none"> • We will review the arrangements the Council has in place for the production of the AGS • We will review the AGS and the explanatory foreword to consider whether they are consistent with our knowledge 	<ul style="list-style-type: none"> • We will discuss how the Council is planning to deal with the impact of the 2013/14 changes through our meetings with senior management 	<ul style="list-style-type: none"> • We will review the Council's performance against the 2012/13 budget, including consideration of performance against the savings plan • We will undertake a review of Financial Resilience as part of our VFM conclusion 	<ul style="list-style-type: none"> • We will carry out work on the WGA pack in accordance with requirements • We will certify grant claims and returns in accordance with Audit Commission requirements

Our audit approach



An audit focused on risks

We undertake a risk based audit whereby we focus audit effort on those areas where we have identified a risk of material misstatement in the accounts. The table below shows how our audit approach focuses on the risks we have identified through our planning and review of the national risks affecting the sector. Definitions of the level of risk and associated work are given below:

Significant – Significant risks are typically non-routine transactions, areas of material judgement or those areas where there is a high underlying (inherent) risk of misstatement. We will undertake an assessment of controls (if applicable) around the risks and carry out detailed substantive testing.

Other – Other risks of material misstatement are typically those transaction cycles and balances where there are high values, large numbers of transactions and risks arising from, for example, system changes and issues identified from previous years audits. We will assess controls and undertake substantive testing, the level of which will be reduced where we can rely on controls.

None – Our risk assessment has not identified a risk of misstatement. We will undertake substantive testing of material balances. Where an item in the accounts is not material we do not carry out detailed substantive testing.

Account	Material (or potentially material) balance?	Transaction Cycle	Inherent risk	Material misstatement risk?	Description of Risk	Substantive testing?
Cost of services - operating expenses	Yes	Operating expenses	Medium	Other	Operating expenses understated	✓
Cost of services – employee remuneration	Yes	Employee remuneration	Medium	Other	Remuneration expenses not correct	✓
Costs of services – Housing & council tax benefit	Yes	Welfare expenditure	Medium	Other	Welfare benefits improperly computed	✓
Cost of services – Housing revenue	Yes	HRA	Medium	Other	Housing revenue transactions not recorded	✓
Cost of services – other revenues (fees & charges)	Yes	Other revenues	Low	None		✓
(Gains)/ Loss on disposal of non current assets	Yes	Property, Plant and Equipment	Low	None		✓
Payments to Housing Capital Receipts Pool	No	Property, Plant & Equipment	Low	None		×
Precepts and Levies	Yes	Council Tax	Low	None		✓

An audit focused on risks (continued)

Account	Material (or potentially material) balance?	Transaction Cycle	Inherent risk	Material misstatement risk?	Description of Risk	Substantive testing?
Interest payable and similar charges	Yes	Borrowings	Low	None		✓
Pension Interest cost	Yes	Employee remuneration	Low	None		✓
Interest & investment income	No	Investments	Low	None		×
Return on Pension assets	Yes	Employee remuneration	Low	None		✓
Impairment of investments	Yes	Investments	Low	None		✓
Investment properties: Income expenditure, valuation, changes & gain on disposal	Yes	Property, Plant & Equipment	Low	None		✓
Income from council tax	Yes	Council Tax	Low	None		✓
NNDR Distribution	Yes	NNDR	Low	None		✓
Other Government grants	Yes	Grant Income	Low	None		✓
Capital grants & Contributions (including those received in advance)	Yes	Property, Plant & Equipment	Low	None		✓

An audit focused on risks (continued)

Account	Material (or potentially material) balance?	Transaction Cycle	Inherent risk	Material misstatement risk?	Description of Risk	Substantive testing?
(Surplus)/ Deficit on revaluation of non current assets	Yes	Property, Plant & Equipment	Low	None		✓
Actuarial (gains)/ Losses on pension fund assets & liabilities	Yes	Employee remuneration	Low	None		✓
Other comprehensive (gains)/ Losses	No	Revenue/ Operating expenses	Low	None		×
Property, Plant & Equipment	Yes	Property, Plant & Equipment	Medium	Other	PPE activity not valid	✓
Property, Plant & Equipment	Yes	Property, Plant & Equipment	Medium	Other	Revaluation measurements not correct	✓
Heritage assets & Investment property	Yes	Property, Plant & Equipment	Low	None		✓
Intangible assets	No	Intangible assets	Low	None		×
Investments (long & short term)	Yes	Investments	Low	None		✓
Debtors (long & short term)	Yes	Revenue	Low	None		✓
Assets held for sale	No	Property, Plant & Equipment	Low	None		×
Inventories	No	Inventories	Low	None		×
Cash & cash Equivalents	Yes	Bank & Cash	Low	None		✓

An audit focused on risks (continued)

Account	Material (or potentially material) balance?	Transaction Cycle	Inherent risk	Material misstatement risk?	Description of Risk	Substantive testing?
Borrowing (long & short term)	Yes	Debt	Low	None		✓
Creditors (long & Short term)	Yes	Operating Expenses	Medium	Other	Creditors understated or not recorded in the correct period	✓
Provisions (long & short term)	Yes	Provision	Low	None		✓
Pension liability	Yes	Employee remuneration	Low	None		✓
Reserves	Yes	Equity	Low	None		✓

Significant risks identified

'Significant risks often relate to significant non-routine transactions and judgmental matters. Non-routine transactions are transactions that are unusual, either due to size or nature, and that therefore occur infrequently. Judgmental matters may include the development of accounting estimates for which there is significant measurement uncertainty' (ISA 315).

In this section we outline the significant risks of material misstatement which we have identified. There are two presumed significant risks which are applicable to all audits under auditing standards (International Standards on Auditing – ISAs) which are listed below:

Significant risk	Description	Substantive audit procedures
The revenue cycle includes fraudulent transactions	Under ISA 240 there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.	Work planned: <ul style="list-style-type: none">• Review and testing of revenue recognition policies• Testing on material revenue streams
Management over-ride of controls	Under ISA 240 there is a presumed risk that the risk of management over-ride of controls is present in all entities.	Work completed to date: <ul style="list-style-type: none">• Review of accounting estimates, judgments and decisions made by management Further work planned: <ul style="list-style-type: none">• Testing of journal entries• Review of unusual significant transactions

Other risks

The auditor should evaluate the design and determine the implementation of the entity's controls, including relevant control activities, over those risks for which, in the auditor's judgment, it is not possible or practicable to reduce the risks of material misstatement at the assertion level to an acceptably low level with audit evidence obtained only from substantive procedures (ISA 315).

Other reasonably possible risks	Description	Work completed to date	Further work planned
Operating expenses and creditors	Operating expenses/creditors understated or not recorded in the correct period	<ul style="list-style-type: none"> Review of internal financial controls relating to operating expenses and creditors 	<ul style="list-style-type: none"> Testing of material expenditure streams for the remainder of the 2012-13 financial year Testing of significant creditor balances Review of after date payments to ensure all liabilities identified
Employee remuneration	Remuneration expenses understated	<ul style="list-style-type: none"> Review of internal financial controls relating to employee remuneration 	<ul style="list-style-type: none"> Substantive testing of employee remuneration expenditure
Welfare Expenditure	Welfare benefits improperly computed	<ul style="list-style-type: none"> Review of internal financial controls relating to welfare expenditure 	<ul style="list-style-type: none"> Completion of housing and council tax benefits subsidy certification.
Housing Rent Revenue Account	Revenue transactions not recorded	<ul style="list-style-type: none"> Review of internal financial controls relating to HRA rental revenue 	<ul style="list-style-type: none"> Testing of HRA rental revenue
Property, Plant & Equipment	PPE activity not valid	<ul style="list-style-type: none"> Review of internal financial controls relating to PPE additions and disposals 	<ul style="list-style-type: none"> PPE is primarily a year-end process therefore our walkthrough will be undertaken after 31 March. Substantive testing of PPE additions and disposals
Property, Plant & Equipment	Revaluation measurement not correct	<ul style="list-style-type: none"> Review of internal financial controls relating to PPE valuations 	<ul style="list-style-type: none"> PPE is primarily a year-end process therefore our walkthrough will be undertaken after 31 March. Review of accounting entries in respect of any revaluations to ensure they are fully and accurately reflected in the accounts

Group audit scope and risk assessment

ISA 600 requires that as Group auditors we obtain sufficient appropriate audit evidence regarding the financial information of the components and the consolidation process to express an opinion on whether the group financial statements are prepared, in all material respects, in accordance with the applicable financial reporting framework.

Component	Significant?	Level of response required under ISA 600	Risks identified	Planned audit approach
Exeter Canal and Quay Trust Ltd	Yes	Targeted	Cash balance is significant	Specific (targeted) scope procedures to be performed on cash balance, in addition to desktop review.
Exeter Science Park Ltd	No	Analytical	N/A	Desktop review .
Exeter Business Centre Ltd	No	Analytical	N/A	Desktop review.

Results of interim audit work

Scope

As part of the interim audit work and in advance of our final accounts audit fieldwork, we have considered:

- the effectiveness of the internal audit function
- internal audit's work on the Council's key financial systems
- walkthrough testing to confirm whether controls are implemented as per our understanding in areas where we have identified a risk of material misstatement

	Work performed	Conclusion/Summary
Internal audit	<p>Last year we reviewed Internal Audit's overall arrangements against the CIPFA Code of Practice, concluding that the Internal Audit service continues to provide an independent and satisfactory service to the Council and we were able to take assurance from their work in contributing to an effective internal control environment at the Council.</p> <p>Our prior year interim report included a number of recommendations. We have followed up these recommendations as part of our interim work by reviewing two of Internal Audit files: Payroll and Housing Tenancy.</p>	<p>Internal Audit have implemented a number of improvements to their working practices, including the completion of pre-audit checklists which assist in scoping the audit. To further enhance these arrangements, we recommend that the pre-audit checklists should be completed for all audits, including consultancy and ad-hoc pieces of work.</p> <p>Internal audit's work is divided into sections and, when combined, these provide a comprehensive understanding of a system. However, walkthroughs of systems have not been undertaken. Whilst we note that changes to the system should be identified through the pre-audit checklists, we recommend that walkthroughs are undertaken to confirm Internal Audit's understanding of all significant systems.</p> <p>Reports are produced using a standard format. Internal Audit's manual is currently being updated and we recommend that the new version should include guidance on wording of the opinion and the section on ranking of recommendations should be refreshed.</p> <p>Sample sizes are based on guidance. However, samples do not always cover the full period under review and are often limited to one month. We recommend that samples are selected from the entire period covered by the audit.</p> <p>We selected two Internal Audit files and we identified that both had evidence of review. However, whilst there was evidence of review of the reports this was not apparent for the supporting audit work. We recommend that all underlying audit work should also be reviewed and evidenced as such.</p>

Results of interim audit work (continued)

	Work performed	Conclusion/Summary
Walkthrough testing	<p>Walkthrough tests were completed in relation to the specific accounts assertion risks which we consider to present a risk of material misstatement to the financial statements. These relate to:</p> <ul style="list-style-type: none"> • Property, plant and equipment • Employee remuneration • Operating expenses and creditors • Welfare expenditure • HRA rental revenue 	<p>During 2012/13 the welfare expenditure process was redesigned. One of the main tenets of the new approach was that staff are not checked and/or monitored. On this basis the team abandoned the checking of benefits claims. However, checking has since been reintroduced. As at 12/3/13 there were some 6,150 new claims and around 39,000 change of circumstances, but only 1,200 (2.7%) had been checked. We recommend that the level of checking is reviewed to confirm the Council is satisfied that it has sufficient assurance to minimise the risk of error within the subsidy claim.</p> <p>No other significant issues were noted and in-year internal controls were observed to have been implemented in accordance with our documented understanding.</p>
Review of information technology (IT) controls	<p>A high level review of the general IT control environment is planned to be undertaken by our information systems specialist in June 2013.</p>	<p>Following completion of this work, we will confirm whether there are any material weaknesses which are likely to adversely impact on the Council's financial statements.</p>
Journal entry controls	<p>In previous years we have recommended that the Council introduce a mechanism to ensure journals above a pre-determined threshold are authorised. Without an authorisation process in place, there remains a risk to the Council that inappropriate or erroneous journals could be processed that might impact on the financial statements.</p> <p>We understand that the system itself does not allow for inbuilt authorisation thresholds. Therefore we recommend that journal data is extracted from the system and filtered based on pre-determined thresholds. This would then facilitate effective review and authorisation. We have discussed this recommendation with the Finance Manager during the interim audit.</p>	<p>As noted in previous years, journal entries are currently not being authorised. We recommend that the 2012/13 journals are filtered, and those exceeding predetermined thresholds are reviewed and authorised by the Finance Manager. Alternatively, a sample based approach could be introduced covering all journals. As part of our final accounts visit we will follow up with the Finance Manager whether such a control has since been implemented.</p> <p>As part of our final accounts visit we will also undertake detailed testing on journal transactions by extracting 'large and unusual' entries .</p>

Results of interim audit work (continued)

	Work performed	Conclusion/Summary
Risk Register	<p>To consider the Council's overall control environment we reviewed a copy of the latest risk register. While the Council does have a risk register in place, this has not been updated since March 2012. Without an up to date risk register in place there is a risk that reporting is insufficient to ensure 'Those Charged With Governance' are fully informed of the current status of the risks to the Council. As the Council is in the midst of a significant restructuring process there is the potential for significant emerging risks and therefore such registers are important to the control environment.</p> <p>We understand that the Council is planning the imminent introduction of a revised risk identification and reporting process.</p> <p>Operational risk registers are in place for some services. However this is not consistent across the organisation and is also currently under review.</p>	<p>We recommend that the risk register is refreshed, formally reported and thereafter regularly brought before the Scrutiny Committee.</p> <p>We note that the Council is currently reviewing a number of aspects of its risk management arrangements. We recommend that operational risk registers are introduced across the organisation.</p>
Comprehensive contracts register	<p>To consider all new material contracts entered into during the year we requested a copy of a comprehensive contracts register.</p> <p>Through our discussions with the Finance Manager we have confirmed that no new material contracts have been entered into in 2012/13. However, although a number of lists of contracts have been compiled by the Council for various purposes there is not a central comprehensive contracts register.</p> <p>Such a register would enable better strategic overview and could facilitate a more consistent approach to contracts. We understand that a corporate procurement review is currently being undertaken by the Council that should develop arrangements in this area.</p>	<p>We recommend that a comprehensive contracts register is compiled.</p> <p>As part of our Value for Money review, we will consider the progress being made by the Corporate Procurement Review.</p>

Value for Money

Introduction

The Code of Audit Practice requires us to issue a conclusion on whether the Council has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the Value for Money (VfM) conclusion.

2012/13 VfM conclusion

Our Value for Money conclusion will be based on two reporting criteria specified by the Audit Commission.

We will tailor our VfM work to ensure that as well as addressing high risk areas it is, wherever possible, focused on the Council's priority areas and can be used as a source of assurance members. Where we plan to undertake specific reviews to support our VfM conclusion, we will issue a Terms of Reference for each review outlining the scope, methodology and timing of the review. These will be agreed in advance and presented to Scrutiny Committee Resources.

The results of all our local VfM audit work and key messages will be reported in our Audit Findings report and in the Annual Audit Letter. We will agree any additional reporting to the Council on a review-by-review basis.

Code criteria

The Council has proper arrangements in place for:

- securing financial resilience
- challenging how it secures economy, efficiency and effectiveness in its use of resources

We will consider whether the Council is prioritising its resources with tighter budget

Work to be undertaken

Risk-based work focusing on arrangements relating to financial governance, strategic financial planning and financial control. Specifically we will assess the arrangements in place to ensure financial resilience.

Logistics and our team

The audit cycle



Date	Activity
January	Planning meeting
February	Interim site work
May	The audit plan presented to Scrutiny Committee Resources
August	Year end fieldwork commences
September	Audit findings clearance meeting
September	Final Accounts Committee meeting to report our findings
September	Sign financial statements and VfM conclusion
October	Issue Annual Audit Letter

Our team

Barrie Morris
Engagement Lead
 T 0117 305 7708
 E barrie.morris@uk.gt.com

Sophie Harcombe
In-Charge Auditor
 T 0117 305 7875
 E sophie.harcombe@uk.gt.com

Nigel Timmins
Audit Manager
 T 0117 305 7810
 E nigel.b.timmins@uk.gt.com

Sarah Martin
Executive
 T 0117 305 7861
 E sarah.j.martin@uk.gt.com

Fees and independence

Fees

	2012/13	2011/12
	£	£
Financial statements audit	76,283	127,139
Grant certification * Indicative	14,650	30,841
Total	90,933	157,980

Additional fees

	2012/13	2011/12
	£	£
Public questions, challenge and investigations	5,200	10,000

Our fee assumptions include:

- Our fees are exclusive of VAT
- Supporting schedules to all figures in the accounts are supplied by the agreed dates and in accordance with the agreed upon information request list
- The scope of the audit, and the Council and its activities have not changed significantly
- The Council will make available management and accounting staff to help us locate information and to provide explanations

Independence and ethics

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Auditing Practices Board's Ethical Standards and therefore we confirm that we are independent and are able to express an objective opinion on the financial statements.

Full details of all fees charged for audit and non-audit services will be included in our Audit Findings report at the conclusion of the audit.

We confirm that we have implemented policies and procedures to meet the requirement of the Auditing Practices Board's Ethical Standards.

Communication of audit matters with those charged with governance

International Standards on Auditing (ISA) 260, as well as other ISAs, prescribe matters which we are required to communicate with those charged with governance, and which we set out in the table opposite.

This document, The Audit Plan, outlines our audit strategy and plan to deliver the audit, while The Audit Findings will be issued prior to approval of the financial statements and will present key issues and other matters arising from the audit, together with an explanation as to how these have been resolved.

We will communicate any adverse or unexpected findings affecting the audit on a timely basis, either informally or via a report to the Council.

Respective responsibilities

This plan has been prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission (www.audit-commission.gov.uk).

We have been appointed as the Council's independent external auditors by the Audit Commission, the body responsible for appointing external auditors to local public bodies in England. As external auditors, we have a broad remit covering finance and governance matters.

Our annual work programme is set in accordance with the Code of Audit Practice ('the Code') issued by the Audit Commission and includes nationally prescribed and locally determined work. Our work considers the Council's key risks when reaching our conclusions under the Code.

It is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business, and that public money is safeguarded and properly accounted for. We have considered how the Council is fulfilling these responsibilities.

Our communication plan	Audit plan	Audit findings
Respective responsibilities of auditor and management/those charged with governance	✓	
Overview of the planned scope and timing of the audit. Form, timing and expected general content of communications	✓	
Views about the qualitative aspects of the entity's accounting and financial reporting practices, significant matters and issue arising during the audit and written representations that have been sought		✓
Confirmation of independence and objectivity	✓	✓
A statement that we have complied with relevant ethical requirements regarding independence, relationships and other matters which might be thought to bear on independence.	✓	✓
Details of non-audit work performed by Grant Thornton UK LLP and network firms, together with fees charged.		
Details of safeguards applied to threats to independence		
Material weaknesses in internal control identified during the audit		✓
Identification or suspicion of fraud involving management and/or others which results in material misstatement of the financial statements		✓
Non compliance with laws and regulations		✓
Expected modifications to the auditor's report, or emphasis of matter		✓
Uncorrected misstatements		✓
Significant matters arising in connection with related parties		✓
Significant matters in relation to going concern		✓

Appendices

Action plan

Priority

High - Significant effect on control system

Medium - Effect on control system

Low - Best practice

Rec No.	Recommendation	Priority	Management response	Implementation date & responsibility
1	Internal Audit's pre-audit checklists should be completed for all audits, including consultancy and ad-hoc pieces of work.	Medium	Agreed	Immediate Senior Auditor
2	Internal Audit's manual should be updated to include guidance on wording of the opinion and ranking of recommendations.	Medium	Agreed, we are currently reviewing a number of our working practices to meet the requirements of the PSIAS and the new Audit and Governance Committee which comes into place wef 15.05.13. Once these working practices have been agreed and implemented the Audit manual will be updated to reflect this.	March 2014 Senior Auditor
3	Internal Audit should undertake walkthroughs to confirm their understanding of all significant systems	Medium	Agreed, where appropriate and for all significant systems walkthroughs will be undertaken where resources allow	Ongoing Senior Auditor
4	Internal Audit's samples should be selected from the entire period covered by the audit.	Medium	Agreed	Immediate Senior Auditor
5	All Internal Audit's work should be reviewed and evidenced as such.	Medium	This is already done, IA has an established process in place for the review of all audit work. This finding relates to an isolated incident for which we were able to evidence that review had taken place.	

Action plan (continued)

Rec No.	Recommendation	Priority	Management response	Implementation date & responsibility
6	A proportion of benefit claims that are checked should be reviewed.	High	Agreed - The level of checking has been reviewed and measures have been put in place to ensure that sufficient checks are now undertaken.	Complete Housing Benefits Manager
7	All journals in 2012/13 should be filtered, and those exceeding predetermined thresholds, or a random sample, should be reviewed and authorised by the Finance Manager.	High	Agreed	June 2013 Corporate Finance Manager
8	The risk register should be refreshed, formally reported and thereafter regularly brought before the Scrutiny Committee. Operational risk registers should also be introduced across the organisation.	Medium	Agreed - Following the senior management restructure, Zurich has completed a comprehensive review of the Council's management of risk. New arrangements for registration and monitoring of risks, and reviewing mitigating actions, are in place for regular reporting to the new Audit and Governance Committee. Further work will be undertaken on extending operational risk registers across the council.	June 2013 Corporate Manager Policy
9	A comprehensive contracts register should be compiled and maintained.	Medium	This will be considered as part of a wider 'systems' review of procurement within the Council using the Vanguard approach	December 2013 Principal Quantity Surveyor



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