CARLISLE CITY COUNCIL

Report to:-

The Mayor and Members of the City Council

Date of Meeting:-

29th April 2003

Agenda Item No:- (6(d)

Public

Policy

Delegated: No

Accompanying Comments and Statements	Required	Included
Environmental Impact Statement:	No	
Corporate Management Team Comments:	No	
Financial Comments:	Yes	Yes
Legal Comments:	No	
Personnel Comments:	No	

Title:-

STRATEGIC AUDIT PLAN FOR 2003/04 TO 2006/07

Report of:-

The Head of Finance

Report reference:-

Financial Memo FS12/02

Summary:- This report contains the Strategic Audit Plan for the years 2003/04 to 2006/07. The report was presented to Members of the Corporate Resources Overview and Scrutiny Committee, which is the Committee responsible for Internal Audit, on 20th February 2003. Members, at that meeting, resolved that the Strategic Plan be noted prior to submission to the City Council for approval.

Recommendation: That the Strategic Plan, as detailed within this report, should be formally adopted by the Council in accordance with Article 4, Section 4.01(a) of the Constitution.

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lan Beckett

Audit Manager 08 April 2003

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

STRATEGIC AUDIT PLAN FOR 2003/04 TO 2006/07, AUDIT PLAN 2003/04 AND

PROPOSALS FOR VALUE FOR MONEY STUDIES

INTRODUCTION

- 1.1. Under Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988, the Head of Finance is statutorily responsible for the proper administration of the City Council's financial affairs. In addition, the Accounts and Audit regulations 1996 require the Council to maintain an adequate and effective Internal Audit function. The Internal Audit Section is an important resource in enabling the Head of Finance and the Council to fulfil their duties and it is important to ensure that the work of Internal Audit is effected so as to give assurance of the probity of the Council's financial affairs.
- 1.2. The Corporate Resources Overview and Scrutiny Committee acts as the Council's Audit Committee. It is therefore appropriate that the annual Audit Plan should be presented to and approved by the Committee prior to the start of each financial year, thus giving Members the opportunity to question the Head of Finance on the proposed work of the Internal Audit Section for the forthcoming year.
- 1.3. It is also appropriate for Members of the Corporate Resources Overview and Scrutiny Committee to consider the longer term (4 –year) Strategic Plan, prior to submission to the Council for approval.
- 1.4. An element of time within the Annual Plan (100 days) is allocated to Value for Money (VFM) Performance Review/Best Value studies. Members are asked to select and prioritise the audits suggested In Appendix C.
- 1.5. Members should note that performance against the 2003/04 Audit Plan will be reported to Committee after the end of the financial year.

STRATEGIC PLAN

A major reappraisal of the Strategic Audit Plan was carried out during 1998/99,
 which resulted in the production of a revised Strategic Plan to cover the years from

1999/00 to 2002/03. Members of the (then) Finance and General Purposes Sub-Committee approved this Plan at their meeting on 16 February 1999. (Financial Memo 1998/99 No. 158).

- 2.2. The Financial Year 2002/03 is the final year covered by the current Strategic Plan. There have been numerous changes which have taken place in the Authority since the formulation of the above Strategic Plan. These include predominately L.S.V.T., Leisuretime and the significant changes resulting for the restructuring of the Authority from the historic departmental basis to the current Business Units.
- 2.3. The new Strategic Plan has been produced using a "Risk based" formula, following discussions with all of the Heads of Business Units and as far as possible reflecting a "themed" approach within each Business Unit.
- 2.4. Previously, the Strategic Plan has attempted to allocate the individual audit reviews over each of the ensuing 4 years, but experience has shown that varying numbers of unforeseen changes are required every year. Until the recent reorganisation has had time to "bed in", and until the permanent staffing complement for Internal Audit is known, it is not considered to be possible to look more than 1 year ahead for detailed planning purposes. The recent risk-based approach to preparing the Strategic Audit Plan has shown that, based on known demands and current Audit staffing, there is an overall shortfall of approximately 800 man-days between the time required to complete the Plan, and available resources. This equates to one FTE member of staff. The situation will be monitored and addressed during the coming year.
- 2.5. Members are requested to consider and comment on the new Strategic Plan for the period 2003/04 to 2006/07, which also indicates the individual reviews planned to be carried out during 2003/04, prior to submission to Council for approval. This is attached to this report as APPENDIX A.

ANNUAL PLAN 2003/04

- 3.1. Attached at Appendix B is a summarised analysis of the proposed Audit Plan for 2003/04, showing the planned days for each of the Business Units, together with an analysis of the planned non-chargeable time.
- 3.2. Heads of Business Units have had the opportunity to suggest alternative uses of audit resources which they believe would be more effective given their current circumstances. All such requests have been accommodated within the constraints of ensuring adequate coverage of the Council's activities, in particular the completion of the core systems work. Heads of Business Units have also been

asked to indicate their assessment of the overall "risks" associated with each of their activities, and this information has been used in the risk-formula referred to above.

Members are requested to note the summarised Audit Plan for 2003/04, which
is attached as APPENDIX B.

COMPUTER AUDIT

4.1 There is an allowance of 20 days in the Plan to cover Computer Audit. Areas which are to be reviewed during 2003/04 will be discussed and agreed with the Head of Customer and Information Services.

CONTRACT AUDIT

5.1. There is an allowance of 30 days for this area of activity. This is intended to cover aspects of both capital and revenue contracts, and to ensure compliance with the Authority's Contract Procedure Rules.

6. PROPOSED VFM/PERFORMANCE REVIEW/BEST VALUE STUDIES

- 6.1. As in previous years, an allowance of 100 days has been made for VFM/Performance Review/Best Value studies. All Heads of Service have had the opportunity to propose studies and 3 proposals have been received. These have been summarised on Appendix C attached.
- 6.2. Draft reports relating to these studies will be distributed to the relevant Heads of Business Units to enable their comments and any amendments to be incorporated into the final reports. The final reports will be presented to Members of this Committee in due course.
- 6.3. Members are requested to consider the proposals for Value for Money/Performance Review/Best Value studies and to agree which of these studies should be undertaken and in which order of priority.

CARLISLE CITY COUNCIL INTERNAL AUDIT SERVICES

STRATEGIC PLAN

2003/04 TO 2006/07

AND

DETAILED PLAN FOR 2003/2004

<u>Audit Area</u>	Frequency of Review (Years)	<u>Last Review</u>	Allocated Days per review	Total Days Over 4 Year Cycle	<u>Annual Plan</u> <u>2003/04</u>
COMPLAINTS					
© Council Complaints Procedure	2	New area	10	20	10
(5) Co-ordination of response to LG Ombudsman	Inc above				
LAND CHARGES	-				
⑤ ☐ and Charges	4	2001/02	7	7	
CIVIC SERVICES					
⑤ Mayor & Civic Services	4	2001/02	5	5	
⑤ [] own Twinning	4	2001/02	5	5	
DEMOCRATIC SERVICES					
⑤ Electoral Registration and inc. Fees & Exps	2	1999/2000	10	20	10
⑤ Committee Services	2	New area	5	10	5
LEGAL SERVICES					
⑤ Ilegal Services Practises	4	New area	5	5	
(5) Constitution	4	New area	5	5	
		TOTAL		77	25

Audit Area	Frequency of Review (Years)	Last Review	Allocated Days per review	Total Days Over 4 Year Cycle	<u>Annual Plan</u> <u>2003/04</u>
⑤ Banking Terms	4	2002/03	5	5	
⑤ ☐reasury Management - Core Systems	1	Annual	9	36	9
⑤ [VAT	2	1997/98	10	20	10
(5) [Automated Payments System	2	2002/03	5	10	5
⑤ Grants to Parish Councils	4	2000/01	3	3	
⑤ [Insurance	2	2001/02	15	30	15
PAYMENTS					
⑤ Creditor Payments - Core System	1	Annual	17	68	17
© Car Loans	4	2001/02	5	5	
© Car Leasing	4	2000/01	5	5	
⑤ ☐Mortgages	4	1999/00	3	3	
S Stock & Controlled Stationery	4	2002/03	5	5	
⑤ LElectronic Purchasing (Orbit)	2	New area	10	20	10
			TOTAL	210	66

<u>Audit Area</u>	Frequency of Review (Years)	<u>Last Review</u>	Allocated Days per review	Total Days Over 4 Year Cycle	<u>Annual Plan</u> <u>2003/04</u>
PERSONNEL					
⑤ ☐raining & Development (Employees & Members)	2	2002/03	15	30	
⑤ Early Retirement & Redundancy	4	1996/97	10	10	
⑤ I Elexitime	3	2000/01	10	20	
⑤ L\$ickness Monitoring	2	2000/01	10	20	10
(Co-ordination)	2	New area	10	20	10
HEALTH & SAFETY					
⑤ Health & Safety	2	New area	10	20	10
PAY & MEMBER SERVICES					
⑤ Payroll - Core System	1	Annual	18	72	18
⑤ ☐Non Standard Pyts to Employees (O/Time, Travel Etc)	2	2000/01	15	30	15
⑤ PAYE & NI	2	2002/03	10	20	10
⑤ Members Allowances	3	2001/02	5	10	
OVERVIEW & SCRUTINY					
⑤ Overview & Scrutiny Function	4	New area	5	5	
			TOTAL	257	73

Audit Area	Frequency of Review (Years)	<u>Last Review</u>	Allocated Days per review	Total Days Over 4 Year Cycle	<u>Annual Plan</u> <u>2003/04</u>
⑤ ☐ elephones	2	1996/97	10	20	10
⑤ ☐hformation Technology (inc. IT Strategy & IT Business Continuity)	1	New area	15	60	15
⑤ Data Protection & Human Rights	3	2000/01	10	20	
⑤ IE-Government	3	New area	10	20	
⑤ Mail Processing	3	New area	5	10	
⑤ ☐Reprographics	4	2000/01	10	10	
⑤ ©ustomer Services - Front End	2	New area	10	20	10
			TOTAL	160	35

Audit Area	Freq of Rev (Years)	Last Review	Allocated Days per	Total Days Over 4 Year Cycle	Annual Plan 2003/04
			review		
HOUSING & COUNCIL TAX BENEFIT - Core system					
(5) Housing & Council Tax Benefits Assessment	1	Annual	30	120	30
⑤ Assessment and Recovery of HBOP	1		11		
⑤ ☐ HB Verification	1				
ANTI FRAUD STRATEGY & OPERATION					
⑤ ☐ Prevent, detect and deter benefit fraud	2	New area	10	20	
NNDR - Core system					
⑤ Billing	1	Annual	12	48	12
© Collection	1				
⑤ ☐ Recovery	1				
COUNCIL TAX - Core system					
③ [Billing	1	Annual	16	64	16
© Collection	1				
⑤ ☐Recovery	1				
DEBTORS - Core system					
⑤ ☐Anti-Poverty "Debtors" Strategy	1	New area	15	60	15
(\$\sundry Debtors and Periodic Income (rec & mon)	1.	Annual			
⑤ ☐ Initiatives to maximise debt collection performance	1	New area			
⑤ Concessionary Fares	3	2002/03	5	10	
CASHIERS SERVICES - Core system	1	Annual	15	60	15
			TOTAL	382	88

Audit Area	Frequency of Review (Years)	<u>Last Review</u>	Allocated Days per review	Total Days Over 4 Year Cycle	<u>Annual Plan</u> <u>2003/04</u>
⑤ Partnership Development	2	New area	15	30	15
⑤ Performance Indicators & Targets (advice, monitoring & review)	1	New area	15	60	15
⑤ Procurement & Project Co-ordination (inc implementation of Procurement Strategy)	2	New area	15	30	15
⑤ ☐ Risk Management	1	New area	10	40	10
COMMUNICATIONS					
Media Relations, Public Relations, Corporate Identity & Marketing.	3	New area	15	30	
			TOTAL	190	55

Audit Area	Freq of Rev (Years)	Last Review	Allocated Days per review	Total Days Over 4 Year Cycle	Annual Plan 2003/04
BUILDING FACILITIES	(Teals)		1011011	57010	2000104
S ☐acilities Management/Building Maintenance	3	2001/02	15	30	
Digitaling Resources/Cleaning	3	2002/03	15	30	
⑤ _divic Centre Keepers/Building Security	4	New area	10	10	
SUPPORT SERVICES					
⑤ ☐stimalors/Surveyors	4	New area	10	10	<u> </u>
3 Gorporate Purchasing Unit	. 4	2000/01	10	10	
③ □ Iransport & Plant	3	2001/02	15	30	
5 Clarage	4	2002/03	10	10	
S Stores	4	2002/03	10	10	
SERVICE DEVELOPMENT					
D ☐uality Management	3	New area	15	30	
③ ☐rainage Services (inc NWW Agency Contract)	4	2000/01	10	10	
STREET SCENE					
Crounds Maintenance (inc Arboriculture)	3	2002/03	15	30	
3 Dark Patrols	4	New area	10	10	
S Blayground Maintenance	3	New area	10	20	
HIGHWAYS					
S Elighways Maintenance (inc claimed rights)	4	2002/03	15	15	
S _Bublic/Street Lighting	4	2002/03	15	15	
NEIGHBOURHOOD SERVICES					
\$ Edety	4	2002/03	10	10	
Dearking, Car Park ControlWardens	2	2002/03	15	30	
NASTE SERVICES					
Refuse Collection	3	2002/03	15	30	
Street Cleaning	3	2002/03	15	30	
			TOTAL	370	

Audit Area	Freq of Rev (Years)	Last Review	Allocated Days per review	Total Days Over 4 Year Cycle	Annual Plan 2003/04
⑤ ☐own Centre Development	2	New area	20	40	2
③ Govered Market	4	2002/03	10	10	
⑤ ☐ndustrial Estates	2	1998/99	20	40	20
© Corporate Properties	4	2001/02	20	20	
General Management of Property Portfolio (policy advice , surplus land, acquisitions, investment fund)	3	New area	15	30	
Scope of Above Audits ESTATE MANAGEMENT			TOTAL	140	4
Sales & Lettings					
Waluations (NB not a discreet function)					
⑤ Gent Reviews & Lease renewals					
⑤ ∏andkord and tenant matters					
(S) Rental Income and debt monitoring					
⑤ ☐ Rating Work					
ASSESSMENT MANAGEMENT					
S ☐ Lasset Management					
(S) Litentification & sale of sale of surplus assets (Disposals)					
(5) Lifolicy advice (Link with Asset Investment and Strategic Management)					
(S) Intenitoring costs/PI's					
S Asset Investment (Fund)					
(S) Handling development enquiries					
FACILITIES MANAGEMENT					
Strategic Management					
(S) Ultanagement of Property Portfolio					
(S) Intenitoring maintenance of buildings and facilities				14	

Audit Area	Freq of Rev (Years)	Last Review	Allocated Days per review	Total Days Over 4 Year Cycle	Annual Plan 2003/04
BUILDING CONTROL		2004/02			
(5) Advice & Guidance (including the following)	2	2001/02	15	30	15
Building Regulation Applications					
(S) Control of demolition					
(S) Dealing with dangerous structures					
⑤ ☐hop Mobility	4	New area	5	5	
(5) Diccess Grants	4	New area	10	10	
DEVELOPMENT CONTROL					
⑤ ☐ dvice & Guidance (Including as shown below)	2	2001/02	15	30	15
(5) Consider applications (planning, advertisement, listed buildings, conservation)					
(5) Dealing with planning appeals and enquiries					
(S) Eltanning enforcement.					
LOCAL PLANS & CONSERVATION					
(Including as shown below)	2	2001/02	15	30	15
⑤ ☐ Advice on listed Buildings					
(S) Regional Planning Guidance			TOTAL	105	45
(5) Cumbria and Lake District Joint Structure Plan					
⑤ Supplementary Guidance Notes					
(5) Conservation Areas					
(5) Conservation Grants					
(5) Dedgerow Removal Notices					
⑤ Environment Grants					
⑤ ☐ree Preservation Orders & Trees in Conservation Areas					

Audit Area	Freq of Rev (Years)	Last Review	Allocated Days per review	Total Days Over 4 Year Cycle	Annual Plan 2003/04
ECONOMIC DEVELOPMENT					
(5) Linew Deal	3	New area	10	20	
⑤ ☐ Elrampton Business Centre	4	2001/02	10	10	
⑤ ☐ Bnterprise Centre	4	2001/02	10	10	
⑤ ☐usiness Development	3	New area	10	20	
© External Funding/Grant Monitoring TOURISM MANAGEMENT	2	New area	15	30	1
(S) Lity Centre Management/Tourism Marketing	4	New area	10	10	
(5) Idantisle Conference Group	3	New area	5	10	
© Dic Carlisle, Brampton & Longtown	4	2000/01	15	15	
(5) Community Support	3	New area	15	30	
(5) [dhildren & Young People	3	New area	15	30	
(S) [SureStart	3	New area	10	20	
(5) Ladvice Agencies (inc Benefits Advice, Law Centre, CAB)	3	New area	15	30	
(S) Deisure Grants (inc Sports Development & L&D Grants)	4	2002/03	10	10	
⑤ ☐ommunity Events	3	New area	10	20	
S Community Centres - central management & support	3	New area	10	20	
S Community Centres Annual Accounts	1	Annual Accounts	25	100	2
Botcherby					
Petteril Bank					
/ewdale					
3reystone					
Morton					
terraby					
onglown					
COMMUNITY SAFETY					
(5) Community Safety & Anti Social Behaviour	3	New area	10	20	
			TOTAL	405	4

Audit Area	Freq of Rev (Years)	Last Review	Allocated Days per review	Total Days Over 4 Year Cycle	Annual Plan 2003/04
ARTS & MUSEUM (to include)	A.C. C.				200001
(S) (Shop	2	2002/03	20	40	20
(S) Litarketing and Development					
⑤ ☐ Ints and Development					
(5) Education					
(5) Collections					
(5) Eupport Services					
(5) [Juildhall Museum	4	2002/03	5	5	
PARKS & COUNTRYSIDE MANAGEMENT					
Tranks and Open Spaces (inc all parks)	2	New combined	10	20	10
(S) Clandscape Services, Countryside Support & Parks inc Depot	4	New area	15	. 15	
(S) (Allotments	3	2000/01	5	10	
SPORTS & RECREATION					
⑤ Esports Development	3	New area	10	20	
(S) Deisuretime/Carlisle Leisure (client)	2	New area	20	40	20
EAST CUMBRIA COUNTRYSIDE PROJECT					
ECCP	4	2002/03	10	10	
			TOTAL	160	50

Audit Area	Freq of Rev (Years)	Last Review	Allocated Days per review	Total Days Over 4 Year Cycle	Annual Plan 2003/04	
ENVIRONMENTAL HEALTH						
③ Glood Standards	3	New area	10	20		
⑤ ☐nvironmental Mgmt (Pollution Control, Contaminated Land & Recycling)	4	2002/03	15	15		
⑤ ☐og Warden Scheme and Dog Enforcement	4	2002/03	10	10		
⑤ □ Health & Safety Inspections	4	2001/02	10	20		
⑤ ☐est Control	4	2001/02	10	10		
⑤ □ Bublic Conveniences	4	2001/02	5	5		
LICENSING						
(5) Licensing	4	2001/02	15	15		
BEREAVEMENT SERVICES						
⑤ Bereavement Services	3	2001/02	15	30		
STRATEGIC HOUSING						
⑤ ☐strategy						
Supporting People (Homelessness/Hostels/Housing Associations)	2	2002/03	10	20	10	
⑤ ☐Monitoring Service Delivery of CHA	1	New area	10	40	10	
⑤ ☐nergy Efficiency	3	New area	10	20		
⑤ ☐mprovement Grants	1	2002/03	10	40	10	
HEALTH PROMOTION & PARTNERSHIPS						
(5) Gealth Promotion & Partnerships	3	New area	10	20		
			TOTAL	265	30	

CARLISLE CITY COUNCIL

FINANCIAL SERVICES

INTERNAL AUDIT

SUMMARY AUDIT PLAN 2003/04

Systems/probity reviews

+	Legal and Democratic Services	25		
*	Financial Services	66		
*	Member Support and Employee Services	73		
+	Customer and Information Services	35		
+	Revenues and Benefits Services	88		
+	Strategic and Performance Services	55		
+	Commercial and Technical Services	0		
+	Property Services	40		
+	Planning Services	45		
+	Economic and Comm. Dev't Services	40		
+	Culture Leisure and Sport Services	50		
+	Environmental Protection Services	30		547
Va	lue for Money/Performance Reviews	100		
Co	rporate/CPA/Best Value	45		
Co	mputer audit	20		
Co	ntract audit	30		
Fo	llow up reviews	20		
Co	ntingency	<u>50</u>		<u>265</u>
То	tal Chargeable Days			812
Ma	anagement/Planning	90		
Ad	ministration	69		
Le	ave - including maternity leave	246		
Sid	ckness	25		
Tra	aining	<u>25</u>		
То	tal Non-chargeable Days			<u>455</u>
Total Days Required				1,267
TOTAL AUDIT RESOURCES AVAILABLE				

Appendix C

Proposals for Value for Money/Performance Review/Best Value Studies

N.B. The studies detailed below, which have been requested by the Head of Finance, are not shown in any order of priority, as this is for Members to decide.

1 Partnerships

This effectively follows on from the recent study relating to Grants, and is considered to be a high risk area for the Authority. Accountabilities and responsibilities are often unclear, and a Protocol is often not established at the outset.

The purpose of this review would be to identify those Partnerships in which the Authority is currently involved – in times of both time and cost – in order to establish whether accountabilities and responsibilities are clear and to suggest a protocol for future working.

Other Local Authorities would be approached for information in order to establish "best practice" in this area of activity.

A review of the accounting treatment would also be undertaken, with particular reference to implications for VAT

2 Renewals Fund

This would review the monies held in the Fund – for what purpose and whether they meet future requirements for the replacement of all vehicles, plant and equipment – including a link with the Authority's Asset Register

There would also be a review of the accounting treatment of the Fund and the adequacy of the overall level, to determine whether there is any evidence of over or under provision.

In addition, there would be a review of the relative merits of acquiring vehicles and plant under operating leases as opposed to outright purchase from the renewals Fund.

The overall purpose of the review would be to ensure that there are adequate funds to meet future needs and that the fund is being used for the purpose intended.

3 Charitable Funds

The Authority holds a number of charitable funds for a variety of purposes.

The current value of all such funds is approximately £172,000.

The purpose of this review would be to examine the balances on, and use of, such funds to establish whether the purposes for which they were originally intended are still valid.

It is considered that all of the requests noted above could be undertaken within the 100 days which have been included in the Plan for 2003/04.

Recommendation

Members are requested to :-

- Consider the above proposals for Value for Money/Performance Review/Best Value studies, to suggest any further studies and to agree which of these studies should be undertaken and in which order of priority.
- Ask Members of the Executive whether they have any requests for such studies which they wish also to be considered for inclusion in the programme for 2003/04.