



## North Herts District Council Audit Committee Progress Report 21 September 2017

### Recommendations

Members are recommended to:

- Note the Internal Audit Progress Report for the period to 28 August 2017
- Note the proposed amendments to the 2017/18 Annual Audit Plan
- Note the implementation status of high priority recommendations.

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# 1. Introduction and Background

## Purpose of Report

- 1.1 This report details:
- a) Progress made by the Shared Internal Audit Service (SIAS) in delivering the Council's Annual Audit Plan for 2017/18 as at 28 August 2017.
  - b) Implementation status of previously agreed high priority audit recommendations and request to agree removal of completed actions.
  - c) Proposed amendments to the 2017/18 Annual Audit report
  - d) An update on performance management information as at 28 August 2017.

## Background

- 1.2 The 2017/18 Annual Audit Plan was approved by the Finance, Audit & Risk Committee (the FAR Committee) on 22 March 2017.
- 1.3 The Committee receives periodic updates of progress against the Annual Internal Audit Plan. This is the second report giving feedback on the delivery of the 2017/18 Internal Audit Plan.
- 1.4 The work of Internal Audit is required to be reported to a Member Body so that the Council has an opportunity to review and monitor an essential component of corporate governance and gain assurance that its internal audit provision is fulfilling its statutory obligations. It is considered good practice that progress reports also include proposed amendments to the agreed annual audit plan.

# 2. Audit Plan Update

## Delivery of Audit Plan and Key Audit Findings

- 2.1 As at 28 August 2017, 31% of the 2017/18 Audit Plan days had been delivered.
- 2.2 The following 2016/17 final reports have been issued since 19 May 2017 (cut-off date for the SIAS Update Report for 12 June 2017 FAR Committee) alongside a single audit from the 2017/18 Agreed Plan:

<b>Audit Title</b>	<b>Date of Issue</b>	<b>Assurance Level</b>	<b>Number of Recommendations</b>
Corporate Project Management (16/17)	July 2017	Moderate	3 medium priority 1 merits attention

Careline (16/17)	July 2017	Substantial	4 medium priority 1 merits attention
Use of Consultants (16/17)	July 2017	Substantial	3 merits attention
RPR Process (16/17)	August 2017	Full	No recommendations made
Hitchin Town Hall - Operation	August 2017	Moderate	5 medium priority 2 merits attention

2.3 Details on the status of all audits in this year's plan can be found in Appendix A.

#### Medium Priority Recommendations

2.4 The table below provides a summary of the medium priority recommendations that were made in the period:

<b>Audit</b>	<b>Summary of medium priority recommendations</b>
Corporate Project Management	<ul style="list-style-type: none"> <li>• Timely reports are presented to Cabinet / committee where a decision is made by officers not to proceed with projects approved by Cabinet.</li> <li>• Parameters on pay back periods and financial exposure, linked to the Council's risk appetite are developed to feed into project decisions and delegated responsibilities.</li> <li>• Overall Corporate Programme Management processes are reviewed to ensure that sufficient project management, legal and procurement resources are in place. This process should include consideration of the number of projects adopted and (where necessary) consideration of the benefits of procuring external support.</li> <li>• Project managers are reminded of the steps in the Framework checklist that refer to the lessons learned process to ensure that these are complied with for all ongoing and future corporate projects. For each project completed since March 2016, the End of Project Report should be requested by the Performance &amp; Risk Management team and the corporate log updated.</li> </ul>

Careline	<ul style="list-style-type: none"> <li>• Careline develops and formally implements a corporately acceptable Debt Recovery Procedure for Careline customers.</li> <li>• For all future procurement exercises of this nature (i.e. tenders as defined by the Council's Contract Procurement Rules), records are retained that evidence the officers involved in the evaluation and their individual scores.</li> <li>• Careline tests its Emergency Evacuation Procedure on a periodic basis and formally records the outcomes.</li> </ul>
Hitchin Town Hall Operation	<ul style="list-style-type: none"> <li>• All payments received in person at the Town Hall are processed through the till using appropriate income codes and headings, so that till reports can be reconciled with the Weekly Takings and Banking sheets (WTBS).</li> <li>• The following documents are reviewed and updated: <ul style="list-style-type: none"> <li>○ Event signing in sheets</li> <li>○ Weekly Takings and Banking sheets (WTBS)</li> <li>○ Till operation and management guidance</li> </ul> </li> <li>• All till operators and duty managers are issued with unique login ID numbers which must be used for all transactions carried out by them. It should be a disciplinary offence if an operator uses another person's login ID number.</li> <li>• A safe log book is introduced. It should be referred to as part of the banking procedure and used to ensure all monies are banked in compliance with the Council's Financial Regulations 2.7.7.</li> <li>• The insurance limit for amounts of cash income held in the safe overnight is increased</li> <li>• Credit card (CC) income is recorded on the Weekly Takings and Bankings sheets to advise the Council's Finance department of the expected CC income to be banked.</li> <li>• Monthly reconciliations are completed of the HTH CC income records to that actually</li> </ul>

	received from the CC companies via NHDC Finance (Cashiers).
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### High Priority Recommendations

- 2.5 Members will be aware that a Final Audit Report is issued when it has been agreed by management; this includes an agreement to implement the recommendations that have been made. It is SIAS's responsibility to bring to Members' attention the implementation status of high priority recommendations; it is the responsibility of Officers to implement the recommendations by the agreed date.
- 2.6 No high priority recommendations have been made as a consequence of the work undertaken in the audits detailed in paragraph 2.2 above.
- 2.7 The standard template schedule attached at Appendix B shows the implementation status of previously agreed high priority audit recommendations. The two recommendations from the Data Protection and Freedom of Information audit have been implemented since the position reported to the last FAR Committee.

### Proposed Amendments to the 2017/18 Annual Audit Plan

- 2.8 At the request of management, the following two audits have been cancelled and the remaining time budgets returned to contingency:
- Green Space Strategy – cancelled at the Client's request as SIAS were unable to resource the audit in a timely manner that aligned with Client requirements.
  - Asset Management System - this audit has been cancelled as the implementation of the new system is not progressing as fast as originally envisaged. The potential for this audit to be carried out in the future will be considered as part of the 2018/19 audit planning process.
- 2.9 The contingency in the 2017/18 Annual Audit Plan for the Council currently stands at 21 days. The use of this time will be considered at the next scheduled client liaison meeting on 11 September 2017 with the outcomes of this meeting reported to the Committee meeting.
- 2.10 The audit of cyber risks has been rescheduled from June to September to enable the review to be delivered by a specialist IT auditor.
- 2.11 Both the following audits have been rescheduled at the client's request to ensure that the provision of assurance is appropriately scoped and timed:
- Commercialisation / Council Property – moved from September to December 2017

- Waste Management Contract – moved from March to February 2018

## Performance Management

### Reporting of Audit Plan Delivery Progress

- 2.12 To help the Committee assess the current situation in terms of progress against the projects in the audit plan, we have provided an overall progress update in the table below. In addition, we have agreed formal start dates with management and have allocated resources accordingly; details can be found in Appendix C. This is designed to facilitate audit plan delivery throughout the year.

<b>Completed - Draft or Final report has been issued (6)</b>	
Confidence level in completion of this work – Full	
Review of FAR	Use of Consultants (16/17)
Hitchin Town Hall Operation	Careline (16/17)
Joint Review – PREVENT (16/17)	RPR Process (16/17)

<b>Fieldwork currently being carried out or in Quality Review (8)</b>	
Confidence level in completion of this work – Full	
SOCA Fraud Checklist	Office Accommodation Project
Joint Review - Local Authority Trading	Business Improvement Districts (BIDs)
Tree Strategy & Management	Income Generation
Northgate Contracts	HTH & Museum Project

<b>Scope and Start date agreed with Management - preliminary work has begun (3)</b>	
Confidence level in completion of this work – Good – resources have been allocated to these activities by SIAS and management has agreed the way forward; dates are planned in diaries.	
Member Training	New Integra system implementation - consultancy
Cyber-risks	

<b>Formal start dates not yet agreed (18)</b>	
Confidence level in completion of this work – Moderate – resources have been allocated by SIAS but dates have not yet been planned in diaries; generally these audits are more complex and will need good engagement with management to ensure delivery	
<b>Audit</b>	<b>Status Update</b>
General Ledger	Debtors
Creditors	Treasury Management
Council Tax	NDR
Benefits & Rent Allowances	Payroll
Taxi Licensing	Outbound New Mail System

Commercialisation / Council Company	Paperless Committee System
Telephony System Post implementation review	NHCL Refurbishment
Waste Contract – New Arrangements Progress	Joint Review 1 (subject to be determined by SIAS Board)
DFG Capital Grant Certification	Joint Review 2 (subject to be determined by SIAS Board)

<b>Deferred (0)</b>	
N/A	

<b>Cancelled (2)</b>	
Asset Management System	Green Space Strategy (16/17)

<b>Summary – 28 August 2017</b>		
<b>Status</b>	<b>No of Audits at this Stage</b>	<b>% of Total Audits (35)</b>
Draft / Final	6	17%
Currently in Progress	8	23%
Start Date Agreed	3	9%
Yet to be planned	18	51%

Deferred	0
Cancelled	2

2.13 Annual performance indicators and associated targets were approved by the SIAS Board in March 2017.

2.14 As at 28 August 2017, actual performance for North Herts against the targets that can be monitored in year was as shown in the table below.

<b>Performance Indicator</b>	<b>Annual Target</b>	<b>Profiled Target to 28 August 2017</b>	<b>Actual to 28 August 2017</b>
<b>1. Planned Days</b> – percentage of actual billable days against planned chargeable days completed (excluding unused contingency)	95%	37%	31% (116.5 / 379 days)
<b>2. Planned Projects</b> – percentage of actual completed projects to draft	95%	37%	17% (6 / 35 projects)



report stage against planned completed projects			
<b>3. Client Satisfaction with Conduct of the Audit</b> – percentage of client satisfaction questionnaires returned at 'satisfactory' level	100%	100%	100% (6 questionnaires sent and 1 returned)
<b>4. Number of High Priority Audit Recommendations agreed</b>	95%	N/A	100% (1 recommendation made and accepted)

2.15 In addition, the performance targets listed below are annual in nature. Performance against these targets will be reported on in the 2017/18 Head of Assurance's Annual Report:

- **5. External Auditors' Satisfaction** – the Annual Audit Letter should formally record whether or not the External Auditors are able to rely upon the range and the quality of SIAS' work.
- **6. Annual Plan** – prepared in time to present to the March meeting of each Audit Committee. If there is no March meeting then the plan should be prepared for the first meeting of the financial year.
- **7. Head of Assurance's Annual Report** – presented at the Audit Committee's first meeting of the civic year.

**APPENDIX A - PROGRESS AGAINST THE 2017/18 AUDIT PLAN AS AT 28 AUGUST 2017**

**2017/18 SIAS Audit Plan**

<b>AUDITABLE AREA</b>	<b>LEVEL OF ASSURANCE</b>	<b>RECOMMENDATIONS</b>			<b>AUDIT PLAN DAYS</b>	<b>LEAD AUDITOR ASSIGNED</b>	<b>BILLABLE DAYS COMPLETED</b>	<b>STATUS / COMMENTS</b>
<b>Key Financial Systems</b>					90			
General Ledger						Yes	0	Allocated
Debtors						Yes	0	Allocated
Creditors						Yes	0	Allocated
Treasury Management						Yes	0	Allocated
Council Tax						Yes	0	Allocated
NDR						Yes	0	Allocated
Benefits & Rent Allowances						Yes	0	Allocated
Payroll						Yes	0	Allocated
New Integra system implementation - consultancy						Yes	0	In planning
<b>Operational Audits</b>								
Business Improvement Districts (BIDs)					10	Yes	4	In Fieldwork
Office Accommodation Project					12	Yes	11	Drafting Report
HTH & Museum - operation	Moderate	0	4	2	12	Yes	12	Final Report Issued
Tree Strategy & Management					12	Yes	5.5	In Fieldwork
Taxi Licensing					12	Yes	0	Allocated
Income Generation					15	Yes	6.5	In Fieldwork
Commercialisation / Council Company					12	Yes	0	Allocated
Paperless Committee System					10	Yes	0	Allocated

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Telephony System - post implementation review					10	Yes	0	Allocated
Outbound mail - new system					10	Yes	0	Allocated
Member Training					10	Yes	2	In Planning
<b>Procurement / Contracts</b>								
NHLC Refurbishment					12	Yes	0	Allocated
Waste Contract - new arrangements progress					10	Yes	0	Allocated
Northgate Contracts					12	Yes	3.5	In Fieldwork
Serious and Organised Crime Agency (SOCA) Fraud Checklist					10	Yes	7	In Fieldwork
<b>Joint Reviews</b>								
Joint Review 1					2.5	No	0	Allocated
Joint Review 2					2.5	No	0	Allocated
Shared Learning					5	Yes	2	Through Year
<b>IT Audits</b>								
Cyber-risks					10	Yes	2	In Planning
Asset Management System					0	N/A	0	Cancelled
<b>Anti-Fraud and Governance</b>								
Internal control issues identified by SAFS					5	N/A	0	As Required
<b>Contingency &amp; Ad Hoc Activity</b>								
Contingency & Ad Hoc Activity					21			
Election Support					0	N/A	0	Cancelled

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Review of FAR	Not assessed	0	0	0	3	Yes	3	Final report issued
DFG Capital Grant certification					2	Yes	0	In Planning
King George V Playing Fields					1	Yes	0	In Planning
<b>Strategic Support</b>								
Head of Internal Audit Opinion 2016/17					5	Yes	5	Complete
Audit Committee					12	Yes	5	Through Year
Client Meetings					10	Yes	5	Through Year
Liaison with External Audit					1	Yes	0.5	Through Year
Progress Monitoring					10	Yes	5	Through Year
SIAS Development					5	Yes	5	Through Year
2018/19 Audit Planning					10	Yes	0	Allocated
<b>2016/17 Projects requiring completion</b>					1.5	Yes	1.5	Complete
HTH & Museum Project					11	Yes	8	In Fieldwork
Careline Operation	Substantial	0	3	1	12.5	Yes	12.5	Final Report Issued
Appraisal Process	Full	0	0	0	6.5	Yes	6.5	Final report issued
Green Space Strategy					0	N/A	0.5	Cancelled
Use of Consultants	Substantial	0	0	3	3.5		3.5	Final Report Issued
Joint Review - Local Authority Trading					0.5		0	In Fieldwork
Joint Review - PREVENT					0.5		0	Draft Report Issued
Corporate Project Management	Moderate	0	3	1			0	Final report issued

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Contract Management	Substantial	0	1	2			0	Final report issued
Payroll	Substantial	0	3	1			0	Final report issued
NDR	Full	0	0	0			0	Final report issued
<b>Total - North Herts D.C.</b>		<b>0</b>	<b>14</b>	<b>10</b>	<b>400</b>		<b>116.5</b>	

## APPENDIX B IMPLEMENTATION STATUS OF HIGH PRIORITY RECOMMENDATIONS

No.	Report Title / Date of Issue	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment August 2017	Status of Progress
1.	Waste Contract August 2016	As part of the contract renewal process, formal requirements regarding the quality of performance data provided by the contractor should be included in the terms and conditions of the contract. This should include mechanisms by which the Council can both directly access the data and require the contractor to undertake (either directly or commissioned by the Council) data quality audits	The upgrade to the waste management IT software is expected to be in place by mid-2016. This will give officers direct access to the system.	Service Manager (Waste and Recycling)	July 2016  Revised date 29-Sep-2017	Service Manager (Waste and Recycling)  March 2017 – the domestic collections are being managed through the new IT system with officers having full access. The system is being set up for trade waste collections, which are anticipated to go live by June 2017. An upgrade to the corporate financial system Integra means full set up of chargeable services is on hold indefinitely, with a review required once the Integra upgrade is complete and the new contract is awarded in late	Not yet reached due date - in progress awaiting the award of the Waste and Street Cleaning Contracts.	<b>Carry forward to November FAR</b>

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No.	Report Title / Date of Issue	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment August 2017	Status of Progress
		should these be deemed necessary.	Greater integration with the NHDC customer service centre and website will be possible with the new system and these options will be explored to reduce the risk of data transfer errors in relation to contacts reported by the public. This will be subject to cost but can be considered further for the implementation of the new contract, alongside decisions regarding the	Service Manager (Waste and Recycling), Comms Manager, Customer Services Manager.	April 2017  Revised date 29-Sep-2017	2017.  March 2017 – Officers now have full system access and a series of reports are in development. Ad hoc variation orders are being processed using Integra for greater transparency. The new contract specification is in draft, which includes data access and reporting requirements. Project Board decisions have resulted in a specification to include customer service provision, therefore no work will be undertaken to improve website and current system integration in advance of the new	Not yet reached due date - in progress as above.	<b>Carry forward to November FAR</b>

**APPENDIX B IMPLEMENTATION STATUS OF HIGH PRIORITY RECOMMENDATIONS**

No.	Report Title / Date of Issue	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment August 2017	Status of Progress
			management of customer contacts.			<p>contract.</p> <p>Dec 2016 – IT system up and running for domestic collections, implementation for trade is delayed due to staff vacancies.</p> <p>August 2016 - IT system currently in testing phase. Anticipated to go live for domestic collections and street cleansing by 1<sup>st</sup> October 2016</p> <p>Dec 2016 – New contract client team discussions and IT approach likely to begin in early 2017</p> <p>August 2016 - Initial meetings for project initiation set</p>		



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No.	Report Title / Date of Issue	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment August 2017	Status of Progress
						up, however is now largely dependent on the structure of the new shared service client team, which will not be decided until later in 2017. This is therefore unlikely to be completed on time.		
2.	Waste Contract August 2016	Officers are aware of the weaknesses in the current performance management regime and given that the existing contract is due for renewal and that service delivery is adequate, we do not recommend that any action is now taken to enforce the performance management	Evidence exists that both parties agreed to implement the system on 2 <sup>nd</sup> September 2002. It is understood that the regime was in place for approximately 5 years but no data exists for this period. No officers from the current management	Service Manager (Waste and Recycling)	Development of PMR specification for new contract due September 2016  Revised date 31-Aug-2018	Service Manager (Waste and Recycling)  26-Jul-2017 A new PMR has been developed and published to bidders as part of the tender for the new waste collection and street cleansing service. This will come into effect following a three month bedding in period following the start of the contract in May	In progress	<b>Carry forward to November FAR</b>

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No.	Report Title / Date of Issue	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment August 2017	Status of Progress
		<p>regime for the existing contract, as the effort required is unlikely to yield any substantial benefits prior to the contract expiring.</p> <p>However, the Council should ensure that it factors its experience with the current contract into the process for developing performance management on the new contract. This should include:</p> <ul style="list-style-type: none"> <li>investigating and understanding why it was not implemented for the current contract</li> </ul>	<p>team were present at this time and the regime in place was not sufficient to effectively monitor performance after service changes and contract extension in 2007. Efforts to review the matrix in 2011/12 failed to reach agreement and was resource intensive due to the lack of access to and reporting from a suitable waste management software system.</p> <p>It is anticipated that the upgraded</p>			<p>2018.</p> <p>09-May-2017 The PMR is currently being finalised due for publishing alongside the ITT in early June 2017. Upon contract award, mechanisms for monitoring the requirements of the new PMR will be developed within the IT systems. The PMR will begin to be used after a short bedding in period, likely to be August 2018.</p> <p>March 2017 - Negotiations are ongoing with EHC regarding the approach to performance management in the new contract</p>		

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		<ul style="list-style-type: none"> <li>specification of a detailed performance management regime which is formally agreed by all partners at the commencement of the new contract; and</li> <li>Monitoring the implementation of the new regime to ensure it is being applied rigorously from the start of the new contract.</li> </ul>	IT system will provide sufficient reporting to inform a new PMR system for the new contract.			<p>specification. Agreement is required by March 2017.</p> <p>Dec 2016 – Discussions ongoing, PMR specification due to be completed by January 2017</p> <p>August 2016 - The specification of the PMR is on-going and examples of other Council systems is being considered. Negotiations are now also required with EHC due to the agreement to progress with the shared service. Consultants have been commissioned to assist with a critical friend analysis of final documents.</p>		

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No.	Report Title / Date of Issue	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment August 2017	Status of Progress
3.	Data Protection and Freedom of Information  December 2016	<p>We recommend that the practice of auto-forwarding of emails is stopped as a priority before there is a breach of the Data Protection Act. It is noted that this is covered within the DP Training.</p> <p>All Officers and Elected Members have signed to agree the IT Information Security Policy, which at para 9 - Email Systems states: "Never auto forward emails to a lower classification domain (e.g. public internet)".</p>	<p>This has been raised with the Chief Executive and agreed that this will also be on the Political Liaison Board agenda for the January 2017 meeting for Senior Members to consider this point and agree an action.</p>	Head of Revs, Benefits & IT	1 April 2017	<p>Head of Revs, Bens &amp; IT / ICT Manager</p> <p>27-Jun-2017 Confirmed that auto-forwarding was switched off on 26 June 2017.</p> <p>16-May-2017 Officers have been in touch with Members both via MIS and then at the request of the Executive Member, individually. Because the Executive Member wanted officers to consult with each Member individually to come to a solution that would suit each one, officers have delayed turning off auto-forwarding until early June 2017. So far,</p>	Implemented	<b>Completed to be removed</b>

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						<p>many Members have reacted to the request in a positive way.</p> <p>March 2017 – seeking further information on the approach of other authorities in Hertfordshire prior to further consideration by PLB on 20 March 2017.</p>		
4.	Data Protection and Freedom of Information  December 2016	We recommend that Members' failure to register with the ICO as Data Controllers should be escalated to the Council's Chief Executive for resolution.	This has been raised with the Chief Executive and agreed that this will also be on the Political Liaison Board agenda for the January 2017 meeting for Senior Members to consider this point and agree	Head of Revs, Benefits & IT	1 April 2017	<p>Head of Revs, Bens &amp; IT / ICT Manager</p> <p>05-Sep-2017 The Information Communication Technology Manager will continue to register Members as Data Controllers when requested, although Members are able to register themselves.</p>	Implemented	<b>Completed to be removed</b>

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			an action.			<p>Officers will continue to renew Data Controller registrations for Members as and when they are due for renewal and they will encourage new Members to register, as part of new Member inductions each year. Officers now consider the implementation of the SIAS recommendation to be complete. As previously noted, the associated risk relates to individual Members rather than NHDC.</p> <p>23-May-2017 Members were informed of the Cabinet resolution via both the Members' Information Service and individually. There</p>		

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						<p>are now 22 Members registered as a Data Controller. Officers believe that they have done as much as possible to encourage Members to register with the ICO. The Information Communication Technology Manager will contact the two new Members to encourage them to register as a Data Controller following their appointment at Full Council on 18 May 2017. The Information Communication Technology Manager will continue to encourage those Members who have not registered to register and will check</p>		

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						<p>on the ICO's website to see if any Members have registered independently. Original action completed by the due date of 1 April 2017 and the due date has now been extended to 31 August 2017 to monitor further registrations. March 2017 – There are now 15 Members registered as Data Controllers with the ICO's Office. The IT Manager was asked to seek updates from other authorities on how they manage this process in other Hertfordshire authorities. The matter will be reviewed again by PLB on 20 March 2017; however, as this</p>		



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						poses no real risk to the Council and any breach is the sole responsibility of any Members concerned, Officers do not intend to push this any further than bringing the risks to the attention of PLB on 20 March 2017.		

NHDC 2017/18 Audit Plan Start Months											
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
SOCA Fraud Checklist	Office Accommodation Project	RPR Process <b>Final report issued</b>	Telephony System Post implementation review	DFG certification	<del>Commercialisation/ Council company</del> <b>Moved to December</b>	NHLC Refurbishment	Payroll	Benefits	Outbound mail system	Waste Contract	<del>Waste Contract</del> <b>Moved to February</b>
Review of FAR <b>Completed</b>	Income Generation	<del>Cyber risks</del> <b>Moved to September</b>	Northgate Contracts	Integra system implementation	Cyber risks	Main Accounting	NDR	Treasury Management	Asset Management system <b>Cancelled</b>		
Paperless committee system	HTH & Museum operation <b>Final report issued</b>		Business Improvement Districts	Member Training		Debtors	Council Tax	King George V Playing field			
<del>Member Training</del> <b>Moved to August</b>	Head of Assurance Opinion 2017/18 <b>Completed</b>					Creditors	Taxi Licensing	Commercialisation / Council company			
Joint Review - PREVENT							Tree Strategy & Management				
Joint Review – Local Authority Trading											
Careline (16/17) <b>Final report issued</b>											
Hitchin Town Hall Project (16/17)											
Consultants (16/17) <b>Final report issued</b>											
<del>Green Space (16/17)</del> <b>Cancelled</b>											