

AGENDA

Meeting: Audit and Governance Committee
Online Meeting: [Access the online meeting here](#)
Date: Wednesday 10 February 2021
Time: 10.00 am

Please direct any enquiries on this Agenda to Tara Shannon, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718352 or email tara.shannon@wiltshire.gov.uk

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Membership:

Cllr Richard Britton (Chairman)	Cllr Andy Phillips
Cllr Stewart Dobson (Vice-Chairman)	Cllr Pip Ridout
Cllr Gavin Grant	Cllr Ian Thorn
Cllr Mike Hewitt	Cllr John Walsh
Cllr Nick Holder	Cllr Stuart Wheeler
Cllr Edward Kirk	

Substitutes:

Cllr Anna Cuthbert	Cllr Jim Lynch
Cllr Peter Evans	Cllr Ricky Rogers
Cllr Ross Henning	Cllr Jo Trigg
Cllr Ruth Hopkinson	Cllr Jon Hubbard

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AGENDA

Part I

Items to be considered while the meeting is open to the public

1 **Apologies**

To receive any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meeting** (*Pages 7 - 20*)

To confirm the minutes of the meeting held on 18 November 2020.

3 **Declarations of Interests**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

To receive any announcements through the Chairman.

5 **Public Participation**

The Council welcomes contributions from members of the public. During the ongoing Covid-19 situation the Council is operating revised procedures and the public are able participate in meetings online after registering with the officer named on this agenda, and in accordance with the deadlines below.

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Statements

Members of the public who wish to submit a statement in relation to an item on this agenda should submit this electronically to the officer named on this agenda no later than 5pm on Monday 8 February 2021 (1 clear working day before the meeting).

State whom the statement is from (including if representing another person or organisation), state points clearly and be readable aloud in approximately 3 minutes. Up to three speakers are allowed for each item on the agenda.

Questions

Those wishing to ask questions are required to give notice of any such questions electronically to the officer named on the front of this agenda no later than 5pm on Wednesday 3 February 2021 (4 clear working days before the meeting) in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on Friday 5 February 2021 (2 clear working days before the meeting).

Please contact the officer named on the front of this agenda for further advice.

Questions may be asked without notice if the Chairman decides that the matter is urgent. Details of any questions received will be circulated to members prior to the meeting and made available at the meeting and on the Council's website; they will be taken as read at the meeting.

6 **Update on Statement of Accounts 2019/20** *(Pages 21 - 26)*

To receive an update report on the 2019/20 accounts.

To include an update on the resolution and qualification issues from the 2018/19 accounts.

7 **Grant Certification Report 2019/20** *(Pages 27 - 40)*

To consider the grant certification report from KPMG relating to teachers pay/pensions 2019/2020.

8 **Q3 Internal Audit Report 2020/21** *(Pages 41 - 72)*

To consider the Q3 Internal Audit report 2020/2021.

9 **Internal Audit Outstanding Recommendations Report** *(Pages 73 - 102)*

To consider the report on internal audit outstanding recommendations.

10 **Corporate Governance Update** *(Pages 103 - 110)*

To receive an update on corporate governance.

11 **Risk Management Review**

To review any questions the committee has on Risk Management guidance and policies.

12 **The Redmond Review**

To receive a presentation on the Redmond Review.

13 **Forward Work Programme** *(Pages 111 - 114)*

To note the Forward Work Programme

14 **Date of Next Meeting**

To note that the next regular meeting of the Committee will be held on 28 April 2021.

15 **Urgent Items**

Any other items of business, which the Chairman agrees to consider as a matter of urgency.

Part II

Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

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Audit and Governance Committee

MINUTES OF THE AUDIT AND GOVERNANCE COMMITTEE MEETING HELD ONLINE ON 18 NOVEMBER 2020.

Present:

Cllr Richard Britton (Chairman), Cllr Stewart Dobson (Vice-Chairman), Cllr Gavin Grant, Cllr Nick Holder, Cllr Edward Kirk, Cllr Pip Ridout, Cllr Ian Thorn, Cllr John Walsh and Cllr Stuart Wheeler

Also Present:

Cllr Pauline Church

48 **Apologies**

Apologies were received from:

- Cllr Mike Hewitt
- Terence Herbert, Chief Executive, Wiltshire Council

49 **Minutes of the Previous Meeting**

The minutes of the last meeting were presented for consideration. It was

Resolved

To approve the minutes of the meeting on 25 September 2020 as a true and correct record.

50 **Declarations of Interests**

The Chairman declared a non-pecuniary interest, stating that he was a Director at SWAP.

51 **Chairman's Announcements**

The Chairman noted that he was satisfied with change of name of the committee from the Audit Committee to the Audit and Governance Committee, which better reflected the role of the committee.

52 **Public Participation**

No public questions or statements were received.

53 **Report to those charged with Governance (ISA 260) 2018/2019**

The Chairman invited Ian Howse, Deloitte to present the report. Ian Howse referred Members to the report in the agenda pack and stated he was pleased that they were now in a position to finalise the 2018/19 Audit drawing particular attention to the limited qualification. The report took all outstanding issues detailed at the meeting on 24 July 2019 and provided an update on them. The status on the vast majority of items was complete. Receipt of the signed representation letter was outstanding along with a few finalisation procedures.

It was stated that some adjustments were made to the original draft version of the accounts which had been approved, these involved the PFI liability and the value of assets and accumulative appreciation of those. There remained some issues regarding the King George assets and whether these should be in the balance sheet, however this was not considered to be a material concern. Item 2 resulted in a modified audit opinion which was included in the appendix to the report.

Some recommendations had been made, one regarding the King George assets and another regarding a full review of the process for producing the Statement of Accounts; issues regarding resources in the team were highlighted. Mr Howse thanked the team for their patience, cooperation and hard work. Due to the additional work undertaken an additional fee was proposed.

In response to questions Ian Howse, Deloitte confirmed that near the top of page 3 of the report there was a typing error, it should read 2019 rather than 2029.

It was also confirmed that the additional fee proposed by Deloitte for the finalising of the 2018/19 accounts was still being discussed with management and was expected to be around £35,000. There was also expected to be additional work that would fall into the fee for 2020/21.

It was stated that regarding item 2 of the report, there had previously been an inadequacy of the audit trail which meant that accuracy of the figures could not be checked. However, this did not necessarily mean that they were incorrect.

It was explained that it was hoped that 2020/21 would be the last year where the limited qualification would still apply with some additional costs involved. It was expected that early in the new calendar year work would be undertaken with the Council to close the issues off. Suggestions had been made regarding technical capacity in the Council and there might be a cost to the Council to acquire this expertise.

The Chairman stated that there was a balance to be struck between the time and effort involved to resolve the identified problems in the 2018/19 accounts and the fact that the issues were not materially significant going forward. Andy Brown, Interim Corporate Director for Resources (Section 151 Officer) stated that he could cover the issues raised under the verbal update on 2019/20

accounts. Ian Howse confirmed that there was not an impact on value for money and that he agreed with the Chairman's views.

In response to a question regarding the Pension Fund Accounts and where responsibility lay for these, Ian Howse, Deloitte stated that the pension fund audit for 2018/19 had been completed and had the 2018/19 Statement of Accounts been completed at that time, then the pension fund accounts would have been signed off. Both could now be considered together. It was proposed that if the Statement of Accounts 2019/20 were not finished when the Pension Fund Accounts 2019/20 were complete, then they could be detached from one another and considered separately, although this was a complex process.

Officer Andy Brown clarified that the Audit and Governance Committee were charged with the governance of both sets of accounts (the Pension Fund and the Wiltshire Council accounts) and had responsibility to approve those. There was a possibility that Deloitte could give an opinion on the Pension Fund accounts before giving an opinion on the Wiltshire Council accounts.

Members voiced concerns that there was a level of anxiety regarding the distinct responsibilities of the Audit and Governance Committee, the Pension Fund Committee, their relationship to the responsibilities of the Auditors and whether adequate assurance was received from the Pension Fund Committee regarding Pension Fund accounts. It was felt that there was assurance for 2019/20 Pension Fund accounts. Members felt that the movement towards looking at the Pension Fund accounts and Wiltshire Council accounts as interrelated but distinct was helpful.

Following which it was;

Resolved

To note the ISA 260 2018/19 final report from Deloitte.

54 **Statement of Accounts 2018/2019**

The Chairman stated that draft versions of the Statement of Accounts 2018/19 had been seen by the committee but that there had been a few changes. The Chairman invited Lizzie Watkin, Head of Corporate Finance and Deputy s151 Officer, to present the report.

Lizzie Watkin stated that Annual Governance Statement (AGS) 2018/19 had been signed off last July. However, due to outstanding balances and difficulties with the technical accounts there was an addendum to the AGS. On page 42 of the agenda pack the addendum added wording in order to reflect the technical disclosures and qualifications which had been discussed in the previous item. As part of approving the 2018/19 accounts the AGS 2018/19 also had to be approved.

A Letter of Representation for the Statement of Accounts 2018/19 also had some adjustments. The adjusted items were of low material consideration but

were above triviality and as such the committee needed to be comfortable with the adjustments made.

In terms of amendments to the Statement of Accounts 2018/19, there were amendments regarding the outstanding issue relating to assets and accumulated appreciation. The valuation basis of PFI liabilities had been adjusted. Technical areas of the accounts such as the balance sheet, movement in reserves, income and expenditure statement, assets, PFI current and long-term liabilities had also been amended. These amendments had no effect on the usable reserves of the Council or on the Council Taxpayer or the money set aside to deliver services.

Final quality assurance checks were undertaken resulting in small amendments to the Statement of Accounts published with the agenda pack. These included a change in wording to the narrative report to set out the underlying principle of the outstanding issue. It was originally noted as an error however it had been pointed out that this wasn't an error, the issue was that the historic balances could not be substantiated to ensure that the auditors were happy with the balances. Note 13 had been amended to add a footnote to help explain the expenditure funding analysis and the additional analysis in note 13. A duplicated table in note 17 was deleted. Minor amendments to correct misspellings were undertaken. The letter of representation also had a slight amendment to the version published with the agenda pack, one of the unadjusted errors was stated as 1.468 million, this was in fact 1.447 million. That was not the value of the error, rather it was the extrapolation of the error to assess impact. The actual value of the error was £251,000.

Andy Brown, Interim Corporate Director for Resources, added that these accounts were long overdue in coming to the committee for final approval. Also, the position of the 'except for' qualification was not ideal, so there were learning points for Wiltshire Council and Deloitte.

Andy Brown also stated that as this item was the accounts for 2018/19 there was an item on the agenda for July 2019 that was related to assurance regarding the Pension Fund accounts and the minutes of the Pension Fund Committee were noted and taken as approved. This position was now being formalised for 2019/20.

The Chairman thanked the officers and noted that the accounts had already been considered in detail by the committee. Although the list of amendments detailed by officers sounded extensive, he felt that there was nothing material that the committee should be concerned about.

Ian Howse, Deloitte, sought to assure the committee that in regards to the Pension Fund Accounts they had been through a rigorous process and were not an issue in terms of Audit.

The Chairman had a question regarding the McCloud judgement as it had been raised as a red risk at the Pension Fund Committee. Lizzie Watkin clarified that this related to Appendix 1 of the letter of representation and was an actuarial

assessment of liabilities based on technical information. There was a judgement to make regarding the likelihood of the liability landing with the Council. It was not felt to be a material consideration.

The Chairman proposed a motion, detailed on page 25 of the agenda pack to approve the Statement of Accounts 2018/19. This was seconded by Cllr Stewart Dobson and it was;

Resolved

- a) **To approve the addendum to the Annual Governance Statement for 2018/19.**
- b) **To approve the Letter of Representation for the Statement of Accounts 2018/19.**
- c) **To approve the final audited Statement of Accounts 2018/19, accepting the auditors 'except for' qualification limited to the historic balances on the Revaluation Reserve and historic balances on the Accumulated Depreciation within the Capital Adjustment Account.**

55 **Update on Statement of Accounts 2019/2020**

The Chairman invited Andy Brown, Interim Corporate Director for Resources (S.151 Officer) to give a verbal update on the 2019/20 Statement of Accounts.

The officer stated that the focus has been on approving the 2018/19 accounts. It was stated at the September meeting of the committee that they would look to approve both sets of accounts (2018/19 and 2019/20) at this meeting. The 2018/19 accounts had just been approved. However, unfortunately the 2019/20 accounts had not been brought to the committee. This was largely due to capacity and resources within the accounting team. There was currently no Chief Accountant in role. Interviews had been undertaken and an offer made and accepted. The Council was looking to bolster technical capability and resources in order to improve the situation. This would result in costs to the Council but was necessary to address issues identified.

The 2019/20 accounts would be brought to the committee at the meeting on 10 February 2021. It was unlikely that the issues identified within the 2018/19 accounts would all be resolved and therefore would likely be present in the 2019/20 accounts. These would be resolved in the 2020/21 accounts. The consolidation of Stone Circle into the Councils accounts added a further layer of complexity and therefore increased technical capability and expertise was crucial.

The Chairman thanked the officer. In response to questions it was stated that not having a permanent Financial Director or s151 officer probably had not helped the situation. However, it was felt that the lack of technical resources

and capacity within the accounting team were more of an issue and there was a focus going forward to resolve the matter.

Ian Howse, Deloitte sought to reassure the committee that a lot of work on the 2019/20 accounts had already been undertaken. Lizzie Watkin stated that that she was meeting with the Audit Manager in the near future to develop a plan and there was no risk that the 2019/20 accounts would not be ready for approval at the February committee meeting.

The Chairman stated that in regard to the Stone Circle company it was not clear to what extent the Audit and Governance Committee should be seeking assurance on the governance of Stone Circle and that this required some consideration.

56 **Annual Governance Statement 2019/2020**

The Chairman invited Ian Gibbons, Director of Legal and Governance to present the item. The revised Annual Governance Statement (AGS) 2019/20 was being brought before the committee as revisions had been made due to recommendations made by the committee in July 2020 and the position on the technical disclosure query was also updated.

It was stated that final approval of the AGS 2019/20 would be undertaken at the February meeting of the Audit and Governance Committee alongside the 2019/20 Statement of Accounts. Progress against improvement actions identified in the AGS would also be reported at the February meeting.

In response to a question on the JSNA (mentioned on page 156) it was clarified that the JSNA was continually updated and published on a chapter by chapter basis with input from the Health and Wellbeing Boards. The process would however need refreshing after the COVID-19 pandemic.

In response to a question regarding actioning improvement objectives, it was stated that it was intended to bring a quarterly update and review against an action log. It was clarified that the improvement actions were not formally agreed by Cabinet, as responsibility for the AGS lay with the Audit and Governance Committee. However, they were developed in liaison with the Corporate Leadership Team and Cabinet. The improvement actions were not necessarily significant governance issues, but rather were important to improve the Council's corporate governance. A governance and democracy group was to be set up to help feed in to this. The Audit and Governance Committee could also help shape improvement actions.

In response to further queries the officer stated that as the AGS lay within the remit of the Audit and Governance Committee, part of their role was to constructively challenge via the quarterly action logs and reports and give suggestions on the improvement actions to provide a final position in the AGS, which was for the Audit and Governance Committee to approve. A Member of the Committee stated a timetable may be useful to understand where they were in the process at any given time. The Chairman stated that he would discuss

this with officers and it may be able to be reflected in the Audit and Governance Forward Work Plan.

The Chairman moved a proposal that the Annual Governance Statement for 2019/20 be agreed, this was seconded by Cllr Stewart Dobson. It was,

Resolved

To agree the Annual Governance Statement 2019/20.

57 **Pension Assurance on Pension Fund Accounts 2019/2020**

The Chairman invited Lizzie Watkin, Head of Corporate Finance to update the committee.

The officer confirmed that the Pension Fund Statement of Accounts 2019/20 had been considered by the Pension Fund Committee who had recommended approval of the Pension Fund Accounts and a Letter of Representation for the Pension Fund Statement of Accounts 2019/20 also needed approval. There were no unadjusted misstatements listed in the Letter of Representation.

Ian Howse, Deloitte, stated that it was slightly unusual that the value of the investment assets had not fallen more as a result of COVID-19, in comparison to other pension funds. However, this may be due to the lack of exposure to the equity market.

The Chairman stated that there was also one fund that had performed exceptionally well and felt that we were yet to see the full effect of the pandemic.

The Chairman proposed a motion to approve the Pension Fund Statement of Accounts 2019/20 and the Letter of Representation, which was seconded by Cllr Stewart Dobson. It was

Resolved

To approve:

a) The final audited Pension Fund Statement of Accounts 2019/20.

b) The Letter of Representation for the Pension Fund Statement of Accounts 2019/20.

58 **Grant Certification Report**

The Chairman invited Lizzie Watkin, Head of Corporate Finance to give a verbal update on the Teachers Pay/Pensions Grant Certification Report from KPMG.

The officer stated that although the work had been completed by KPMG the final report was not able to come to the committee due to timings. Legally the date of completion was the end of November and that deadline would be met. The work was scheduled by KPMG in late October and that work would give assurance to the Secretary of State in terms of values passed to the teachers pension fund. There was nothing of any significance raised in the reports. The final position, including the audit certification and the report from KPMG would be available to the committee in February.

The Chairman adjourned the meeting at 11.30am for a 10 minute break.

Cllr Ian Thorn left the meeting at 11.30am.

59 **Quarter 2 Internal Audit Report 2020/2021**

The meeting reconvened at 11.40am.

The Chairman invited David Hill, SWAP to present the Q2 Internal Audit Report.

Mr Hill highlighted page 216 of the agenda and that there were no significant risks to report from the Q2 period. Attention was also drawn to the change in Audit assurance options and definitions, as recommended by CIPFA, which were being adopted by SWAP. Performance figures were acceptable, it was stated that the plan may need to be flexible in order to react to events as a result of COVID-19.

Outstanding recommendations were detailed on page 219 of the agenda. It was noted that there was a typing error in the report. The total outstanding recommendations should read 78 and greater than 120 days should read 68. A lot of work was being undertaken to chase outstanding recommendations. Charlotte Wilson, SWAP was now attending quarterly meetings with CLT to discuss outstanding recommendations.

Outstanding recommendations in relation to schools numbered 178 in September but was now 52. Non school recommendations would hopefully be cleared or superseded. Appendix B of the report on page 223 was highlighted. Follow up work had been completed and services had worked hard to implement all recommendations. Appendix C (page 227) gave detailed updates and recommendations.

In response to questions it was clarified that appendix C was based on the originally agreed target date for recommendations. The Chairman stated he was concerned by the number of recommendations where the target date had been revised, sometimes to over a year later. Mr Hill explained that the table at appendix C was by Audit. It was stated that the new dashboard and technology which would be discussed later in the meeting would make this clearer to understand. The management updates, which were new in the report, would also help to explain reasons for the revised deadlines.

Andy Brown, Interim Corporate Director for Resources, explained that management had to be realistic in regards to what could be achieved, however it was important that SWAP had a view in terms of the internal audit plan. A flow needed to be developed and focus given to outstanding recommendations as part of performance management. Internal Audit was a tool which could be used to help achieve this. The Extended Leadership Team (ELT) would be meeting to discuss outstanding recommendations in order to try to move things forward. It was stated that many of the high priority recommendations had been addressed, however there were a sizeable number of actions that needed to be discussed honestly with management as to whether these would continue or not.

The Chairman was encouraged by this. Some Members felt that continually revising dates back did not reflect well on the Audit and Governance Committee so they were pleased that an honest discussion was to be had as to whether low priority recommendations could be actioned or not. It was stated that it would be useful to the committee to have a summary of recommendations that were to be removed and the reasoning behind this, so that they did not just disappear.

Officer Andy Brown also felt that there may be a recommendation that the committee wished to make in terms of focusing on the outstanding actions.

David Hill, SWAP stated that recommendations made by SWAP should not be minor recommendations, but should help to improve the control environments, mitigate risk and allow services to function, so there may be training for some of the SWAP team required as well. It was agreed that a degree of pragmatism may be required.

Officer Andy Brown suggested the following wording for a recommendation:

'That management undertake a review of the outstanding management actions with a further update report on any proposed changes to come back to the next Audit & Governance Committee meeting'.

After discussion by the committee on the wording of a recommendation to management in terms of outstanding actions it was;

Resolved

- **To note the Q2 Internal Audit Report.**
- **To delegate to the Chairman, working with SWAP and the section 151 officer, to draft a recommendation to management to review outstanding internal audit recommendations and report back on these to the Audit and Governance Committee, with the draft recommendation to be circulated to committee members for approval.**

After circulating to members for approval the recommendation to management that was adopted was:

Recommendation:

In view of the lengthy, and growing, list of unimplemented SWAP internal audit recommendations the Audit and Governance Committee recommends that management should reconsider those recommendations as follows:

- 1. Has the passage of time since the recommendation was first made changed the priority of that recommendation (up or down)?**
- 2. Is the outstanding recommendation still valid or relevant in view of the organisational, systems and procedural changes which may have happened since it was first made?**
- 3. Taking a realistic and pragmatic view, how likely is it that long-outstanding recommendations will ever be implemented?**

The results of such reconsideration should be agreed with SWAP.

A report should then come to the Audit and Governance Committee showing:

- Any agreed changes to the priority given to any recommendation.**
- Those outstanding recommendations which are to be abandoned and the reasons: no longer relevant, overtaken by organisational changes, and a 'let's be honest' recognition of the likelihood of the lower priority recommendations ever being implemented.**
- A renewed commitment to implement those recommendations which remain on the list thereafter.**

60 Quarter 4 Internal Audit Planning 2020/2021

The Chairman invited David Hill, SWAP to present the item on Q4 Internal Audit Planning 2020/21.

Mr Hill stated that the risk assessment (on page 256 of the agenda) had been reviewed, however it may be subject to change in response to the pandemic.

The Chairman had previously aired concerns regarding risk management during extended periods of home working. The Chair wondered if this was something that SWAP could look at.

Mr Hill stated that there was a review of cyber security planned for Q4 so they may be able to look at these concerns as part of that review. The Chairman wondered if there were new operational risks created by home working and was not sure to the extent that these were captured by the corporate risk registers. Mr Hill stated he would discuss this with Andy Brown. Toby Eliot, Corporate Support Manager stated that there was a process by which risks related to the

pandemic were captured and these would in the future feed into the corporate risk register. No impact on the Internal Audit Plan was seen. It was;

Resolved

To note the Q4 Internal Audit Planning Report.

61 **SWAP - New Ways of Working Update**

The Chairman invited David Hill, SWAP to give an update on the practical impact on the New Ways of Working. Key points of the presentation focused on:

- There were three strands to the work they were undertaking, SWAP wanted to be more **agile** in their approach, to be **data** driven and there would be a change to **reporting** as well.
- In terms of what would come to the Audit and Governance Committee, the new dashboard when implemented would mean that rather than static reports SWAP could drill down into the data should the committee wish. The Dashboard could be amended to reflect questions the committee asked.
- This approach was consistent with the “continuous improvement” ambition by allowing data to be examined which made audit more valuable.
- Recommendations were being moved away from, towards a ‘management has agreed’ approach which was more agile.
- Corporate risks could be matched to work done and actions, providing assurance.
- It was hoped that the Dashboards would be ready from the next quarter.

The Chairman stated that the committee needed to have a mechanism whereby they were assured that Internal Audit resources were focused in the right areas, to be able to monitor progress of Internal Audit projects and to be able to see extent to which Internal Audit was improving the way the organisation operated.

In response to questions it was stated that in terms of the Councils budget next year there had been no detailed conversations with SWAP regarding next year’s activity. The Council did have conversations with SWAP regarding resources and being agile. There was added value to the SWAP arrangement.

David Hill felt that the New Ways of Working was the right thing to do for all their partners.

The Chairman thanked Mr Hill for his updates.

62 **Risk Management during COVID-19**

The Chairman invited Toby Eliot, Corporate Support Manager to give a verbal update on Risk Management during COVID-19.

The officer explained that day to day management of risk was overtaken by the need to respond to the pandemic. Senior Managers and Heads of Service were responsible for identifying risk and their attention was taken up responding to COVID-19. Risks could still be recorded and reviewed but officers were not chased regarding risks. The current risk process was mothballed due to the pandemic. However, new activities and risks were identified as part of the response to the pandemic. Having responded to the Novichok incidents a couple of years earlier Wiltshire Council knew what was required. The existing risk process was adapted and each response cell was able to record risks on a single register. Risks which could have an organisation wide effect were discussed with CLT weekly. At the end of the response phase nearly 200 risks had been identified and 25 risks were being reviewed by CLT weekly.

As the organisation moved from response to recovery a different approach was required and partner risks could be recorded as well. Risks were split into four themes and each theme had a separate risk register. Risks were identified as events that may get in the way of the stated recovery aims. These risks could be escalated to the overall risk register depending on their score.

Risks from the initial response were not lost, they could either be closed or moved to the relevant risk register at a service level. Internal risks were also recorded and all risks were monitored in service risk registers.

The Council had recently gone back into a response phase and there were 9 new internal cells managing risks, with a single summary register reviewed by CLT on a weekly basis. The risks were not the same as before but reflected the current situation.

The corporate risk management process would be resumed soon. It would take a minimum of a month to review, backdate and collate the information required. It was expected that a number of the risks defined during the response and recovery would become service risks and then move onto the strategic register. The impact of the last nine months would be reflected in financial risks and staffing risks. Some risks may need to be redefined and others closed and replaced.

The aim was to pull together risk management with a Q3 strategic risk register reported to the February 2021 Cabinet, however this would be dependent on the pandemic.

Regarding Council staff working from home, the impact on risk process was very low. The availability of senior staff time had impacted the ability to run the usual risk process however this had not been detrimental to risk management, as other processes were implemented.

Remote working had presented some risk, there had been concerns regarding bandwidth for example, however changes to the IT infrastructure had mitigated this. Data security, cyber security and staff health and wellbeing had increased risk scores, although they were well controlled. There were also opportunities in

the new ways of working. The organisational recovery programme would be managing these risks going forward.

In response to comments from the committee the officer stated that there was a performance and risk management policy and a set of guidance regarding the process. It was confirmed that these would be sent to Members following the meeting and they could be reviewed at the next meeting.

In response to a question regarding risks associated with elected Members during COVID-19, it was confirmed by the officer that this had been considered and elected Members engagement and their ability to engage was a part of the process. Regarding decision making, which had been identified as a major risk, the right people had been involved in mitigating that risk.

The Chairman hoped that later iterations of the AGS would reflect risk management and governance changes as a result of COVID-19.

The Chairman stated that it had been hoped to restart the service area risk presentations, which had been halted due to COVID-19, however it was felt best to hold these in abeyance at the current time.

The Chairman thanked Mr Eliot for his update.

63 **Governance Action Log Update**

The Chairman stated that the draft AGS 2019/20 had already been considered earlier in the meeting and an update on progress against the improvement actions would be provided in February. Therefore, this item was not considered necessary at that time.

64 **Forward Work Programme**

The current Forward Work Plan, (at page 259 of the agenda) was considered and it was;

Resolved

To note the Forward Work Plan.

65 **Date of Next Meeting**

The Chairman stated that the next meeting of the Audit and Governance Committee would take place on 10 February 2021 and thanked all for attending.

66 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.00 am - 1.00 pm)

The Officer who has produced these minutes is Tara Shannon of Democratic Services, direct line 01225 718352, e-mail tara.shannon@wiltshire.gov.uk

Press enquiries to Communications, direct line (01225) 713114/713115

Wiltshire Council

Audit and Governance Committee

10 February 2021

Subject: Statement of Accounts 2019/20

Executive Summary

This report presents an update on the progress of the Statement of Accounts 2019/20 and audit process.

Proposal(s)

- a. To note the position of the accounts and audit process for the Statement of Accounts 2019/20.

Reason for Proposal(s)

The responsible financial officer is required to approve and publish the Statement of Accounts for the council by the deadlines set out in regulation, or as soon as reasonably practicable after the receipt of the auditor's final findings. The statutory deadline for the 2019/20 Statement of Accounts approval was 30 November 2020.

Andy Brown

Interim Corporate Director for Resources (S.151 Officer)

Wiltshire Council

Audit and Governance Committee

10 February 2021

Subject: Statement of Accounts 2019/20

Purpose of Report

1. This report presents an update of the accounts and audit process for the Statement of Accounts for the financial year 2019/20 following the delay in expected receipt of the final audited accounts from November 2020.

Relevance to the Council's Business Plan

2. The responsible financial officer is required to approve and publish the Statement of Accounts for the council by the deadlines set out in regulation, or as soon as reasonably practicable after the receipt of the auditor's final findings.

Background

3. The Statement of Accounts for the financial year 2018/19 was presented to Audit and Governance Committee for final approval at its meeting on 18 November 2020 following an extended audit process.
4. During this meeting it was agreed to defer the approval of the 2019/20 accounts to the Audit and Governance Committee meeting on 10 February 2021 as the audit process had not been completed to conclusion. This was in part due to the focus on progressing the resolution of outstanding audit queries and bringing the audit of the 2018/19 accounts to conclusion, as well as recognising the limited technical capacity and experience of resources within the council at the time and the difficulties in progressing the audit process remotely.
5. During the latter part of December 2020, it became apparent that a significant proportion of audit queries on the 2019/20 accounts remained outstanding. A meeting was held between Deloitte, the council's external auditors, and council officers and due to the limited resources available to complete audit field work, and the appropriate review processes required before publication of papers it was agreed that to continue to work towards the February Audit and Governance Committee date for audit conclusion and a recommendation to approve the accounts was unachievable.

Next Steps – Plan of action

6. It should be made clear that the concluding of the 2019/20 accounts and audit process to present for approval by Audit and Governance Committee is an important issue that needs resourcing. As previously reported there have been difficulties in appointing to the vacant Chief Accountant post however

following two failed recruitment processes, we can confirm that a new officer has been appointed and started in post on 25 January 2021.

7. In addition to this an experienced local government resource has been appointed through an agency for a short-term period to support resolution of the outstanding issues on the accounts. This gives greater confidence that resources within the council will be available to support this work to conclusion.
8. A full review has been undertaken in liaison with Deloitte and all outstanding audit queries are actively being addressed and an agreement of evidence to be provided is being agreed. Alongside this an additional full internal quality assurance check has been carried out to ensure no material errors or misstatements are present in the 2019/20 accounts.
9. Meetings have been set up between the section 151 officer and the audit partner to ensure full oversight of the audit process and to ensure all outstanding issues are resolved and the audit can be concluded, with a view to presenting the final audited 2019/20 Statement of Accounts to the Audit and Governance Committee at its next meeting in April.

Overview and Scrutiny Engagement

10. No overview and scrutiny engagement has taken place due to the statutory nature of the annual accounts process and those charged with governance i.e. Audit and Governance Committee, are responsible for the review and approval of all matters concerning the annual accounts.

Safeguarding Implications

11. There are no safeguarding implications associated with this report.

Public Health Implications

12. There are no public health implications associated with this report.

Procurement Implications

13. There are no procurement implications associated with this report.

Equalities Impact of the Proposal

14. There are no equalities impacts arising from this report.

Environmental and Climate Change Considerations

15. There are no environmental and climate change considerations arising from this report.

Risks that may arise if the proposed decision and related work is not taken

16. The annual accounts are required to be approved as part of the overall statutory requirement of the annual accounts process. If the accounts and audit process is not finalised the process for 2019/20 will not be able to be concluded.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

17. Additional work is required by both council and audit staff to address the outstanding audit queries and complete the audit process. As with 2018/9 the extended time to complete the audit is likely to result in additional audit fees being incurred. The audit is a statutory function and accounts must be prepared in accordance with regulation to represent a true and fair view of the financial position of the council.

Financial Implications

18. The financial implications have been set out in the body of this report. Additional technical accountancy resource has been appointed with the permanent appointment of a Chief Accountant and additional local government experienced resource through an agency for short-term support to address to resolution the outstanding issues on the 2019/20 accounts, and to also address the outstanding technical historic account balances which resulted in the 'except for' qualification of the 2018/19 accounts in time for the lifting of this 'except for' qualification for the 2020/21 accounts process.

Legal Implications

19. There are no legal implications associated with this report.

Workforce Implications

20. There are no workforce implications associated with this report.

Options Considered

21. To continue to work towards the February Audit and Governance Committee date for audit conclusion and a recommendation to approve the 2019/20 accounts was simply unachievable. It is therefore appropriate to report this update to the Audit and Governance Committee and set out the commitment that is made to addressing the delay in this process.

Conclusions

22. The Committee are recommended to note the position of the accounts and audit process for the Statement of Accounts 2019/20.

Andy Brown

Interim Corporate Director for Resources (Section 151 Officer)

Report Authors:

Andy Brown, Interim Corporate Director for Resources (Section 151 Officer),
andy.brown@wiltshire.gov.uk

Lizzie Watkin, Head of Corporate Finance, lizzie.watkin@wiltshire.gov.uk, 01225
713056

29 January 2021

Background Papers

The following documents have been relied on in the preparation of this report:

Draft Statement of Accounts 2019/20

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Wiltshire Council

Audit and Governance Committee

10 February 2021

Subject: Teachers' Pension Audit Certificate 2019/20

Executive Summary

This report presents the annual Teachers' Pension Contributions audit report for the financial year 2019/20.

Proposal(s)

- a. To note the conclusion of the audit of the Teachers' Pension Contributions for 2019/20 and audit report issued.

Reason for Proposal(s)

Wiltshire Council as the local authority is responsible for completion of the returns in respect of the Teachers' Pension contributions to the Teachers' Pension Scheme and all other regulatory supporting processes. This includes the independent audit review that supports the End of Year Certification.

Andy Brown

Interim Corporate Director for Resources (S.151 Officer)

Wiltshire Council

Audit and Governance Committee

10 February 2021

Subject: Teachers' Pension Audit Certificate 2019/20

Purpose of Report

1. This report presents the audit report that supports the Teachers' Pension 2019/20 processes and annual contributions submission to the Teachers' Pension Scheme.

Relevance to the Council's Business Plan

2. Wiltshire Council are responsible for ensuring that the statutory deductions for those employees enrolled into the Teachers' Pension scheme are passed across to the Teachers' Pension scheme along with the relevant employer contributions. This is a statutory responsibility and includes a submission of data to the Teachers' Pension Scheme. This submission requires an independent audit to ensure all aspects are satisfactory.

Background

3. The Teachers' Pensions regulations set out the requirements for preparation and submission of the End of Year Certificate (EOYC). This process includes an independent audit review, which for Wiltshire is carried out by KPMG.
4. The statutory deadline for completion of the audit review is 30 November annually and for the financial year 2019/20 this process was completed by 20 November 2020.
5. Appendix 1 contains the Final Report findings and exceptions, the Agreed Upon Procedures and Findings and a copy of the audited completed submission. Within the Agreed Upon Procedures and Findings it should be noted that some immaterial differences were found. These were due to roundings in calculations and do not require any further action. One other exception was found which, although noted also requires no further action.

Overview and Scrutiny Engagement

6. No overview and scrutiny engagement has taken place due to the statutory nature of the Teachers' Pension contributions responsibilities.

Safeguarding Implications

7. There are no safeguarding implications associated with this report.

Public Health Implications

8. There are no public health implications associated with this report.

Procurement Implications

9. There are no procurement implications associated with this report.

Equalities Impact of the Proposal

10. There are no equalities impacts arising from this report.

Environmental and Climate Change Considerations

11. There are no environmental and climate change considerations arising from this report.

Risks that may arise if the proposed decision and related work is not taken

12. The Teachers' Pension Scheme require an audit review to provide assurance on the EOYC. This is a statutory requirement.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

13. The Teachers' Pension Scheme require an audit review to provide assurance on the EOYC. This is a statutory requirement.

Financial Implications

14. The independent audit review process is governed by the regulations of fee setting. There has been a small inflationary increase in these fees for 2019/20.

Legal Implications

15. There are no legal implications associated with this report.

Workforce Implications

16. There are no workforce implications associated with this report.

Options Considered

17. There are no other options associated with this process. The audit review and report from KPMG is presented to the Audit and Governance Committee for information only.

Conclusions

18. The Committee are recommended to note the conclusion of the audit of the Teachers' Pension for 2019/20 and audit report issued.

Andy Brown

Interim Corporate Director for Resources (Section 151 Officer)

Report Authors:

Andy Brown, Interim Corporate Director for Resources (Section 151 Officer),
andy.brown@wiltshire.gov.uk

Lizzie Watkin, Head of Corporate Finance, lizzie.watkin@wiltshire.gov.uk, 01225
713056

31 January 2021

Appendices:

Appendix 1 – KPMG Final Audit report for the Teachers' Pension Contributions
for the financial year 2019/20

Background Papers

There are no background papers for this report.



KPMG LLP
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Britannia Quay
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United Kingdom

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Fax +44 (0) 29 2046 8119

Private & confidential

Teachers' Pensions
Unit 11b
Lingfield Point
Darlington
DL1 1AX

Your ref

Our ref It/

Contact Liz Thomas
029 2046 8000
Ext 8027

Stuart Donnelly
County Hall
Wiltshire Council
Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

20 November 2020

Dear Stuart

Wiltshire Council - Reporting on agreed upon procedures in respect of Teachers' Pensions End of Year Certificate for the year ended 31 March 2020

This report has been produced in accordance with the terms of our engagement letter dated 25 August 2020 ("the Engagement Letter") and in accordance with the International Standard on Related Services 4400 *Engagements to Perform Agreed-Upon Procedures Regarding Financial Information* as published by the International Auditing and Assurance Standards Board ("IAASB").

The procedures were performed solely for the purpose of assisting the Governors of Wiltshire Council fulfil their responsibilities, under the Teachers' Pensions Regulations 2010 (SI 2010/990) and The Teachers' Pension Scheme Regulations 2014 (SI 2014/512), for preparing the End of Year Certificate ("EOYC") for the year end 31 March 2020. The EOYC must be accompanied by a reporting accountants' report prepared following the performance of procedures set out in the guidance note "Reporting Accountants Guidance TP05 (FY19/20 Version 1)" issued by Teachers' Pensions ("the guidance"). We attach, a copy of the EOYC prepared and submitted by management. Where appropriate, this copy identifies errors corrected by management. Management are responsible for the preparation and submission of the EOYC and for all corrections.



Report of factual findings and exceptions

We have performed our work as set out in Appendix I to this report.

Choose from the following paragraphs

We have noted exceptions and/or errors in the performance of procedures 3, 4 and 9.

The nature and magnitude of the exceptions and/or errors are described alongside the relevant procedure within Appendix I. We also report management's explanations for any errors and/or exceptions identified.

We have not subjected the information contained in our report or the appendices (including explanations and representations received from the Responsible Finance Officer and reported to you) to checking or verification procedures except to the extent expressly stated. This engagement does not constitute an audit in accordance with International Standards on Auditing (UK) or a review in accordance with International Standards on Review Engagements (UK and Ireland) and, as such, no assurance is expressed. Had we performed additional procedures, an audit or a review, other matters might have come to light that would have been reported.

You were responsible for determining whether the agreed-upon procedures we performed were sufficient for your purposes and the purposes of Teachers' Pensions having due regard to the guidance issued by TP. We cannot, and do not, make any representations regarding the sufficiency of these procedures for your purposes or for the purposes of Teachers' Pensions.

Our report is prepared solely for the confidential use of Wiltshire Council and for Teachers' Pensions. Our report must not be used for any purpose other than for which it was prepared or be reproduced or referred to in any other document or made available to any third party without the written permission of KPMG LLP. We accept no liability to any other party who is shown or gains access to this report. This report relates only to the matters specified above and does not extend to any financial statements of Wiltshire Council taken as a whole.

Yours faithfully

KPMG LLP

KPMG LLP
Chartered accountants

APPENDIX I - AGREED UPON PROCEDURES AND FINDINGS MATRIX

	Agreed Upon Procedures	Details of any exceptions and errors identified	Responsible Finance Officer explanation for any exceptions and/or errors (including non-correction of errors) and formal management representations where appropriate to be attached.
1	We have checked that all relevant parts of the return have been completed (in pounds and pence) and that the employer's certificate bears the signature of the Responsible Finance Officer.	No exceptions noted	Not applicable
1	We have checked that all arithmetic on the return is correct including: <ul style="list-style-type: none"> (a) that the totals in section 3 are arithmetically correct; (b) that the total in section 3 column 1 agrees with the entry in section 1 (box 1); (c) that the total in section 3 column 2 agrees with the entry in box 2a(iv); (d) that the total in section 3 column 3 agrees with the entry in box 2a(v); and (e) that the overall balance in box 2e has been calculated correctly. 	No exceptions noted	Not applicable

	Agreed Upon Procedures	Details of any exceptions and errors identified	Responsible Finance Officer explanation for any exceptions and/or errors (including non-correction of errors) and formal management representations where appropriate to be attached.																																																																																
3	We have checked that the breakdown of contributions in each tier casts to the percentage rate of the contributory salary.	<p>We have identified differences between the entries on the attached 2019/20 EOYC form and our recalculations of the contributions as shown below. We understand that these are due to rounding differences that have occurred during the year. No amendment is to be made to the attached 2019/20 EoYC.</p> <p><u>Difference Period 1 - 01/04/2019 to 31/08/2019</u></p> <table border="1" data-bbox="728 699 1541 986"> <thead> <tr> <th>Tier</th> <th>Tier percentage</th> <th>Contributory Salary</th> <th>Teachers' Contributions</th> <th>Employers' Contributions</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>7.40%</td> <td>£0.00</td> <td>£30.28</td> <td>£34.26</td> </tr> <tr> <td>Tier 2</td> <td>8.60%</td> <td>£0.00</td> <td>£11.50</td> <td>£14.01</td> </tr> <tr> <td>Tier 3</td> <td>9.60%</td> <td>£0.00</td> <td>£9.21</td> <td>£7.75</td> </tr> <tr> <td>Tier 4</td> <td>10.20%</td> <td>£0.00</td> <td>£6.78</td> <td>£6.12</td> </tr> <tr> <td>Tier 5</td> <td>11.30%</td> <td>£0.00</td> <td>£2.57</td> <td>£2.32</td> </tr> <tr> <td>Tier 6</td> <td>11.70%</td> <td>£0.00</td> <td>£0.02</td> <td>£0.02</td> </tr> <tr> <td>Total</td> <td></td> <td>£0.00</td> <td>£60.37</td> <td>£64.49</td> </tr> </tbody> </table> <p><u>Difference Period 2 - 01/09/2019 to 31/03/2020</u></p> <table border="1" data-bbox="728 1054 1541 1342"> <thead> <tr> <th>Tier</th> <th>Tier percentage</th> <th>Contributory Salary</th> <th>Teachers' Contributions</th> <th>Employers' Contributions</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>7.40%</td> <td>£0.00</td> <td>£32.09</td> <td>£34.38</td> </tr> <tr> <td>Tier 2</td> <td>8.60%</td> <td>£0.00</td> <td>£19.62</td> <td>£16.82</td> </tr> <tr> <td>Tier 3</td> <td>9.60%</td> <td>£0.00</td> <td>£8.11</td> <td>£9.26</td> </tr> <tr> <td>Tier 4</td> <td>10.20%</td> <td>£0.00</td> <td>£7.31</td> <td>£6.75</td> </tr> <tr> <td>Tier 5</td> <td>11.30%</td> <td>£0.00</td> <td>£3.10</td> <td>£2.75</td> </tr> <tr> <td>Tier 6</td> <td>11.70%</td> <td>£0.00</td> <td>£0.14</td> <td>£0.14</td> </tr> <tr> <td>Total</td> <td></td> <td>£0.00</td> <td>£70.36</td> <td>£70.09</td> </tr> </tbody> </table>	Tier	Tier percentage	Contributory Salary	Teachers' Contributions	Employers' Contributions	Tier 1	7.40%	£0.00	£30.28	£34.26	Tier 2	8.60%	£0.00	£11.50	£14.01	Tier 3	9.60%	£0.00	£9.21	£7.75	Tier 4	10.20%	£0.00	£6.78	£6.12	Tier 5	11.30%	£0.00	£2.57	£2.32	Tier 6	11.70%	£0.00	£0.02	£0.02	Total		£0.00	£60.37	£64.49	Tier	Tier percentage	Contributory Salary	Teachers' Contributions	Employers' Contributions	Tier 1	7.40%	£0.00	£32.09	£34.38	Tier 2	8.60%	£0.00	£19.62	£16.82	Tier 3	9.60%	£0.00	£8.11	£9.26	Tier 4	10.20%	£0.00	£7.31	£6.75	Tier 5	11.30%	£0.00	£3.10	£2.75	Tier 6	11.70%	£0.00	£0.14	£0.14	Total		£0.00	£70.36	£70.09	Wiltshire are happy that differences are due to rounding.
Tier	Tier percentage	Contributory Salary	Teachers' Contributions	Employers' Contributions																																																																															
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	Agreed Upon Procedures	Details of any exceptions and errors identified	Responsible Finance Officer explanation for any exceptions and/or errors (including non-correction of errors) and formal management representations where appropriate to be attached.												
4	We have checked that entries on the return and supporting working papers agree with the employer's payroll records, including amendments, and, where necessary, information from other payroll providers, for the return period.	<p>We have identified difference between the entries on the attached 2019/20 EOYC form and the supporting working papers provided to us by Wiltshire Council, (which includes information from two other payroll providers) as shown below. We understand that these are due to rounding differences that have occurred during the year. No amendment is to be made to the EoYC.</p> <table border="1"> <thead> <tr> <th></th> <th>7.40%</th> <th>8.60%</th> </tr> </thead> <tbody> <tr> <td>Contributory salary</td> <td>£971.72</td> <td>-</td> </tr> <tr> <td>Teachers' contributions</td> <td>£71.92</td> <td>£6.79</td> </tr> <tr> <td>Employers' contributions</td> <td>£160.16</td> <td>-</td> </tr> </tbody> </table>		7.40%	8.60%	Contributory salary	£971.72	-	Teachers' contributions	£71.92	£6.79	Employers' contributions	£160.16	-	Wiltshire are happy that differences are due to rounding.
	7.40%	8.60%													
Contributory salary	£971.72	-													
Teachers' contributions	£71.92	£6.79													
Employers' contributions	£160.16	-													
	We have checked that contributions paid in box 2d provided by TP agree with the employer's accounts.	No exceptions noted	Not applicable												
6	<p>For a sample of 60 teachers paid by the employer payroll and (where available) third party payrolls, we have checked:</p> <ul style="list-style-type: none"> (a) the status of the teacher to the employer portal; (b) that contributory salaries have been agreed to payroll records and included in section 3 column 1 in the correct tier; (c) that teachers' contributions have been deducted at the correct tier 	No exceptions noted	Not applicable												

	Agreed Upon Procedures	Details of any exceptions and errors identified	Responsible Finance Officer explanation for any exceptions and/or errors (including non-correction of errors) and formal management representations where appropriate to be attached.
	<p>rate and included in section 3 column 2 in the correct tier; and</p> <p>(d) that employer's contributions have been calculated correctly and included in section 3 column 3.</p>		
Page 36	<p>For the sample of teachers selected for test 6 we have checked that:</p> <p>(a) Career average flexibilities payments have been deducted correctly and included in box 2a(i);</p> <p>(b) additional pension payments have been deducted correctly and included in box 2a(ii);</p> <p>(c) additional contributions have been deducted correctly and included in box 2a(iii)</p> <p>(d) deductions and interest for teachers with EFE elections are calculated correctly and included in box 2b(i)</p> <p>(e) Preston contributions have been deducted correctly and included in box 2b(ii)</p>	No exceptions noted	Not applicable

	Agreed Upon Procedures	Details of any exceptions and errors identified	Responsible Finance Officer explanation for any exceptions and/or errors (including non-correction of errors) and formal management representations where appropriate to be attached.				
	(f) TR22 contributions have been deducted correctly and included in box 2b(iii)						
8	We have checked that all short term pension payments made by the employer in box 2c(i) for teachers who have died before 1 February 2016 agree to correspondence from Teachers' Pensions.	Not applicable	Not applicable				
	We have checked all prior year refunds in box 2c(ii) to correspondence from Teachers' Pensions.	<p>With respect to one of the prior year refunds included on the attached 2019/20 EOYC (as detailed below), the Council provided us with the TR2 showing that the individual concerned had opted out of the Teachers' Pensions Scheme, but were told that no further correspondence from TP had been sought in this instance.</p> <table border="1"> <thead> <tr> <th>Employers Contribution per EoYC workings</th> <th>Employees Contribution per EoYC workings</th> </tr> </thead> <tbody> <tr> <td>£ 336.50</td> <td>£ 151.06</td> </tr> </tbody> </table>	Employers Contribution per EoYC workings	Employees Contribution per EoYC workings	£ 336.50	£ 151.06	This situation occurred due to an administration error, not related to TP and therefore TP would not be expected to issue authorisation to make the refund – this effectively was provided via the TR2.
Employers Contribution per EoYC workings	Employees Contribution per EoYC workings						
£ 336.50	£ 151.06						
10	For all management explanations related to the exceptions and errors noted, we have obtained representations from the Responsible Finance Officer.	No exceptions noted	Not applicable				

Teachers' Pensions Contributions for Financial Year 2019/20



Please familiarise yourself with the instructions, to complete, upload and print your EOYC.

To create your Declaration form to be signed, first create your .CSV to upload via the button to the right, then that same button becomes Print File. Click it and ensure you click to print entire workbook.

Unaudited EOYC forms should be uploaded to the employers portal no later than 31 May 2020

Employer Information

Local Authority/Establishment Name:

Local Authority/Establishment Number: (For Local Authorities, please enter the establishment number as '0000')

Employer Type

Please select your Employer Type from the dropdown list below, before completing the remainder of this form.

Employer Type:

Section 1: Total Actual Contributory Salary

Total Contributory Salary:

Section 2: Summary of Contributions

	i. Career Average Flexibilities (Note 3)	ii. Additional Pension Payments (Note 3)	iii. Additional Contributions (Note 3)	iv. Teachers' Contributions	v. Employer's Contributions	Total Contributions
a. Contributions deducted (as per contributory salary at 1 - see Note 4)	£12,372.20	£45,293.80	£6,376.83	£5,234,892.55	£12,037,268.56	£17,336,203.94
			i. Arrears deducted in respect of EFE Elections (Note 5)	ii. Contributions deducted in respect of PRESTON (Note 6)	iii. TR22 Election amounts deducted (Note 7)	Total Extra Contributions
b. Extra contributions deducted			£0.00	£0.00	£0.00	£0.00
				i. Short Term Pension	ii. Refunds made (in respect of previous years only)	Total Refunds made
c. Refunds Made				N/A	£3,153.83	£3,153.83
				d. Contributions Paid (Note 8)		£17,333,056.88
				e. Overall Balance (2a + 2b) - (2c + 2d)		£6.77

Section 3: Analysis of Contributions by Tier

Period 1 - 01/04/2019 to 31/08/2019			
Tier (Percentage Rate)	Contributory Salary	Teachers' Contributions	Employer's Contributions (16.48%)
Tier 1 (7.40%)	£7,082,328.39	£524,062.02	£1,167,133.46
Tier 2 (8.60%)	£5,808,073.24	£499,482.80	£957,156.46
Tier 3 (9.60%)	£5,222,462.71	£501,347.21	£860,654.10
Tier 4 (10.20%)	£3,855,197.29	£393,223.34	£635,330.39
Tier 5 (11.30%)	£1,988,694.20	£224,719.87	£327,734.48
Tier 6 (11.70%)	£48,673.16	£5,694.74	£8,021.32
Period 2 - 01/09/2019 to 31/03/2020			
Tier (Percentage Rate)	Contributory Salary	Teachers' Contributions	Employer's Contributions (23.68%)
Tier 1 (7.40%)	£9,074,333.90	£671,468.62	£2,148,767.89
Tier 2 (8.60%)	£8,405,042.98	£722,814.08	£1,990,297.36
Tier 3 (9.60%)	£7,268,779.04	£697,794.68	£1,721,237.62
Tier 4 (10.20%)	£6,036,749.23	£615,741.11	£1,429,495.47
Tier 5 (11.30%)	£3,123,747.95	£352,980.42	£739,700.76
Tier 6 (11.70%)	£218,494.03	£25,563.66	£51,739.25
TOTALS	£58,132,576.12	£5,234,892.55	£12,037,268.56

NB: Totals from Section 3 should be identical to the figures in Sections 1 and 2

Teachers' Pensions Contributions for Financial Year 2019/20

Section 4: Certificate to be given by the Chief Finance Officer of the Local Authority

I hereby certify that, to the best of my knowledge and belief, the entries on this form are correct and that, in accordance with the regulations underpinning the Teachers' Pension Scheme:

- Employee contributions have been correctly calculated, deducted from pensionable salary and remitted to Teachers' Pensions in respect of all employees who are members of the scheme;
- Employer contributions have been correctly calculated and remitted to Teachers' Pensions based on pensionable salaries and applicable contributions rates
- I am satisfied that the authority has adequate systems in place and has obtained supporting evidence which confirms that those entries in respect of teachers in schools maintained by the Local Authority whose salary payments are administered other than directly through the LA payroll, are correctly calculated and paid to Teachers' Pensions.

Name (in capital letters)

Lizzie Watkin

Position

Head of Corporate Finance, Deputy s151

Email Address

lizzie.watkin@wiltshire.gov.uk

Telephone Number

01225 713056

Signature



Date

13/11/2020

Section 5: Certificate of the auditor

I/We have examined the entries in this form (which replaces or amends the original submitted to me/us by the authority dated _____) and the related accounts and records of the authority in accordance with the agreed upon tests in Certification Instruction TP05.

My/our assessment carried out the agreed upon tests in Certification Instruction TP05 and obtained such evidence and explanations as I/we consider necessary. (Except for the matters raised in the attached report dated _____).

Name (in capital letters)

Date

DDMMYYYY

Signature

General Data Protection Regulation (GDPR). The Department for Education (DfE) will use any information you provide in connection with the Teachers' Pension Scheme to administer and operate the scheme and pay benefits under it. This may include passing details to third parties that are involved in the administration and operation of the scheme. The DfE may also use your data for administrative purposes in line with its data protection notification. In order to fulfil its duty to protect public money, the DfE may use information it holds to prevent and detect fraud. It may also share information with other organisations that handle public funds. **If there is any difference between the legislation governing the Teachers' Pension Scheme and the information in this application form, the legislation will apply.** For more information on how we will use your data, go to:

<https://www.teacherspensions.co.uk/public/privacy>

Please return to us at:

Teachers' Pensions, 11b Lingfield Point, Darlington, DL1 1AX
www.teacherspensions.co.uk

KPMG LLP

20 November 2020

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Wiltshire Council

Report of Internal Audit Activity

Plan Progress 2020/21 – February 2021

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Agenda Item 8

Executive Summary

The Assistant Director is required to provide an annual opinion to support the Annual Governance Statement.

As part of our plan progress reports, we will provide an ongoing opinion to support the end of year annual opinion.

We will also provide details of any significant risks that we have identified in our work, along with the progress of mitigating previously identified significant risks by audit.

The contacts at SWAP in connection with this report are:

Charlotte Wilson

Assistant Director

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Becky Brook

Principal Auditor

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Audit Opinion and Summary of Significant Risks

Introduction:

Since our last update, England has had a further four-week period of lockdown, followed by a return to a much stricter tier system or restrictions and then a return to another period of lockdown. This third period of lockdown has impacted slightly on our delivery of the proposed quarter 4 audit plan presented at the last meeting of this Committee. Two members of the audit team were redeployed to assist the Council with post payment checks for the first round of COVID business grants and two to assist with the payment of grants. All four members of the audit team have now been seconded to assist the Council with the second round of business grant payments. This has impacted on the resources available to undertake audit work.

Audit Opinion:

This is our third quarterly update for 2020/21 and reviews completed have highlighted that whilst generally risks are well managed, we have identified some gaps, weaknesses and areas of non-compliance. However, we have reasonable levels of confidence that the agreed actions will be implemented and thus strengthen internal control.

Since our last report in November 2020, we have issued one Limited opinion on the areas and activities we have been auditing but none have been classified as a significant risk. Senior Management are now increasingly directing internal audit to areas of likely risk, or known issues, which is a positive. This will naturally result in an increased number of Limited assurance opinions.

Significant Risks:

There have been no new significant risks identified during this period.

Internal Audit Plan Progress 2020/2021

The Chief Executive Officer for SWAP reports performance on a regular basis to the SWAP Directors and Owner Bords.



SWAP Performance

SWAP performance is subject to regular review by both the Directors and Owners meetings. The respective outturn performance results for Wiltshire Council for the 2020/21 year (as of 22 January 2021) are as follows:

Performance Target	Average Performance
<u>Audit Plan – Percentage Progress*</u>	
Completed	46.5%
Work at Report Stage	3%
Fieldwork	16%
Scoping	25%
Yet to commence	9.5%
* The above percentages are based on the internal audit work plan presented in July, September and November, covering the 2020/21 financial year and make the assumption that as at 30 th June, one quarter of the internal audit resources have been utilised	
<u>Quality of Audit Work</u>	
Overall Client Satisfaction <i>(Did our work meet or exceed expectations, when looking at our Communication, Auditor Professionalism and Competence, and Value to the Organisation)</i>	98%

Added Value

Extra feature(s) of an item of interest (product, service, person etc.) that go beyond the standard expectations and provide something more while adding little or nothing to its cost.



Added Value

Alongside the introduction of 'Agile Auditing', where with increased collaboration and a joint commitment with the service under review, it is possible to complete audits faster and more efficiently; we have now rolled out a one-page report. This ensures that for busy managers the headline issues from the audit work are highlighted in a quick and easily understood format. We have had some very positive feedback from managers who have found this change to be a constructive, helpful change to our audit product.

We continue to use SWAP's two Data Analysts to include analysis of data as part of every audit where possible. This allows us not only the opportunity to test whole populations of data, but where this is not possible or appropriate, to be able to use data analytics to target our testing in a more effective way.

We have undertaken a number of benchmarking exercises since our last report. We use our own SWAP partners for benchmarking but also use a wider network of the County Chief Auditor's Network which has delivered some useful benchmarking data. The benchmarking exercises undertaken since our last report are:

- Corporate Criminal Offence – a review to identify other Councils approach and to obtain copies of policies and training materials;
- Protection of Property – to identify how other Council's manage large cash sums as part of protection cases;
- Coroner's Service – to identify which Councils operated a joint service with other Councils and what procedures they have to manage these arrangements;
- Value for Money – a review of VFM strategies in other Councils; and
- Unregistered Children's Services Placements – to identify the use of unregistered placements in other Councils.

In addition, SWAP is continuing to progress the programme of Continuous Auditing. This is a method whereby audit testing of key controls of an area or activity, is performed on a more frequent basis. It changes the audit approach from periodic reviews incorporating a small sample of transactions, to ongoing testing of a larger overall sample, with audit results produced shortly after testing. The benefits are a more reactive and timely approach to auditing which gives a continuous assurance on systems and processes throughout the year.

Internal Audit Plan Progress 2020/2021

Aged Analysis of Audit Actions
Exceeding the Originally Agreed
Target Implementation Date



Summary of Actions

Outstanding Audit Actions by Priority 2017/18, 2018/19, 2019/20 and 2020/21 Non Schools

	< 30 Days	< 60 Days	< 90 Days	< 120 Days	120+ Days	Totals
3	0	7	1	4	30	42
2	0	2	0	1	12	15
1	0	0	0	0	0	0
Totals	0	9	1	5	42	57

Outstanding Audit Actions by Priority 2017/18, 2018/19, 2019/20 and 2020/21 Schools

	< 30 Days	< 60 Days	< 90 Days	< 120 Days	120+ Days	Totals
3	0	0	1	3	19	23
2	0	0	0	1	15	16
1	0	0	0	0	0	0
Totals	0	0	1	4	34	39

Appendix C provides a summary of the outstanding Priority 1, 2 and 3 non-schools actions.

Internal Audit Plan Progress 2020/2021

We keep our audit plans under regular review so as to ensure that we are auditing the right things at the right time.



Changes to the Audit Plan

We will regularly re-visit and adjust our programme of audit work to ensure that it matches the changing risk profile of the organisation's operations, systems, and controls. Full details of our current on-going work are detailed in Appendix B on page 8. Unplanned work, special reviews or projects carried out on a responsive basis are requested through the Interim Corporate Director for Resources (Section 151 Officer). As new and emerging risks are identified, any changes to the plan will be subject to the agreement of this Committee and the Interim Corporate Director for Resources (Section 151 Officer).

Assignment	Amendment	Reason
COVID Business Grants Spotlight Process Assurance Review	Addition	Requested by Client.
COVID Business Grants Red Team Process Assurance Review	Addition	Requested by Client.
COVID-19 Business Grants – Post Payment Checks	Redeployment	Requested by Client.
COVID-19 Business Grants - Processing	Redeployment	Requested by Client.
CiFAS Data Matching	Addition	Support for CiFAS fraud detection data matching service.
Test and Trace Service Support Grant	Removed	The certification of this grant is not due until October 2021.
Council Oversight of Maintained Schools	Deferred	This audit has been deferred to enable the redeployment of SWAP staff to support the Council's COVID response.
Medium Term Financial Strategy	Removed	Removed to enable the redeployment of SWAP staff to support the Council's COVID response.
Culture and Ethics	Deferred	This audit has been deferred to enable the redeployment of SWAP staff to support the Council's COVID response.

The role of SWAP as the internal auditors for Wiltshire Council is to provide independent assurance that the Council’s risk management, governance and internal control processes are operating effectively. In order for senior management and members to be able to appreciate the implications of the assurance provided within an audit report, SWAP provide an assurance opinion. We have four opinion ratings defined as follows:

Assurance Definitions	
No Assurance	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.
Limited	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
Reasonable	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
Substantial	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.

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Advisory – As well as our opinion-based work we will provide consultancy services. The advice offered by Internal Audit in its consultancy role may include risk analysis and evaluation, developing potential solutions to problems and providing controls assurance. Consultancy services from Internal Audit offer management the added benefit of being delivered by people with a good understanding of the overall risk, control and governance concerns and priorities of the organisation.

In addition to the assurance definitions above we have also introduced an ‘assurance dial’ which indicates on a range of high medium or low where within the range of that assurance a particular audit assurance sits.



As can be seen in this example the assurance provided is low limited as the dial is sitting on the lower end of the limited scale. It could equally have been a medium limited assurance where the dial sits midway or high limited when it is sitting at the upper end close to the reasonable assurance.

We provide the Committee with details of the overall assurance opinion for all completed audits and they can be seen in the plan progress table in Appendix B below.

In addition to the corporate risk assessment it is important that management know how important the action is to their service. There should be a clear distinction between how we evaluate the risks identified for the service but scored at a corporate level and the priority assigned to the action. Actions are prioritised from 1 to 3 on how important they are to the service/area audited. These are not necessarily how important they are to the organisation at a corporate level. Each action has been given a priority rating at service level with the following definitions:

Categorisation of Actions	
Priority 1	Findings that are fundamental to the integrity of the service’s business processes and require the immediate attention of management.
Priority 2	Important findings that need to be resolved by management.
Priority 3	Finding that requires attention.

Each audit covers key risks. For each audit a risk assessment is undertaken whereby with management risks for the review are assessed at the Corporate inherent level (the risk of exposure with no controls in place) and then once the audit is complete the Auditors assessment of the risk exposure at Corporate level after the control environment has been tested. All assessments are made against the risk appetite agreed by the SWAP Management Board.

Definitions of Risk	
High	Issues that we consider need to be brought to the attention of both senior management and the Audit Committee.
Medium	Issues which should be addressed by management in their areas of responsibility.
Low	Issues of a minor nature or best practice where some improvement can be made.

Audit Type	Audit Area	Quarter	Status	Opinion	No of Rec	1 = Major 2 = Moderate 3 = Minor Action		
						1	2	3
						2020/21 Plan Progress		
Complete								
Follow Up	Direct Payments	Q2	Completed	Follow Up	N/A			
Follow Up	Gross Loans	Q2	Completed	Follow Up	N/A			
Advice	COVID Business Grants Spotlight Process Assurance Review	Q2	Completed	Advice and Guidance	N/A			
Advice	COVID Business Grants Red Team Process Assurance Review	Q2	Completed	Advice and Guidance	N/A			
Operational	Pension Fund Key Control Review	Q2	Completed	Reasonable	5	0	2	3
Grant Certification	Local Transport Capital Grants	Q2	Completed	Certification	N/A			
Grant Certification	Local Authority Bus Subsidy	Q2	Completed	Certification	N/A			
Grant Certification	COVID-19 Bus Services Support Grant	Q2	Completed	Certification	N/A			
Grant Certification	Public Health Grant	Q2	Completed	Certification	N/A			
Operational	Brokerage - Adults	Q2	Completed	Limited	5	0	3	2
Advice	COVID-19 Discretionary Grant	Q2	Completed	Advice and Guidance	N/A			
Operational	Budget Management	Q2	Completed	Reasonable	4	0	0	4
Advice	Infection Control Funding Assurance	Q2	Completed	Advice and Guidance	N/A			

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Audit Type	Audit Area	Quarter	Status	Opinion	No of Rec	1 = Major 2 = Moderate 3 = Minor		
						Action		
						1	2	3
Follow Up	School Theme HR & Payroll - Holt	Q3	Completed	Follow Up	N/A			
Follow Up	School Theme HR & Payroll – St Patrick’s	Q3	Completed	Follow Up	N/A			
Follow Up	Adult Services – Court of Protection: Deputyship and Appointeeship for Service Users	Q3	Completed	Follow Up	N/A			
Key Control	Treasury Management	Q3	Completed	Reasonable	4	0	2	2
Reporting								
ICT	Cyber Security Framework	Q2	Draft					
Operational	Brokerage - Children’s	Q2	Draft					
In Progress								
Grant Certification	Troubled Families	Q1-Q4	Ongoing					
Governance, Fraud & Corruption	National Fraud Initiative (NFI)	Q1-Q4	Advice and Guidance					
Redeployment	COVID-19 Business Grants – Post Payment Checks	Q3-Q4	Ongoing					
Key Control	Main Accounting - Continuous Assurance and Data Analytics	Q3	Scoping					
Key Control	Accounts Payable - Continuous Assurance and Data Analytics	Q3	Scoping					
Key Control	Accounts Receivable - Continuous Assurance and Data Analytics	Q3	Scoping					
Key Control	Council Tax - Continuous Assurance and Data Analytics	Q3	Scoping					
Key Control	Business Rates - Continuous Assurance and Data Analytics	Q3	Scoping					

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Audit Type	Audit Area	Quarter	Status	Opinion	No of Rec	1 = Major 2 = Moderate 3 = Minor		
						Action		
						1	2	3
Key Control	Housing Benefit and Council Tax Support - Continuous Assurance and Data Analytics	Q3	Scoping					
Key Control	Housing Rents - Continuous Assurance and Data Analytics	Q3	Scoping					
Key Control	Payroll - Continuous Assurance and Data Analytics	Q3	Scoping					
ICT	ICT Governance Review	Q2	Scoping					
Operational	Deprivation of Liberty Safeguards	Q3	Fieldwork					
Follow Up	Christ the King Catholic School Amesbury	Q3	Fieldwork					
Redeployment	COVID-19 Business Grants - Processing	Q4	Ongoing					
Operational	Adult Safeguarding – Proactive Review of Finances	Q4	Fieldwork					
School	Whiteparish All Saints C of E Primary School	Q4	Fieldwork					
School	Southwick C of E Primary School	Q4	Fieldwork					
School	Chilton Foliat CE (VA) Primary School	Q4	Scoping					
School	Urchfont C of E Primary School	Q4	Scoping					
School	Crockerton C of E Primary School	Q4	Scoping					
School	Hullavington C of E Primary School	Q4	Scoping					
School	Stonehenge School	Q4	Scoping					

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Audit Type	Audit Area	Quarter	Status	Opinion	No of Rec	1 = Major 2 = Moderate 3 = Minor		
						Action		
						1	2	3
School	Stratford Sub Castle C of E Primary School	Q4	Scoping					
Operational	Missing Children	Q4	Scoping					
Operational	IR35 Compliance	Q4	Fieldwork					
Yet to Commence								
Operational	Third Party Spend – Purchase to Pay	Q3						
Grant Certification	Additional Dedicated Home to School and College Grant	Q4						
Follow Up	Contract Management	Q3						
Fraud Detection	CiFAS Data Matching	Q4						
Grant Certification	Growth Hub	Q4						
Grant Certification	COVID-19 Bus Services Support Grant (Restart)	Q4						

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Wiltshire Council Outstanding Actions 22.01.2021
Non Schools

Director ICT, Digital and Organisational Innovation							
Digital Transformation (Audit Report Issued 5th April 2019)							
Reference Number	Recommendation	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
40975 Page 53	We recommend that the Interim Director: Digital Transformation & IT ensures that the ICT Disaster Recovery Plan is updated in line with changes under the transformation programme.	2	Outstanding	30-Jun-19	28-Feb-21	Director Digital, Data & Technology	The need for this work is fully acknowledged and a thorough approach is planned, this will incorporate the transformation programme and Recovery work to date. Grant funding from DHCLG has been secured and a tender document for consultancy services is completed. Legal and Procurement have been engaged and an agency has been appointed to assist, work has commenced as of the 18th Jan 2021.

Interim Corporate Director Resources

Deferred Payments (Audit Report Issued 10th September 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39503	We recommend that performance indicators relating to Deferred Payment Agreements are fed into both the Executive Director with responsibility for Finance and the Executive Director with responsibility for Adult Social Care's scorecards to ensure that there is sufficient reporting and oversight so that the figures can be challenged. Furthermore, the Section 151 Officer and Adult Care Directors should receive regular, at least quarterly, information on the current debt position for Deferred Payment Agreements.	2	Outstanding	31-Oct-19	31-Mar-21	Head of Finance, Adults	As the Council has committed to moving to paying providers Gross of client contributions, rather than Net, and taking on the responsibility for collecting client contributions, this now has an increasing priority, and forms part of a wider project that has just started. Part of that includes debt reporting at both a micro level and directorate level. As this is a more fundamental review than originally envisaged, it will take longer to implement - revised target is 31st March 2021.

Supply Chain Management (Audit Report Issued 17th January 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39455	We recommend that exit strategies are tailored to corresponding contracts.	3	Outstanding	30-Jun-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.
39495	We recommend that Procurement documentation is updated to state a requirement for a current and periodically tested business continuity plan for each supplier.	3	Outstanding	30-Jun-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.

39509	We recommend that the Council requests that Cyber Attack response is covered in its suppliers' business continuity plans with evidence of periodic testing.	3	Outstanding	30-Jun-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.
39510	We recommend that the storage of contract documentation is reviewed to consider ease of location and review.	3	Outstanding	30-Nov-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.
39653	We recommend that a written contingency plan is outlined for all contracts. This should be proportionate to the criticality of the supplier and the service provided.	3	Outstanding	31-Dec-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.

Pension Fund Key Control Review (Audit Report Issued 6th October 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
44215	We recommend that the Head of Pensions Administration and Relations ensures that the Data Officer is set up with the access required to the Docmail system and inducted on its use as required.	3	Outstanding	31-Oct-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.
44260	We recommend that the Head of Pension Administration and Relations liaises with the Head of Pension Fund Investment to ensure that a review of the member contribution issues raised in our finding is undertaken promptly, to future-proof the processes used and ensure appropriate efficiencies are made.	2	Outstanding	21-Dec-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.

44232	<p>We recommend that the Head of Pensions Administration and Relations ensures that the Altair workflow for processing death grants is updated to include the check of the NI database on notification of death at the beginning of the process. This is to ensure efficiency by the Fund acting accordingly where it is identified that the member has an alternative pension fund of higher value than that held with WPF.</p>	3	Outstanding	20-Nov-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.
44234 Page 56	<p>We recommend that the Governance and Performance Manager: Reviews the current DPIA procedure and standard DPIA template to ensure they consistently reflect the procedures, are clear and easy to follow, and to provide risk scoring methodology and assessment guidance. The above documents should then be re-communicated to relevant staff and managers and their feedback invited, to ensure they have a good understanding of the procedures to be used.</p>	3	Outstanding	31-Dec-20		Governance and Performance Manager	An update on the status of this action is currently being sought.

44252	<p>We recommend that the Head of Pension Administration and Relations: Completes a review of the Docmail system's DPIA, to ensure that any all risks relating to the processing of personal data have been captured and appropriately mitigated to the satisfaction of the Fund.</p> <p>Ensures that all staff and managers with specific responsibilities for the completion of DPIAs receive any further training required to complete the procedure effectively.</p>	2	Outstanding	31-Dec-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.
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Pensions (Audit Report Issued 30th April 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
41008	We recommend that a full reconciliation be undertaken between Altair and SAP Payroll. This Action is carried over from last year's audit report.	2	Outstanding	01-Dec-19	31-Dec-20	Head of Pensions Administration and Relations	Officers are still working on this as a high priority. This is proving even more complex than first envisaged. This action has now been increased to a Priority 2.
41020	We recommend that the Improvement Plan be put in place, as intended, to prioritise the workflow and reduce the backlog of work.	2	Outstanding	31-Mar-20	31-Dec-20	Head of Pensions Administration and Relations	Officers are still working on trying to resolve this issue. It is proving difficult to fix and more resource is being sought to help improve the situation.

Contract Management (Audit Report Issued 13th February 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42990	We recommend that the Strategic Procurement Hub liaise with Human Resources to document contract management responsibilities in the relevant job descriptions to ensure Officers are recruited with the required skills to effectively manage contracts for the Council.	3	Outstanding	31-Dec-20		Head of Procurement	An update on the status of this action is currently being sought.

Accounts Receivable (Audit Report Issued 19th January 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42722	We recommend that Accounts Receivable continue to develop and seek approval of the draft procedural guides that would allow for clear guidelines across all service areas.	3	Outstanding	29-Feb-20	31-Mar-21	Corporate Income and Admin Manager	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
42723	We recommend that all credit notes should have authorisation, and documented reasoning, attached in SAP in order to show clear segregation of duties. This should be enacted across all service areas - this will be incorporated within a different Action to ensure that one main procedural guide is created.	3	Outstanding	30-Jun-20	on-going	Corporate Income and Admin Manager	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
43132	We recommend that invoices are raised with sufficient information, and in a timely manner, in order to ensure that the process for the customer, those chasing the debt, and those answering enquiries, is as easy and efficient as possible.	2	Outstanding	29-Feb-20	on-going	Corporate Income and Admin Manager.	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.

42724	We recommend that a procedural guide is written by Accounts Receivable which instructs the daily tasks involved within the Accounts Receivable department. This guide should amalgamate and update all written guides currently in existence into one document, which can be circulated to new starters and used for reference.	3	Outstanding	31-Oct-20		Head of Revenues and Benefits	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
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Accounts Payable (Audit Report Issued 25th February 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43222 Page 59	We recommend that Accounts Payable cleanse the data held on the P: Drive in line with Wiltshire Council's guide 'Records Management - Cleansing your information - deciding what to keep and what to delete' and GDPR guidance. A list of our findings has been provided to the Accounts Payable Manager.	3	Outstanding	30-Jun-20	31-Mar-21	Head of Procurement	There is an ongoing audit by Meridian Recovery Audit, which has focused on recovering duplicate payments, and as such we have needed to refer to past data. The examination of parts of the P drive will therefore take place once the Recovery Audit has been completed.
43188	We recommend that the Procurement Manual/Delegated Authorities Matrix, the Authorised Signatories list, and the Financial Regulations are aligned to ensure clear guidance. The Authorised Signatory list should be in line with the Council's Schemes of Sub Delegation.	3	Outstanding	31-Dec-20		Head of Corporate Finance	An update on the status of this action is currently being sought.
43366	We recommend that a wider data cleansing exercise of SAP is undertaken prior to the move to a new ERP system to ensure that the migrated data is in line with Data Protection legislation.	3	Outstanding	31-Oct-20		Head of Corporate Finance	An update on the status of this action is currently being sought.

Main Accounting (Audit Report Issued 11th June 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43449	We recommend that the roles allocated to SAP System Users are reviewed to ensure that they only have the permissions required for their job role.	3	Outstanding	31-Dec-20		Head of Corporate Finance	An update on the status of this action is currently being sought.

Corporate Debt Management Management (Audit Report Issued 24th June 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42889 Page 60	We recommend that the Council should ensure that all services are equipped with the knowledge of the available payment methods as well as costs relating to the differing methods to enable them to make appropriate decisions when choosing methods of payments for the services they provide. The Council should also ensure that services are offering all forms of payment available to the service in order to maximise income.	3	Outstanding	30-Sep-20	31-Mar-21	Head of Corporate Finance	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
43750	We recommend that the Council investigate whether SAP could be altered to provide more accurate and sufficient aged debt reporting to enable appropriate monitoring and facilitate effective decision making. If it is deemed that the current SAP Financial Management System does not and have this capability, then consideration should be made by the ERP project group to ensure that it is a requirement of the new ERP system.	2	Outstanding	30-Oct-20		Finance Systems Manager	An update on the status of this action is currently being sought.

Programme Management (Audit Report Issued 4th October 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42099	We recommend that the existing framework is developed to capture all projects and programmes being delivered across the whole Council so there is consistency of approach and a clear corporate wide view.	2	Outstanding	30-Nov-19	31-Mar-21	Interim Corporate Director Resources	The paper 'Programme Brief Establishing a P30' taken to CLT in September 2020 recommended that the programme SRO would collate all transformational work and programs/projects into one large portfolio to enable clarity and prioritisation of transformation
42100	We recommend that a process is developed to capture the benefits to be realised from the start of a project. This should be continually reviewed throughout the life of the project to ensure the benefits set out at the project initiation stage have been realised and to identify improvement opportunities or the opportunity to halt/alter the project.	3	Outstanding	31-Dec-19	31-Mar-21	Interim Corporate Director Resources	Benefits register in progress.
42101	We recommend that the lessons learned processes are reviewed and a set of key themes developed.	3	Outstanding	31-Dec-19	31-Mar-21	Interim Corporate Director Resources	Not yet recorded centrally. Will be part upcoming review.
42102	We recommend that the Project Initiation Document (PID) is amended to include a Quality Management section. Furthermore, the Quality Assurance strategy should be reviewed to ensure quality is reviewed throughout the life of, and at the end of, each project.	3	Outstanding	30-Nov-19	31-Mar-21	Interim Corporate Director Resources	Governance strategy has been drafted.

42344	We recommend that Governance Gateway Reviews are completed throughout the project to ensure it is still aligning with the benefits as set out initially.	3	Outstanding	31-Mar-20	31-Mar-21	Interim Corporate Director Resources	Will be part upcoming review.
42345	We recommend that there is a clear framework developed to ensure that lessons learnt are shared across the Council and all SRO's follow a consistent process.	3	Outstanding	31-Mar-20	31-Mar-21	Interim Corporate Director Resources	Will be part upcoming review.

Director Education & Skills

Traded Services with Schools (Audit Report Issued 6th March 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39704	We recommend that the Council review the position of Traded Services with Schools and the roles and responsibilities of the service itself to ensure clear accountability & governance at all levels to include oversight, scrutiny and decision making.	2	Outstanding	31-Jul-19	04-Jul-21	Director of Education and Skills Traded Services Manager	With the outbreak of COVID-19 the priority for all our traded services has been to support schools throughout the period and there has been no respite during the period. This has meant preserving service delivery and adapting offers to an online market place as a matter of urgency. Reporting back to Children's Select for April 2021 has been scheduled with a view to engaging Democratic Services to agree future reporting and scrutiny with Senior Leadership and Member participation. Future review date to be set for July 2021 for the start of the process being mindful of the pandemic landscape and Education Rresponse to national guidance and restrictions.

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Director Housing & Commercial**Housing Repairs (Audit Report Issued 23rd June 2020)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43373	We recommend that the Responsive Repairs Manager ensures that processes and procedures for the Service are agreed and documented. The documents should then be made available to all relevant officers to ensure processes are undertaken correctly and consistently.	3	Outstanding	31-Dec-20		Responsive Repairs Manager	An update on the status of this action is currently being sought.

Director Communities & Neighbourhood Services**Passenger Transport (Audit Report Issued 8th October 2018)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39374	We recommend that management resources are identified to carry out the periodic monitoring of contracts to ensure adequate performance during the contract term, including best value reviews.	2	Outstanding	28-Feb-19	16-Nov-20	Head of Passenger Transport	A revised business case is with Director for Economic Development and Planning awaiting confirmation , further discussion.

Director Commissioning

Adult Social Care Contracts (Audit Report Issued 21st June 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
41379 Page 64	We recommend that the Commissioner – Community Services ensures clear performance measures are put in place, and actively monitored, which can both measure and capture planned benefits and savings. This should include KPIs for the providers and internal support services.	2	Outstanding	30-Dec-19	01-Mar-21	Commissioning Programme Lead – Community Services	HTLAH QA framework: Main document is finished. Appendices being edited to align with final amendments in the main document. Director sign off of document bundle by 29.01.21 enabling final comments from HTLAH board to be included in published version. Cohorts for increased monitoring and review have been risk rated and identified. Communications prepared to all HTALH provider in w/c 01.02.21. This introduces the framework and gives 4 weeks' notice to providers and planning the first cohort of Contract Monitoring reviews, allowing for 4 weeks' notice to the providers. Revised monitoring and review arrangements commence as of 01.03.21.
41414	We recommend that the Commissioner – Community Services ensures a supplier management framework is developed which identifies key suppliers in terms of capacity and capability. Business continuity plans and contingency plans should also be put in place for key suppliers.	2	Outstanding	31-Dec-19	31-Mar-21	Commissioning Programme Lead – Community Services	Providers currently submit monthly performance data which includes staffing and capacity. This is augmented by 365 data from performance for a rounded view of HTLAH activity submitted through POG dashboard returns for scrutiny at Directorate level. From March 2021, the HTLAH POG dashboard will be revised to include top 20 providers by spend, package volumes and monitoring and review risk ratings – as informed by the new monitoring and review (QA) framework.

Director Legal & Governance**Corporate Complaints (Audit Report Issued 3rd July 2018)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
38485	We recommend that a policy is implemented that informs all staff of the processes and procedures for dealing with a complaint, including guidance on when to pass the complaint to the Corporate Complaints department.	3	Outstanding	02-Jan-19	01-Apr-21	Public Law & Compliance Manager	A proposed new complaints procedure and supporting guidance is being developed as outlined to the Standards Committee. This will be considered by CLT, ELT and the Constitution Focus Group before consideration by the Standards Committee and final approval by full council.
38659	We recommend that all Council staff are trained in the corporate complaints process, the information that may be required of them, the timescales involved and the importance of sticking to these timescales.	3	Outstanding	02-Jan-19	01-Apr-21	Public Law & Compliance Manager	A proposed new complaints procedure and supporting guidance is being developed as outlined to the Standards Committee. This will be considered by CLT, ELT and the Constitution Focus Group before consideration by the Standards Committee and final approval by full council.

Officers Declarations of Interest, Gifts & Hospitality (Audit Report Issued 31st October 2018)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
36283	We recommend that declaring potential conflicts of interests, gifts & hospitality is covered during induction training for all staff.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36284	We recommend that there a formal process of regular communication to remind staff and managers of the need to record potential conflicts of interest and the offering/acceptance of gifts & hospitality.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.

36285	We recommend that Close Personal Relationships should be reported through the online register of interests. Policy and guidance should be updated accordingly.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36286	We recommend that assessment procedures should include an email to the manager to advise when a potential conflict of interest has been registered.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36287	We recommend that the compliance team develop procedures to advise managers which members of their team have a current active declaration. This could be via an annual email or perhaps via a flag on a SAP/HR record.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36288	We recommend that the Managers are provided with guidance on how they can find out about existing declarations of interest.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36289	We recommend that archive policies and procedures should be developed. Consideration should be given to length of time to keep records of former officers and any records that are no longer current/accurate.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36290	We recommend that procedures are put in place to ensure the register entries is kept current.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36385	We recommend that guidance should be updated to include advice on the level of detail that should be included and of any mandatory information (such as estimated value and date hospitality received). It could also advise a minimum threshold for a declaration.	3	Outstanding	31-Dec-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.

42389	We recommend that specific groups of staff to be required to make annual declarations of interests and these be reviewed by Heads of Service.	3	Outstanding	31-Dec-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
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Data Breaches (Audit Report Issued 31st May 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
40431	We recommend that policy documentation is reviewed and updated where appropriate.	3	Outstanding	30-Jun-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.

Director Economic Development & Planning**Community Infrastructure Levy & S106 Agreements (Audit Report Issued 18th October 2019)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39741 Page 68	<p>We recommend that evidence of a robust checking process is kept, to ensure that all planning applications are routinely assessed for CIL liability, so none are missed. This would include retention of records showing planning applications reviewed, with decision taken and by who, with regular random checks carried out by another experienced Officer to ensure a consistent approach, completeness of application coverage and accuracy in determination of whether liable or not.</p> <p>Also, to ensure a consistent approach and reinforce the checking process the procedures should be documented.</p>	3	Outstanding	31-Aug-20	30-Nov-20	Performance Delivery Manager	<p>Ongoing. Currently records are being checked and processed manually, however with the implementation of the new IT system, monitoring reports will be available (March 2021). The Go Live has been delayed to an issue with the GIS which is currently being worked on by ICT and the third parties involved. Suggest that this comes off the Audit log when the system goes live in March 2021. nb The Infrastructure Funding Statement has been produced and is available on the website.</p>

Director Access & Reablement

Court of Protection (Audit Report Issued 13th February 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
40680 Page 69	We recommend that the Court of Protection Team Manager gives consideration to the most cost effective and efficient manner of document storage for the service.	2	Outstanding	31-Aug-19	30-Sep-21	Court of Protection Team Manager	The current pandemic has increased the priority need for this issue to be resolved (team have been unable to completely work remotely and have had to maintain a presence at County Hall), although we are dependent on the provider's timelines. Due to the global pandemic and certain technological delays by the owners of Trojan, the roll out of Caspar Cloud was put on hold. The restructured development plan is now underway and Trojan are looking at having a beta version of Caspar Cloud out in the field in May/June 2021. Extensive testing of both the application and platform will then take place over a couple of months with an expectation that Caspar Cloudv1 will be made available in the third quarter of 2021. Wiltshire COP team are meeting with Trojan 26/01/21 to discuss costings, including possible reduction in price if Wiltshire agree to be part of the beta testing. A Business Case will then be set out. The priority of this action has been increased to a 2.

Director Learning Disabilities & Mental Health**Adult Social Care - CTPLD Pop Team Review (Audit Report Issued 6th March 2020)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43177 Page 70	We recommend that further testing is undertaken to ensure that the data reports from LiquidLogic are accurate and can be fully relied upon. This will increase efficiency and resilience as separate spreadsheets will not need to be maintained by a single person within each team. In addition, correct reporting structures should be embedded within the system.	2	Outstanding	01-Jun-20	30-Dec-20	Head of Service - CTPLD	<p>The Head of Service for CTPLD is continuing to work closely with the Head of Quality and Performance to ensure that any issues are rectified.</p> <p>The business operations officer started on 01/11/2020 as detailed in the previous update. Since being in the the business operations office has started to audit the cases on LAS to ensure that it is accurate. In addition they have been working closely with the Wiltshire Council performance, outcomes and quality assurance team to ensure that the reporting structures are accurate. This is starting to improve the accuracy of liquid logic but further work is still required.</p>

Director Highways and Environment**Waste Management Contract (Audit Report Issued 6th July 2020)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43482	We recommend that, for Lot 2, resolution and agreement of the outstanding financial model is obtained through receipt of the required information from the Contractor to ensure that the appropriate sums can be paid to the Contractor.	3	Outstanding	31-Aug-20	01-Mar-21	Head of Service – Waste Management	A number of outstanding issues have been agreed and new Financial Model has been received 22 Jan to deal with these. The element involving haulage remains outstanding though both parties have agreed to programme activity in an effort to resolve by end of March 2021.

43485	We recommend that the Council seeks the required Open Book data from the Contractor to ensure that all financial models can be substantiated. If the Open Book data is not received the Contractor should be considered in breach of contract and appropriate actions taken to resolve.	3	Outstanding	06-Jul-20	Ongoing	Head of Service – Waste Management	The contractor has raised a number of formal Dispute Resolution Notices in respect of the Lot 1 and Lot 5 contracts. The council has continued to engage by sharing further position statements informed and supported by Legal Services. The council is awaiting updates as to whether these issues will be further progressed by the contractor through the formal Dispute Resolution procedure.
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Director HR and OD

Workforce Planning - Employee Engagement (Audit Report Issued 27th May 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43483 Page 71	We recommend that the Council explores having location based EPIC groups that collectively meet every 6 months to ensure those who cannot travel to County Hall are not negatively impacted.	3	Outstanding	31-Dec-20		HR Consultant - Employee Engagement OD & Change	An update on the status of this action is currently being sought.
43491	We recommend that HR & OD further consider how to actively increase engagement in the lower scoring areas to ensure that corporate priorities are achieved. Consideration should be made to encourage management in lower scoring areas to undertake the Employee Engagement add on module to the Leadership and Management course. Furthermore, Directors and Heads of Service should be encouraged to have a presence at Team EPIC meetings to ensure that management are championing employee engagement.	3	Outstanding	31-Dec-20		HR Consultant - Employee Engagement OD & Change	An update on the status of this action is currently being sought.

43367	We recommend that the action plan is RAG rated to clearly show which actions are complete or overdue in order to assist with prioritising the actions.	3	Outstanding	31-Oct-20		Acting Head of HR & OD Strategic Delivery	An update on the status of this action is currently being sought.
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Wiltshire Council

Audit and Governance Committee

10 February 2021

Subject: Outstanding Internal Audit Recommendations review

This report presents an update on the review of outstanding Internal Audit recommendations.

Proposal(s)

- a. To accept the update on the review of outstanding internal audit recommendations; and
- b. To approve that priority 1 and 2 recommendations will be reported in detail to this committee and to keep oversight of all recommendations and progress of implementation.

Reason for Proposal(s)

The Internal Audit recommendations are an important element of the control environment and risk mitigation. It is crucial that oversight of progress of implementation of recommendations is given to the Audit and Governance Committee.

Andy Brown

Interim Corporate Director for Resources (S.151 Officer)

10 February 2021

Subject: Outstanding Internal Audit Recommendations review

Purpose of Report

1. This report presents an update on the review of outstanding internal audit recommendations.

Relevance to the Council's Business Plan

2. The Internal Audit processes and recommendations are an important element of the control environment and risk mitigation. It is crucial that oversight of progress of implementation of recommendations is given to the Audit and Governance Committee

Background

3. SWAP provide updates on all outstanding recommendations as part of their regular reporting to Audit and Governance committee. There has been little progress in implementing some recommendations in some areas and due to the significant impact of COVID-19 on the priority and business of the council the Audit and Governance committee agreed at their last meeting that a review was required of all outstanding internal audit recommendations.
4. It was agreed that management should reconsider those recommendations within the following considerations:
 - Has the passage of time since the recommendation was first made changed the priority of that recommendation (up or down)?
 - Is the outstanding recommendation still valid or relevant in view of the organisational, systems and procedural changes which may have happened since it was first made?
 - Taking a realistic and pragmatic view, how likely is it that long-outstanding recommendations will ever be implemented?
5. An approach was agreed for officers to undertake a review with a view to agreeing with SWAP and report on recommendations as follows:
 - Any agreed changes to the priority given to any recommendation.
 - Those outstanding recommendations which are to be abandoned and the reasons: no longer relevant, overtaken by organisational changes, and a 'let's be honest' recognition of the likelihood of the lower priority recommendations ever being implemented.
 - A renewed commitment to implement those recommendations which remain on the list thereafter.

6. The table below shows a summary of the update and Appendix 1 contains the outstanding detailed recommendations with an updated status and comments from responsible officers.

	Now Complete	To be Implemented: maintain priority	To be Implemented: increased priority	Maintain priority - ongoing development of current arrangements	Overtaken by organisational change	Total
Adult Care Ops - Access & Reablement	1		1			2
Communities & Neighbourhood Services			1			1
Digital & Information			1			1
Economic Development & Planning	1		1			2
Education & Skills			1			1
Finance & Procurement	15	12	2		13	42
Highways & Environment	1		2			3
Housing & Commercial Development	1				3	4
Joint Commissioning	1		2			3
Learning Disabilities & Mental Health			1			1
Legal & Governance			4		9	13
Grand Total	20	25	3	9	16	73

Overview and Scrutiny Engagement

7. No overview and scrutiny engagement has taken place due to the nature of this review being focussed on process and the control environment.

Safeguarding Implications

8. There are no safeguarding implications associated with this report.

Public Health Implications

9. There are no public health implications associated with this report.

Procurement Implications

10. There are no procurement implications associated with this report.

Equalities Impact of the Proposal

11. There are no equalities impacts arising from this report.

Environmental and Climate Change Considerations

12. There are no environmental and climate change considerations arising from this report.

Risks that may arise if the proposed decision and related work is not taken

13. The review was undertaken to ensure that the right focus was given to progressing the outstanding recommendations and only relevant recommendations would be taken forward. To not undertake this review could have resulted in recommendations remaining out of date and outstanding.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

14. The reporting of priority 1 and 2 recommendations ensures that the Audit and Governance committee have fully visibility of the higher risk weaknesses in the council and that those weaknesses are appropriately addressed, and recommendations implemented. A summary of all outstanding recommendations is required to ensure that the amended recommendations as included in Appendix 1 remain a focus and are appropriately implemented as detailed.

Financial Implications

15. There are no financial implications associated with this report.

Legal Implications

16. There are no legal implications associated with this report.

Workforce Implications

17. There are no workforce implications associated with this report.

Options Considered

18. The review was undertaken to ensure that the right focus was given to progressing the outstanding recommendations and only relevant recommendations would be taken forward. To not undertake this review could have resulted in recommendations remaining out of date and outstanding.

Conclusions

19. The Committee are recommended:
 - a) To accept the update on the review of outstanding internal audit recommendations; and
 - b) To approve that priority 1 and 2 recommendations will be reported in detail to this committee and to keep oversight of all recommendations and progress of implementation.

Andy Brown

Interim Corporate Director for Resources (Section 151 Officer)

Report Authors:

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2 February 2021

Appendices:

Appendix 1 – Outstanding Internal Audit Recommendations review update

Background Papers

SWAP Internal Audit update reports to Audit and Governance Committee.

Appendix 1: Outstanding Internal Audit Recommendations review update

Ref No	Recommendation	Priority	Original Target Date	Revised Target Date	Directorate	January 2021 Review	
						Status	Comments
42212	We recommend that the lessons that were learnt from phase one of the transformation project are agreed and form an action plan. The agreed lessons learnt should then be shared across the Council to help inform other transformation projects.	2	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	Now picked up as part of the Organisational Recovery Programme
38028	We recommend that the format of the 'Corporate' programmes report is updated to clearly distinguish between programme office data and other data and to provide brief updates from non-Programme office programmes reported at status Amber or Red.	3	31-Dec-18	31-Mar-21	Finance & Procurement	Overtaken by organisational change	The reporting into CLT will be picked up as part of the review and will cover off all programmes of activity that the Council is undertaking, these are not necessarily classified as corporate programmes.
42099	We recommend that the existing framework is developed to capture all projects and programmes being delivered across the whole Council so there is consistency of approach and a clear corporate wide view.	2	30-Nov-19	31-Mar-21	Finance & Procurement	To be implemented: maintain priority	The paper 'Programme Brief Establishing a P30' taken to CLT in September 2020 recommended that the programme SRO would collate all transformational work and programs/projects into one large portfolio to enable clarity and prioritisation of transformation.

42100	We recommend that a process is developed to capture the benefits to be realised from the start of a project. This should be continually reviewed throughout the life of the project to ensure the benefits set out at the project initiation stage have been realised and to identify improvement opportunities or the opportunity to halt/alter the project.	3	31-Dec-19	31-Mar-21	Finance & Procurement	To be implemented: maintain priority	Benefits register in progress
42101	We recommend that the lessons learned processes are reviewed and a set of key themes developed.	3	31-Dec-19	31-Mar-21	Finance & Procurement	To be implemented: maintain priority	Not yet recorded centrally. Will be part upcoming review.
42102	We recommend that the Project Initiation Document (PID) is amended to include a Quality Management section. Furthermore, the Quality Assurance strategy should be reviewed to ensure quality is reviewed throughout the life of, and at the end of, each project.	3	30-Nov-19	31-Mar-21	Finance & Procurement	To be implemented: maintain priority	Governance strategy has been drafted
42103	We recommend that a new Project Board or similar is established to review and approve all projects established across the whole Council and ensure all projects demonstrate clear links to service plans and council objectives.	2	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	CLT acting as the programme board
42344	We recommend that Governance Gateway Reviews are completed throughout the project to ensure it is still aligning with the benefits as set out initially.	3	31-Mar-20	31-Mar-21	Finance & Procurement	To be implemented: maintain priority	Will be part upcoming review.

42345	We recommend that there is a clear framework developed to ensure that lessons learnt are shared across the Council and all SRO's follow a consistent process.	3	31-Mar-20	31-Mar-21	Finance & Procurement	To be implemented: maintain priority	Will be part upcoming review.
41008	As full implementation of the i-Connect system is several months away, we recommended that in the interim: A review of the current templates in use is completed to ensure that only relevant data is requested and the template framework is not editable; A review of the feedback process is undertaken for when employers are not complying (for documentation and late payments); and Ensure employers are aware of their GDPR responsibilities.	3	31-Mar-20	31-Dec-20	Finance & Procurement	Now complete	Current templates were reviewed and some changes made, i-Connect implementation is now further advanced so this action is now not important.
41018	We recommend that a full reconciliation be undertaken between Altair and SAP Payroll. This recommendation is carried over from last year's audit report.	2 (was 3)	01-Dec-19	31-Dec-20	Finance & Procurement	To be implemented: Increased priority	Officers are still working on this as a high priority. This is proving even more complex than first envisaged.
41020	We recommend that the Improvement Plan be put in place, as intended, to prioritise the workflow and reduce the backlog of work.	2	31-Mar-20	31-Dec-20	Finance & Procurement	To be implemented: maintain priority	Officers are still working on trying to resolve this issue. It is proving difficult to fix and more resource is being sought to help improve the situation.

41851	We recommended that the Fund Governance and Compliance Manager complete random sample testing of the responses received in the self-assessment to confirm the responses are correct.	2	30-Jun-20	31-Dec-20	Finance & Procurement	Now complete	We have started undertaking this action and included it within procedures.
43177	We recommend that further testing is undertaken to ensure that the data reports from LiquidLogic are accurate and can be fully relied upon. This will increase efficiency and resilience as separate spreadsheets will not need to be maintained by a single person within each team. In addition, correct reporting structures should be embedded within the system.	2	01-Jun-20	30-Dec-20	Learning Disabilities & Mental Health	To be implemented: maintain priority	<p>The Head of Service for CTPLD is continuing to work closely with the Head of Quality and Performance to ensure that any issues are rectified.</p> <p>The business operations officer started on 01/11/2020 as detailed in the previous update. Since being in the the business operations office has started to audit the cases on LAS to ensure that it is accurate. In addition they have been working closely with the Wiltshire Council performance, outcomes and quality assurance team to ensure that the reporting structures are accurate. This is starting to improve the accuracy of liquid logic but further work is still required.</p>
36283	We recommend that declaring potential conflicts of interests, gifts & hospitality is covered during induction training for all staff.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme

36284	We recommend that there a formal process of regular communication to remind staff and managers of the need to record potential conflicts of interest and the offering/acceptance of gifts & hospitality.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme
36285	We recommend that Close Personal Relationships should be reported through the online register of interests. Policy and guidance should be updated accordingly.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme
36286	We recommend that assessment procedures should include an email to the manager to advise when a potential conflict of interest has been registered.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme
36287	We recommend that the compliance team develop procedures to advise managers which members of their team have a current active declaration. This could be via an annual email or perhaps via a flag on a SAP/ HR record.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme

36288	We recommend that the Managers are provided with guidance on how they can find out about existing declarations of interest.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme
36289	We recommend that archive policies and procedures should be developed. Consideration should be given to length of time to keep records of former officers and any records that are no longer current/accurate.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme
36290	We recommend that procedures are put in place to ensure the register entries is kept current.	3	31-Mar-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme
36385	We recommend that guidance should be updated to include advice on the level of detail that should be included and of any mandatory information (such as estimated value and date hospitality received). It could also advise a minimum threshold for a declaration.	3	31-Dec-19	31-Dec-20	Legal & Governance	Maintain priority - ongoing development of current arrangements	This will now be developed as part of the Organisational Recovery Programme

38485	We recommend that a policy is implemented that informs all staff of the processes and procedures for dealing with a complaint, including guidance on when to pass the complaint to the Corporate Complaints department.	3	02-Jan-19	01-Apr-21	Legal & Governance	To be implemented: maintain priority	A proposed new complaints procedure and supporting guidance is being developed as outlined to the Standards Committee. This will be considered by CLT, ELT and the Constitution Focus Group before consideration by the Standards Committee and final approval by full council.
38659	We recommend that all Council staff are trained in the corporate complaints process, the information that may be required of them, the timescales involved and the importance of sticking to these timescales.	3	02-Jan-19	01-Apr-21	Legal & Governance	To be implemented: maintain priority	As above
40431	We recommend that policy documentation is reviewed and updated where appropriate.	3	30-Jun-19	31-Dec-20	Legal & Governance	To be implemented: maintain priority	As above
42389	We recommend that specific groups of staff to be required to make annual declarations of interests and these be reviewed by Heads of Service.	3	31-Dec-19	31-Dec-20	Legal & Governance	To be implemented: maintain priority	This will now be developed as part of the Organisational Recovery Programme

40680	We recommend that the Court of Protection Team Manager gives consideration to the most cost effective and efficient manner of document storage for the service.	2 (was 3)	31-Aug-19	31/09/21 (was 31/12/20)	Adult Care Ops - Access & Reablement	To be implemented: Increased priority	The current pandemic has increased the priority need for this issue to be resolved (team have been unable to completely work remotely and have had to maintain a presence at County Hall), although we are dependent on the provider's timelines. Due to the global pandemic and certain technological delays by the owners of Trojan, the roll out of Caspar Cloud was put on hold. The restructured development plan is now underway and Trojan are looking at having a beta version of Caspar Cloud out in the field in May/June 2021. Extensive testing of both the application and platform will then take place over a couple of months with an expectation that Caspar Cloudv1 will be made available in the third quarter of 2021. Wiltshire COP team are meeting with Trojan 26/01/21 to discuss costings, including possible reduction in price if Wiltshire agree to be part of the beta testing. A Business Case will then be set out.
40975	We recommend that the Interim Director: Digital Transformation & IT ensures that the ICT Disaster Recovery Plan is updated in line with changes under the transformation programme.	2	30-Jun-19	28-Feb-21	Digital & Information	To be implemented: maintain priority	The need for this work is fully acknowledged and a thorough approach is planned, this will incorporate the transformation programme and Recovery work to date. Grant funding from DHCLG has been secured and a tender document for consultancy services is completed. Legal and Procurement have been engaged and an agency has been appointed to assist, work has commenced as of the 18th Jan 2021.

39374	We recommend that management resources are identified to carry out the periodic monitoring of contracts to ensure adequate performance during the contract term, including best value reviews.	2	28-Feb-19	16-Nov-20	Communities & Neighbourhood Services	To be implemented: maintain priority	A revised business case is with Director for Economic Development and Planning awaiting confirmation , further discussion
41947	We recommend that the Council maintains it's own list of the sub-contractors it has approved to work on it's projects, so there is a full permanent record of the firms employed and more specifically any that have been excluded due to performance issues.	3	31-Mar-20	31-Dec-20	Finance & Procurement	Now complete	The Council requires its prime contractors to maintain this information, and it is available upon request
42150	We recommend the Interim Director of Finance and Procurement ensure the Strategic Procurement Hub agree GDPR compliant supplemental terms with each of the Council's contractors.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	All contractors, suppliers and providers are required to comply with GDPR Regulations by Law.
42426	We recommend that all required signatories must be sought and documented on the exemption form prior to orders being placed or work commissioned;	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	This is facilitated by the recently established Exemptions Panel (which reports to the newly established Commercial Board)

42428	We recommend that Directors should be reminded of their responsibility to provide all documentation to the Strategic Procurement Hub and no payments should be released until authorisation is in place.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	A Commercial Board has new been established to provide oversight of all Council spend, and to ensure the effective operation of the Council's commercial governance framework.
42430	We recommend that the Council identify where the costs already incurred as part of the services provided by Glenesk should be posted and rectify where not correct.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	A Commercial Board has new been established to provide oversight of all Council spend, and to ensure the effective operation of the Council's commercial governance framework. A review of the Council's approach to consultancy projects was undertaken, and presented to Commercial Board in 2020.
42433	We recommend that all decision-making involving expenditure of public funds should be evidenced and retained.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	A Commercial Board has new been established to provide oversight of all Council spend, and to ensure the effective operation of the Council's commercial governance framework.
42434	We recommend that evidence of the outcomes to support the expenditure on consultancy projects should be provided to Finance on a timely basis.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	A Commercial Board has new been established to provide oversight of all Council spend, and to ensure the effective operation of the Council's commercial governance framework. A review of the Council's approach to consultancy projects was undertaken, and presented to Commercial Board in 2020.
42435	We recommend that all Directors should have an appropriate understanding of their budget and should engage with the open- door policy with Finance should they require assistance.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	A Commercial Board has new been established to provide oversight of all Council spend, and to ensure the effective operation of the Council's commercial governance framework.

42436	We recommend that the Strategic Procurement Hub should confirm the status of the other programmes of work with Glenesk. For those programmes where all the relevant paperwork has not yet been received, work should not commence with Glenesk until this has been completed. Directors should be reminded that it is their responsibility to submit the necessary paperwork, not the SPH's to request it.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	A Commercial Board has new been established to provide oversight of all Council spend, and to ensure the effective operation of the Council's commercial governance framework. A review of the Council's approach to consultancy projects was undertaken, and presented to Commercial Board in 2020.
42719	We recommend that the Strategic Procurement Hub ensures that the published Contracts Register is complete and that they liaise with Legal Services to decide who should filter the information that is published to ensure it complies with the Local Government Transparency Code.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	This Action has been incorporated into the Governance strand of the OR Commercial Work stream, and will be overseen by the Commercial Board. (JH)
42720	We recommend that the Council's Legal Department holds all contract variation agreements. The Strategic Procurement Hub should forward all variation agreement documents that relate to GDPR to the Legal Department.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	Implemented, and will be reviewed again as part of the Organisational Recovery Programme (Commercial and Corporate Governance work streams)
42901	We recommend that Contract Managers ensure that performance of the contract is regularly measured against Key Performance Indicators that are determined at the pre-tender stage and included in the contract specification. Any underperformance should be reported in a timely manner.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	This Action has been incorporated into the Governance strand of the OR Commercial Work stream, and will be overseen by the Commercial Board. (JH)

42991	We recommend that the Strategic Procurement Hub liaise with Human Resources to document contract management responsibilities in the relevant job descriptions to ensure Officers are recruited with the required skills to effectively manage contracts for the Council.	3	31-Aug-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	This Action has been incorporated into the Governance strand of the OR Commercial Work stream, will be reviewed again as part of Organisational Design, and will be overseen by the Commercial Board. (JH)
43007	We recommend that Contract Officers and staff involved in managing or monitoring contracts complete a declaration that documents any conflicts of interest as well as stating when they do not have an interest.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	Implemented, and will be reviewed again as part of the Organisational Recovery Programme (Commercial and Corporate Governance work streams)
43212	We recommend that Accounts Payable cleanse the data held on the P: Drive in line with Wiltshire Council's guide 'Records Management - Cleansing your information - deciding what to keep and what to delete' and GDPR guidance. A list of our findings has been provided to the Accounts Payable Manager.	3	30-Jun-20	31-Mar-21	Finance & Procurement	To be implemented: maintain priority	There is an ongoing audit by Meridian Recovery Audit, which has focused on recovering duplicate payments, and as such we have needed to refer to past data. The examination of parts of the P drive will therefore take place once the Recovery Audit has been completed.
43256	We recommend that Accounts Payable receive confirmation from the notifier that all changes to vendor details have been verified at source, including addresses and bank details, to ensure accounts are being changed legitimately.	2	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	Completed. All changes to vendor data have the relevant email attached. This can be accessed via XK02 where the email and any relevant notes confirming checks that have been made are stored.

43258	We recommend that all exception reports are checked on a monthly basis and annotated in detail to evidence what actions have been taken as a result of the report. If there are no findings that require further action this should be noted on the report as confirmation. The reports should be checked and signed off by an independent officer such as the Head of Business Services, Finance.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Now complete	Access to SAP will be reviewed if resources allow but this is not a priority area to support at this stage as other mitigations exist in all high risk processes.
42809	We recommend that the Council should ensure that all services are equipped with the knowledge of the available payment methods as well as costs relating to the differing methods to enable them to make appropriate decisions when choosing methods of payments for the services they provide. The Council should also ensure that services are offering all forms of payment available to the service in order to maximise income.	3	30-Sep-20		Finance & Procurement	To be implemented: maintain priority	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
43211	We recommend that the Council should explore whether SAP capabilities will allow for the tasks outside of the Accounts Payable role to be moved from the APADMIN profile immediately in order to ensure that the system forces appropriate segregation of duties, and that additional manual checks become obsolete, therefore improving efficiencies within the team. If this is not possible, it should be taken into consideration when exploring options for the new ERP system and monitored appropriately until fully implemented.	3	31-May-20	on-going - dependent on programme timelines	Finance & Procurement	Overtaken by organisational change	Roles, access and authorisations will be considered within the scope of the ERP replacement programme (Evolve). The design is dependent on the target operating model (TOM) and access and authorisation will be aligned to business roles.

43257	<p>We recommend that the Head of Corporate Finance investigates all access and enquire with ICT to ensure that all current users have appropriate Finance related permissions and are current employees within the Finance teams.</p> <p>Any users that have left the department should have their SAP privileges appropriately restricted. Additional scrutiny should be enforced in relation to the privileges of Council movers to ensure that they only hold permissions relevant to their current role.</p>	3	31-Aug-20	on-going - dependent on programme timelines	Finance & Procurement	Overtaken by organisational change	Roles, access and authorisations will be considered within the scope of the ERP replacement programme (Evolve). The design is dependent on the target operating model (TOM) and access and authorisation will be aligned to business roles.
43460	<p>We recommend that the Financial Manual is finalised, approved and published to the Council as a whole as soon as is practically possible. The published manual should be communicated to relevant officers to ensure they have an appropriate understanding of the practices they are required to follow.</p>	2	30-Sep-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	A full assessment of the training and development requirements of the different level of leaders and managers across the council is underway. An element of this is financial management and when capacity allows a suite of training documents will be produced and where necessary training will be delivered.

43577	We recommend that in future years the Control Accounts spreadsheet should be modified to provide evidence that the accounts subject to monthly reconciliation have been reviewed in April, May and June.	3	31-Jul-20	30-Sep-20	Finance & Procurement	Now complete	Implemented
42722	We recommend that Accounts Receivable continue to develop and seek approval of the draft procedural guides that would allow for clear guidelines across all service areas.	3	29-Feb-20	31-Mar-20	Finance & Procurement	To be implemented: maintain priority	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
42723	We recommend that all credit notes should have authorisation, and documented reasoning, attached in SAP in order to show clear segregation of duties. This should be enacted across all service areas - this will be incorporated within a different recommendation to ensure that one main procedural guide is created.	3	30-Jun-20	on-going	Finance & Procurement	To be implemented: maintain priority	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
43132	We recommend that invoices are raised with sufficient information, and in a timely manner, in order to ensure that the process for the customer, those chasing the debt, and those answering enquiries, is as easy and efficient as possible.	2	29-Feb-20	on-going	Finance & Procurement	To be implemented: maintain priority	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.

43482	We recommend that, for Lot 2, resolution and agreement of the outstanding financial model is obtained through receipt of the required information from the Contractor to ensure that the appropriate sums can be paid to the Contractor.	3	31-Aug-20	01-Mar-21	Highways & Environment	To be implemented: maintain priority	A number of outstanding issues have been agreed and new Financial Model has been received 22 Jan to deal with these. The element involving haulage remains outstanding though both parties have agreed to programme activity in an effort to resolve by end of March 2021.
43484	We recommend that formal approval of the change to Lot 1 contract is approved by Cabinet and record of approval is held on file.	3	31-Jul-20	31-Dec-21	Highways & Environment	Now complete	Decision document (Record of Officer Decision by the Executive Director for Growth, Investment and Place) has now been traced. Document was signed and sealed 3 May 2019.
43485	We recommend that the Council seeks the required Open Book data from the Contractor to ensure that all financial models can be substantiated. If the Open Book data is not received the Contractor should be considered in breach of contract and appropriate actions taken to resolve.	3	06-Jul-20	Ongoing	Highways & Environment	To be implemented: maintain priority	The contractor has raised a number of formal Dispute Resolution Notices in respect of the Lot 1 and Lot 5 contracts. The council has continued to engage by sharing further position statements informed and supported by Legal Services. The council is awaiting updates as to whether these issues will be further progressed by the contractor through the formal Dispute Resolution procedure.

39742	We recommend that the central record of all CIL receipts and how the funds are split should be kept up to date to provide accurate information for all interested parties and to support the financial statements made in the Annual Report. This should also be supported by a regular reconciliation of the actual receipts and payments made through the Council's financial management system, which is signed and dated to validate its accuracy.	3	31-Aug-20	31-Dec-20	Economic Development & Planning	Now complete	Council produced the IFS, which is now published on our web site
42592	We recommend the Team Manager Advice, Contact and FAB ensures that the FAB Team's procedures guidance documents and the Charging Policy are updated to document the new ways of working and reflect the new IT system. This should be made available for all staff to refer to in order to aid efficiencies.	3	31-Mar-20	01-Jan-21	Adult Care Ops - Access & Reablement	Now complete	All procedures identified at time of SWAP Audit have been completed, however total end to end process continues to be in development due to opportunities new systems have brought us, for example, automatic uplifts and Online Financial Assessment - these are still in testing phase and part of BAU going forward. The Charging Policy has been updated.

39501	We recommend that the DPA application form is improved to clarify what is expected by maintaining the property.	3	30-Nov-19	31-Dec-20	Finance & Procurement	Now complete	The application form was reviewed by Head of Finance, Business Services in July 2020, and again in December 2020 by the Head of Finance, Adults Social Care. Minor changes in respect of contact details have been made.
39503	We recommend that performance indicators relating to Deferred Payment Agreements are fed into both the Executive Director with responsibility for Finance and the Executive Director with responsibility for Adult Social Care's scorecards to ensure that there is sufficient reporting and oversight so that the figures can be challenged. Furthermore, the Section 151 Officer and Adult Care Directors should receive regular, at least quarterly, information on the current debt position for Deferred Payment Agreements.	2	31-Oct-19	31-Mar-21	Finance & Procurement	To be implemented: Increased priority	As the Council has committed to moving to paying providers Gross of client contributions, rather than Net, and taking on the responsibility for collecting client contributions, this now has an increasing priority, and forms part of a wider project that has just started. Part of that includes debt reporting at both a micro level and directorate level. As this is a more fundamental review than originally envisaged, it will take longer to implement - revised target is 31st March 2021

39552	<p>We recommend that the process for allocating, undertaking and monitoring the 6 monthly review is revisited to ensure that reviews are undertaken in a timely manner. During this process, the Council should also seek assurance from the client that the property has been appropriately maintained and insured.</p> <p>We recommend that the process for allocating, undertaking and monitoring the 6 monthly review is revisited to ensure that reviews are undertaken in a timely manner. During this process, the Council should also seek assurance from the client that the property has been appropriately maintained and insured.</p>	3	30-Nov-19	31-Dec-20	Finance & Procurement	Now complete	The Placements team are issuing 6 monthly statements and the reconciliation process has been adapted to take account of the new payments system ContrOCC, which was introduced November 2019.
42432	The budget arrangements between the three ASC Directors should be discussed and any underspends in other areas should be considered for virement.	3	31-Mar-20	31-Mar-21	Finance & Procurement	Overtaken by organisational change	A Commercial Board has new been established to provide oversight of all Council spend, and to ensure the effective operation of the Council's commercial governance framework. Now one CE

39704	We recommend that the Council review the position of Traded Services with Schools and the roles and responsibilities of the service itself to ensure clear accountability & governance at all levels to include oversight, scrutiny and decision making.	2	31-Jul-19	04-Jul-21	Education & Skills	To be implemented: maintain priority	01/02/2021 With the outbreak of COVID-19 the priority for all our traded services has been to support schools throughout the period and there has been no respite during the period. This has meant preserving service delivery and adapting offers to an online market place as a matter of urgency. Reporting back to Children's Select for April 2021 has been scheduled with a view to engaging Democratic Services to agree future reporting and scrutiny with Senior Leadership and Member participation. Future review date to be set for July 2021 for the start of the process being mindful of the pandemic landscape and Education Rresponse to national guidance and restrictions.
39741	We recommend that evidence of a robust checking process is kept, to ensure that all planning applications are routinely assessed for CIL liability, so none are missed. This would include retention of records showing planning applications reviewed, with decision taken and by who, with regular random checks carried out by another experienced Officer to ensure a consistent approach, completeness of application coverage and accuracy in determination of whether liable or not. Also, to ensure a consistent approach and reinforce the checking process the procedures should be documented.	3	31-Aug-20	30-Nov-20	Economic Development & Planning	To be implemented: maintain priority	Ongoing. Currently records are being checked and processed manually, however with the implementation of the new IT system, monitoring reports will be available (March 2021). The Go Live has been delayed to an issue with the GIS which is currently being worked on by ICT and the third parties involved. Suggest that this comes off the Audit log when the system goes live in March 2021. nb The Infrastructure Funding Statement has been produced and is available on the website.

39101	We recommend that Facilities Management ensure they meet their contractual obligation to monitor all key performance indicators of each property maintenance contract to achieve good performance, value for money and good satisfaction from stakeholders. Key performance indicators that are not monitored should be reviewed to consider their application, replacement or deletion from the contractual agreement. The Procurement guidance on Contract Management should be finalised and made available on the relevant section of the intranet.	2	06-Dec-18	31-Jan-20	Housing & Commercial Development	Now complete	KPI's on the existig contact lots have been reviewed and monitored. Wider consideration has been give to a new range of KPI's and the mechanisum for monitoring these when the new suite of contracts are procured. The Procurment Guidnace on contact management was a Strategic Procurment Hub Action and is no published guidnace from procurment.
39666	We recommend that Service ensures ongoing reviews of all commercial properties are carried out to ascertain performance, including occupancy, comparing market rates and benchmarking.	3	30-Mar-20	01-Mar-21	Housing & Commercial Development	Overtaken by organisational change	Budget savings demand a different approach to determining property formamnce and chnages in national guidnace now mean that reinvestment in comecial peropety is not possible

39960	<p>We recommend that the Council implements the Third-Party Charging Policy (and Approach to Asset Management) as a priority to ensure whilst still working within the principles of partnership, rental income is optimised.</p> <p>The Third-Party Charging Policy should include the decision process governing the letting of office space to ensure it is transparent, consistently applied and supports the reasons for any discounts or free lets applied. This should be complemented by a Corporate Concessionary Rent Policy, allowing the Council to be transparent in charging less than market charges.</p>	2	30-Jun-19	01-Dec-20	Housing & Commercial Development	Overtaken by organisational change	The organisational recovery - commercial workstream includes reference to the 3rd party charge policy and is undertaking a review of this issue.
39956	<p>We recommend that the Asset Manager ensures the Service adopts the full functions of Concerto as soon as possible to improve the raising of invoices from all the Council's property portfolio.</p>	2	31-Mar-20		Housing & Commercial Development	Overtaken by organisational change	Lease and licence information has been included in concerto and is now a BAU task. Lease invoices have not been incorporated into Concerto at this time as there is a strategic link with the Project Evolve. Improvements have however been made to the existing systems currently in place.

41378	<p>We recommend that the Commissioner – Community Services continues to develop and embed the governance structure for the Help to Live at Home Alliance Partnership to ensure key objectives and outcomes can be met. This should include documenting what levels of authority are required to approve procurement and commissioning decisions, and how this can be confirmed as not being circumvented. The governance board should also document how the achievement and performance of the HTLAH activity will be monitored, including frequency and reporting requirements.</p>	2	31-Dec-19	30-Nov-20	Joint Commissioning	Now complete	<p>HTLAH partnership board is active. Next meeting is 26/01/2021. Monitoring & review (QA) policy shared in draft form in November meeting. Final version on the agenda for 26.01.21 meeting. January meeting will also be advised of hte intended roll-out of the enhanced monitoring and review as well as proposed date for the reinstated HTLAH provider forum.</p>
41379	<p>We recommend that the Commissioner – Community Services ensures clear performance measures are put in place, and actively monitored, which can both measure and capture planned benefits and savings. This should include KPIs for the providers and internal support services.</p>	2	30-Dec-19	01-Mar-21	Joint Commissioning	To be implemented: maintain priority	<p>HTLAH QA framework: Main document is finished. Appendices being edited to align with final amendments in the main document. Director sign off of document bundle by 29.01.21 enabling final comments from HTLAH board to be included in published version. Cohorts for increased monitoring and review have been risk rated and identified.</p> <p>Communications prepared to all HTALH provider in w/c 01.02.21. This introduces the framework and gives 4 weeks' notice to providers and planning the first cohort of Contract Monitoring reviews, allowing for 4 weeks' notice to the providers. Revised monitoring and review arrangements commence as of 01.03.21.</p>

41414	We recommend that the Commissioner – Community Services ensures a supplier management framework is developed which identifies key suppliers in terms of capacity and capability. Business continuity plans and contingency plans should also be put in place for key suppliers.	2	31-Dec-19	31-Mar-21	Joint Commissioning	To be implemented: maintain priority	Providers currently submit monthly performance data which includes staffing and capacity. This is augmented by 365 data from performance for a rounded view of HTLAH activity submitted through POG dashboard returns for scrutiny at Directorate level. From March 2021, the HTLAH POG dashboard will be revised to include top 20 providers by spend, package volumes and monitoring and review risk ratings – as informed by the new monitoring and review (QA) framework.
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Wiltshire Council

Audit and Governance Committee

10 February 2021

Subject: Governance action update

Executive Summary

The Annual Governance Statement for Wiltshire Council demonstrates how the Council is meeting the principles of good governance adopted in its Local Code of Corporate Governance (LCCG). Following the agreement of the Annual Governance Statement at the end of last year, this report provides a first update on the current status of improvement actions identified in the Annual Governance Statement for 2020.

Proposal(s)

Audit and Governance Committee is asked to consider the current status of improvement actions identified in Annual Governance Statement, as set out at **Appendix 1**.

Reason for Proposal

In considering the draft Local Code of Corporate Governance in 2019, Audit Committee agreed to receive quarterly updates on the implementation of improvement actions identified in the Annual Governance Statement. Consideration of these actions will inform the development of the Annual Governance Statement (AGS) that the council is required to produce for 2020/21.

Andy Brown

Interim Corporate Director, Resources

Ian Gibbons

Director, Legal, Electoral and Registration Services (Monitoring Officer)

Jo Pitt

Director, Human Resources and Organisational Development

Wiltshire Council

Audit and Governance Committee

10 February 2021

Subject: Governance action update

Purpose of Report

1. To consider the current status of improvement actions identified in the Annual Governance Statement (AGS) and emerging themes to capture in the AGS for 2020.

Background

2. Wiltshire Council agreed a revised Local Code of Corporate Governance in 2019.
3. In considering the draft Local Code of Corporate Governance, Audit Committee agreed to receive regular updates on the implementation of improvement actions identified in the Annual Governance Statement. Consideration of these actions will inform the development of the Annual Governance Statement (AGS) that the council is required to produce for 2020/21.

Main Considerations

4. In 2019/20's Annual Governance Statement the Council identified a number of areas where further improvements could be made to strengthen its governance framework. It should be noted that these areas are not to be regarded as failures, rather examples of issues where scope for further improvement has been identified. In many cases, work is already well underway to address these areas for improvement.
5. The governance of the Council continues to be monitored by Cabinet, Audit and Governance and other councillor committees and the Council's Corporate Leadership Team. In addition, a Corporate Governance (officer) Group chaired by the Monitoring Officer has now been established to steer the development of good corporate governance at the council. Its terms of reference are as follows:
 - a) To monitor and review the council's decision-making and governance arrangements (including those relating to partnerships and arms-length-bodies) ensuring that they reflect the principles set out in the Local Code of Corporate Governance.
 - b) To ensure the provision of clear and comprehensive information, guidance and training across the council so that our governance arrangements are: widely understood, followed consistently and support efficient and effective decision-making, planning, consulting recording; and publishing.

- c) To ensure the council's Annual Governance Statement is evidence-based and effective and its recommendations for improvement are delivered.
 - d) To oversee the ongoing review of the council's Constitution.
 - e) To ensure the provision of an accessible corporate portal for:
 - policies, strategies and plans
 - byelaws
 - council orders (alcohol restrictions/traffic/footpath orders etc)
 - contracts
 - partnership arrangements
 - statutory powers
 - programme management arrangements including gateway processes.
6. A quarterly update on progress with the improvement actions identified in the Annual Governance Statement 2019-20 is included at **Appendix 1**. This document will be kept live and updated and inform the development of the AGS for 2020/21.

Report Authors:

Andy Brown - Interim Corporate Director, Resources; **Ian Gibbons** - Director, Legal, Electoral and Registration Services (Monitoring Officer); **Jo Pitt** - Director, Human Resources and Organisational Development; **David Bowater** – Senior Corporate Support Manager

Appendices

Appendix 1 Quarterly LCCG AGS update

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Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

AGS improvement actions	Current Status	
Deliver policy and training to embed social value across the council	Our work on Organisational Recovery will ensure we strengthen alignment between policy development and spending with third parties across the Council, and establish a culture, to maximise the delivery of tangible social, economic and environmental outcomes through commercial activity. We will take a targeted and data driven approach to such policy application to ensure that we focus efforts on those areas where maximum benefits can be achieved; we will supplement this by providing support, training and tools, to help people throughout the Council to deliver defined & tangible benefits for the people of Wiltshire	AB JH
Promote with staff 'EPIC values' (Empowering People to Innovate and Collaborate) and an updated code of conduct, replacing the previous Behaviours framework	Complete	JP PM

Principle B - Ensuring openness and comprehensive stakeholder engagement

AGS improvement actions	Current Status	
Implement a new VCS strategy and review the Wiltshire Compact	A new VCS strategy was drafted before the COVID pandemic. The principles of openness and comprehensive stakeholder engagement have been embedded into the partnership work of response and recovery. The Neighbourhood cell led this initially and leadership continues through the Community Resilience recovery group bringing together Community Partners, VCS, Strategic partners and the Council. This group will be reviewing and updating the VCS strategy to ensure it aligns to Recovery once that is fully underway.	JG

Principle C - Defining outcomes in terms of sustainable economic, social and environmental benefits

AGS improvement actions	Current Status	
Pilot a multi-year outcome-based planning process aligned to budget build (when spending reviews permit)	The delay in a multi-year spending review until 2021 means the process will be piloted during 2021 ready for 2022/23.	AB

Review approach to service delegation and asset transfer and One Public Estate	A review of the benefit of the asset transfer and service devolution programme has taken place. The future approach will be informed by the review. One public estate opportunities will be identified as part of the asset rationalisation programme and early progress has already been made in that respect.	AB SH
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Principle D - Determining the interventions necessary to optimise the achievement of intended outcomes

AGS improvement actions	Current Status	
Review the effectiveness of the commercial policy and current commissioning approaches.	Elements of the Council's Capital Programme around commercial investment were deferred while others are progressing. The Council's appetite for commercial investment, given the current economic state, will be wrapped up as part of the recovery work. Recent government controls on use of PWLB borrowing has prevented commercial investment. There will be a need to review the commercial policy in light of changing government policy, Ongoing governance of council owned companies such as Stone Circle will be considered through Audit and Governance Committee activity, with an update in the Annual Governance Statement. The Committee on Standards in Public Life recommends that wholly owned LA companies should publish their board meeting papers online and this is under consideration.	SH HH AB IG
Embed good commissioning and contract management as part of staff job descriptions.	This is an action under the contract management paper. Procurement are reviewing information and will liaise with HR Business Partner to discuss – current action is with Procurement	AB JP JH PM

Principle E - Developing capacity, including the capability of the Council's leadership and the individuals within it

AGS improvement actions	Current Status	
Rollout training and awareness on decision making processes	Guidance is being drafted, subject to review by Corporate Governance Group, before discussion at CLT/ELT and development of training material.	IG JP MD MN

Work with partners to complete a multi-agency evaluation of the response to the pandemic	A multi agency debrief was not taken forward before response was reactivated for the second wave. This will be considered during 2021.	KB EP MN
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Principle F – Managing risks and performance through robust internal controls and strong public financial management

AGS improvement actions	Current Status	
Review how performance can be communicated to the public to deliver maximum openness and transparency	A new approach to communication of performance as well as publishing open data will be developed and delivered as part of the BI Development programme and SAP Evolve project.	MN

Principle G - Implementing good practices in transparency, reporting and audit to deliver accountability

AGS improvement actions	Current Status	
Align organisational processes more closely to the outcomes in the Business Plan to ensure a focus on the resources used and outcomes achieved	An outcome-based process has been developed with the intention of informing a three year budget. The delay in a multi-year spending review until 2021 means the process will be piloted during 2021/22 ready for 2022/23.... New portfolio management approach is being implemented to align corporate programmes with the new Business Plan and ensure benefits realisation....	AB MN

Initials

AB: Andy Brown, Interim Corporate Director, Resources

IG: Ian Gibbons, Director, Legal and Electoral Services

JP: Jo Pitt, Director, HR and OD

SH: Simon Hendey, Director, Housing and Commercial

HH: Helean Hughes, Director, Education and Skills

JG: Jess Gibbons, Director, Communities and Neighbourhood Services

KB: Kate Blackburn, Director, Public Health

PM: Paula Marsh, HR

JH: Jonathan Hopkins, Procurement

MN: Martin Nicholls, Executive Office

MD: Maria Doherty, Democracy

EP: Emergency Planning

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Audit and Governance Committee
Proposed Forward Work Plan - 2020/2021/2022

Meeting Date	Item	Responsible Officer	Draft Report to CLT	Agenda Publication Deadline
10 February 2021	Update on Statement of Accounts 2019/20	Lizzie Watkin/ Andy Brown	27 Jan 2021	2 Feb 2021
	Grant Certification Report relating to teachers pay/pensions 2019/2020	KPMG		
	Q3 IA Report 2020/2021	SWAP		
	IA outstanding recommendations report	SWAP/Andy Brown		
	Corporate Governance Update	Ian Gibbons		
	Risk Management Review	Toby Eliot		
	Redmond Review	Lizzie Watkin		
	Private Meeting with SWAP (after committee)	SWAP/Tara Shannon		

Meeting Date	Item	Responsible Officer	Draft Report to CLT	Publication Deadline
28 APRIL 2021	Statement of Accounts 2019/20	Lizzie Watkin/ Andy Brown	14 April 2021	20 April 2021
	Accounting Policies	Lizzie Watkin		
	External Audit Plan 2020/21	Deloitte		
	Q4 IA Report 2020/2021	SWAP		
	IA outstanding recommendations report	SWAP/Andy Brown		
	Corporate Governance Update	Ian Gibbons		
	School Governance Report (TBC)	TBC		

Meeting Date	Item	Responsible Officer	Draft Report to CLT	Publication Deadline
21 JULY 2021	Q1 IA Report 2021/2022	SWAP	7 July 2021	13 July 2021
	IA outstanding recommendations report	SWAP/Andy Brown		
	Redmond Review	Lizzie Watkin		
	Annual Governance Statement 2020/2021	Maria Doherty		
	Pension Assurance on Pension Fund accounts 2020/21	Pension Fund Minutes		

Meeting Date	Item	Responsible Officer	Draft Report to CLT	Publication Deadline
20 OCT 2021	Report to those Charged with Governance (ISA 260) 2020/2021 <i>May need an additional meeting in September to consider this – depends on deadlines which are TBC</i>	Deloitte	6 Oct 2021	12 Oct 2021
	Grant Certification Report relating to teachers pay/pensions 2020/2021	KPMG		
	Statement of Accounts 2020/2021 To include an update on the resolution and qualification issues from the 2018/19 accounts <i>May need an additional meeting in September to consider this – depends on deadlines which are TBC</i>	Lizzie Watkin/ Andy Brown		
	Q2 IA Report 2020/2021	SWAP		
	IA outstanding recommendations report	SWAP/Andy Brown		
	Corporate Governance Update	Maria Doherty		
	Private Meeting with External Auditors	Deloitte/Tara		