

Agreed action and risk	Original implementation target and position at the previous follow-up in Nov 2023	Latest progress update	Internal Audit follow-up
<b>Pre-2021/22 audit reports</b>			
<b>Budget Forecasting (cross-cutting) – March 2020</b>			
<b>Training</b> A training package is being developed. This will be available as on-line training and will include updated guidance on the expectations of budget holders and approvers.  <i>Risk: Where staff are not fully aware of their roles and responsibilities or properly trained, inaccurate forecasts may be produced.</i>	September 2020  Nov 2023: Delays to past external audit work, and staff vacancies, delayed this. A deep dive review of financial monitoring in the Public Health area including a training needs assessment and the development of online training was scoped with an aim to complete by end Dec 2023. Following this it was planned for online training to be rolled out across other departments, hopefully to be in place by April 2024.	Online training is not yet available. However, budget training continues to be delivered by Finance staff to individual budget holders as required. Monthly budget monitoring has not identified inaccurate forecasts and the process continues to be robust. There is a new Group Manager for Financial Services who is to be informed of this action.	To be followed up in next 6 months.
<b>Commissioning (cross-cutting) – June 2020</b>			
<b>Commissioning Project Management</b> Draft commissioning plans to be circulated between departmental commissioning boards, panels and teams and also a cross-departmental Expert Commissioner group.  <i>Risk: Opportunities for joint working and commissioning are missed at the operational level.</i>	October 2020  Nov 2023: This action was largely addressed by Departmental Commissioning Boards established in the Adults and Children's departments. For the Place Department, there remained discussions on how commissioning activity could be covered. Analysis was undertaken of the Place spend and contract pipeline to understand where future opportunities may sit to consider Strategic Commissioning. Following the September 2023 Place Leadership Team it was intended to identify a specific contract where they can apply Strategic Commissioning as a Pilot, and then look to build on this more widely across the department.	The option of Place Department having its own Commissioning Board was revisited and the Council is looking at a wider Commissioning Group that will consist of all service directors for commissioning including Place. One meeting has taken place and subsequent meetings will take place once this spoke of the Forward-Looking Resilient Council (FLRC) programme is underway. The Place Department commissioning pilot will be incorporated into the wider scoping of this programme.	To be followed up in next 6 months
<b>Training and quality control</b> A framework of commissioning courses ranging from basic to advanced, sourced either internally or externally, to be established and rolled out.	October 2020  Nov 2023: An e-Learning Module for Strategic Commissioning was drafted and with HR for final development. It was expected to be released late Autumn 2023 and is closely aligned to the Contract Management and Procurement e-Learning which	The e-learning is complete and due to launch shortly.	As above

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<i>Risk: The quality of commissioning activity varies across the organisation.</i>	already exist. The first two commissioners from Public Health have joined the August 2023 cohort of the Commissioning Academy and a further 18 commissioners will join the January 2024 cohort which will be hosted by NCC at County Hall.		
<p><b>Strategic Commissioning Framework</b></p> <p>This action has developed from the one in our original report which was: Databases and data analysis: Commissioning groups and teams to review the data analytical skills required of staff and consider options for addressing skills gaps.</p> <p><i>Risk: Best practice is not promoted, resulting in sub-optimal outcomes.</i></p>	<p>October 2020</p> <p>Nov 2023: A new Strategic Commissioning Framework went to Cabinet in March 2023. It is based on 8 principles of strategic commissioning which will underpin all commissioning activity. This will come out through the e-Learning and also 'How to use the Strategic Commissioning Toolkit' which will be explicit in detailing the importance of each principle.</p> <p>Meetings were held with all Service Directors and their senior leadership teams to introduce Strategic Commissioning and to raise awareness of the resources available for commissioners to support them in this activity. It was agreed that Service Directors will continue to meet quarterly with the Group Manager for Procurement to ensure embedding activities are underway and lessons learned can be shared.</p> <p>Phase 2 Strategic Commissioning is expected to begin March/April 2024 with resource from the Transformation and Delivery team and will ensure that:</p> <ul style="list-style-type: none"> <li>• Departmental-level gap-analysis in relation to the implementation of Strategic Commissioning</li> <li>• Creation and delivery of departmental-level roadmaps which will focus on moving from the current position to the use of the Strategic Commissioning Framework being embedded into practice</li> <li>• Development of commissioning intentions, outlining our forward plans across the Council and exploring</li> </ul>	<p>As noted above the e-learning is complete and due to launch shortly.</p> <p>Internal audit will review the introduction of the Training and Toolkit in future follow-ups, and obtain a wider update on the embedding of strategic commissioning across the Council.</p>	<p>As above</p>

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	opportunities for collaboration and joint work internally and externally		
<b>Business Continuity Planning (BCP) (cross-cutting) – August 2020</b>			
<b>BCPs</b> Managers of critical services in the ASC&PH and C&F Departments need to produce BCPs for the 10 critical services currently without one. Once completed they need to be uploaded onto SharePoint.  <i>Risk: Services deemed as critical do not have an action plan in the event of an emergency.</i>	March 2021  Nov 2023: The Risk, Safety and Emergency Management Board (RSEMB) agreed that a full and thorough review of the Council's business continuity arrangements was urgently required. It agreed that the Business Continuity Forum will be formed again to lead this work.  The first meeting of the Business Continuity Forum, chaired by the Head of Service Delivery and Governance Standards, Technology and Digital ICT, took place on 15 September 2023. The group agreed the ToR and the intended program of work: <ul style="list-style-type: none"> <li>• Review of the NCC Business Continuity strategy, considering organisational changes since the last review (hybrid working, investing in Nottinghamshire, ASDMs/Outsourcing)</li> <li>• Review of the current corporate Business continuity arrangements as outlined in the NCC Corporate Plan, to address gaps.</li> <li>• Review of NCC Critical Services list.</li> <li>• Review and revision of critical service plan templates and guidance, to include cyber incidents and lessons from Covid and the County Hall fire.</li> <li>• Monitoring of progress of Business Continuity incident recommendations e.g. Ransomware attack action plan approved at the RSEMB in July.</li> <li>• Liaison with RSEMG's and critical services to ensure BC plans and arrangements are up to date.</li> <li>• Identification of training needs for Emergency Planning to develop eLearning / workshop</li> </ul>	NCC critical services list will be reviewed during a dedicated workshop session led by Zurich. Date to be confirmed soon.	To be followed up in next 6 months.
<b>Training</b> The Emergency Planning Team to submit a report to the Risk, Safety and Emergency Management Board (RSEMB) on training options and other matters arising from the returned questionnaires.  <i>Risk: Lack of engagement from BCP managers and ineffective actions taken in the event of an emergency.</i>			As above
<b>Annual Reviews of BCPs</b> Managers of critical services to ensure that BCPs to be reviewed, updated, and made subject to training exercises.  <i>Risk: Actions taken in response to an emergency situation are not effective, exposing the Council</i>			As above

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<p><i>and its service users to prolonged disruption.</i></p>	<ul style="list-style-type: none"> <li>Validation of new corporate BC plans and arrangements (through exercising).</li> </ul> <p>The priority being:</p> <ul style="list-style-type: none"> <li>the simplification of the current Business Impact Analysis and Critical Service BC Plan templates to help increase buy in from services. A new Excel based system has already been drafted and circulated for consultation. This will be discussed at the next forum meeting on 10 November 2023.</li> <li>Corporate workshop, led by Zurich, to review the critical services list</li> <li>Review of corporate BC arrangements e.g. relocation, ICT, telephony.</li> </ul> <p>In the meantime, critical services can continue to use the current templates and guidance to update their plans and are being encouraged to do so via the departmental RSEMG's.</p> <p>Regarding the annual review of BCPs, a program will be put in place to ensure this is audited by the emergency planning team, via the RSEMG's once the new guidance and templates are in place. At present, critical services are reminded re the need to review on a regular basis.</p>		
<b>2021/22 audit reports</b>			
<b>Sale of land and building properties (Place Dept) – November 2021</b>			
<p><b>Asset Management Plans</b> To develop the Service Asset Management Plans.</p> <p><i>Risk: The property requirements of the Council may be unclear.</i></p>	<p>March 2022</p> <p>Nov 2023: Some progress was made before a delay caused by Covid-19. Service Asset Management Plans (SAMPs) are being developed but this remains in progress. It is envisaged that these will be in place across all services by the end of the year.</p>	<p>The Property (Strategy &amp; Information) Team has been working with the services, to get this process bedded in, but it is proving challenging. A new Property Group Manager will start this summer and this SAMP work is likely to be a focus, so the process will hopefully speed up then.</p>	<p>To be followed up in next 6 months.</p>

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<b>Governance Arrangements of Arms Length Organisations (Chief Execs Dept) – December 2021</b>			
<b>Ownership of Company Governance</b> Centralise the Council's governance arrangements for its companies, including monitoring, reporting and guidance.  <i>Risk: Lack of oversight and assurance</i>	Various dates up to June 2023  Nov 2023: No progress had been made in the previous 6 months due to no additional resources being made available to support this work. Legal Services asked for the 'due dates' for the work assigned to them to be reviewed and extended by a further 12 months pending additional resources being made available.	The Section 151 Officer, Monitoring Officer, and the Corporate Director for the Place Department have identified the companies and actions that should be focused on, and established a working group which includes the Head of Internal Audit, Group Manager for Legal & Democratic Services, and the two Service Directors in the Place Department. From this, the working group is scheduled to present a report to the October 2024 G&E Committee to review the Governance Arrangements of Arms Length Organisations. This is expected to address the actions identified in our original internal audit report.	A report is scheduled for the October 2024 G&E Committee. Internal audit will also follow this up in the next 6 months.
<b>Roles and Responsibilities</b> Ensure appropriate Council representatives are on each company's board, and appointed as shareholders, and their roles are clear and understood.  <i>Risk: Ineffective governance if roles and responsibilities are not defined.</i>			
<b>Training and Development</b> Professional training provided to Council representatives on each company's board, and those appointed as shareholders.  <i>Risk: Ineffective governance if representatives are not appropriately trained.</i>			
<b>Conflicts of Interest</b> Review the Council representatives on each company's board, and those appointed as shareholders, for any conflicts of interest. Manage this on an ongoing basis.			

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<i>Risk: Ineffective governance if conflicts of interest are not managed.</i>			
<b>Assurance Reporting</b> Performance reporting by the companies to be tracked, and an annual governance report on the companies to be provided to the G&E Committee.  <i>Risk: Governance is not demonstrated if arrangements are inconsistent.</i>			
<b>Terms of Appointment</b> Terms of appointment for shareholders acting on the Council's behalf to specify their limits of authority. Records of meetings with decisions made to be retained.  <i>Risk: Decisions made without control, oversight, or visibility.</i>			
2022/23 audit reports			
Pensions Administration (Chief Execs Dept) – August 2022			
<b>Inaccurate data</b> As part of the national Guaranteed Minimum Pension project, it was identified that there was a requirement to reconcile the pensioner payroll in SAP with the pension benefit payment held in the Pension Administration System (UPM).	May 2022 onwards  Nov 2023: To progress the Guaranteed Minimum Pension rectification exercise, the programme was split into several parts. Part 1 of the programme (Reconciliation) was completed and highlighted 766 cases that require rectification. The Fund was now able to progress with the Rectification phase.	To date 580 overpayments have been corrected. The department is unable to confirm a timescale for this work to be completed as this time.	To be followed up in next 6 months.

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<i>Risk: Inaccurate data is held relating to pension scheme contributors and their payments.</i>			
<b>Counter-Fraud Learning &amp; Responsiveness – Direct Payments (Adults Dept) – December 2022</b>			
<b>Annual reviews outstanding – identification</b> Prompt identification where information has not been provided for the annual review of the bank account  <i>Risk: Funds may be misappropriated without detection and recovery of funds may be difficult.</i>	April 2023  Nov 2023: Training, and a review of the checklist, has taken place in the Living Well Service and is to be completed in the Ageing Well Service by the end of December 2023.	Following a reorganisation of operational teams in Adult Social Care, further work will be undertaken in the coming months to ensure that all staff are appropriately trained and that annual reviews include a check of bank account information where a Direct Payment is in place.	To be followed up in next 6 months.
<b>Annual reviews outstanding - actioning</b> Review of cases where bank account information is not provided, and the consideration of alternatives, such as a pre-paid card (the use of which is more visible to the Council)  <i>Risk: Funds may be misappropriated without detection and recovery of funds may be difficult.</i>			
<b>ICT – Cyber Security (Chief Execs Dept) – March 2023</b>			
<b>Training for the Risk, Safety and Emergency Management Board (RSEMB), and update of the Cyber Security Incident Response Plan</b> To ensure that all staff on the RSEMB or with roles in the Cyber Security Incident Response Plan,	Sept 2023  The current update (see next column) is the first time that we have followed up this action.	Training for RSEMB will be completed once EMB established and an exercise will be run later in the year with the EMB. Cyber Security Incident Response Plan and playbooks are updated and circulated to response teams. A comprehensive review of plans is underway with	To be followed up in next 6 months.

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are aware of and understand their roles and responsibilities.  <i>Risk: Staff without the appropriate skill levels and training may not be able to provide direction and to react effectively in the event of an incident.</i>		our new Cyber Security Incident Response Partner to take account of this new capability.	
<b>Risk appetite and tolerance</b> Development of risk appetite and tolerance, within the ICT Operational Risk Register.  <i>Risk: Lack of clarity about risks may lead to ineffective decision making.</i>	June 2023  Nov 2023: The risk register format is being considered to take account of risk appetite and tolerance.	Work is on-going and tied into work being completed in the above action.	To be followed up in next 6 months.
<b>Adult Care Direct Payments – Pre-paid Cards (Adults Dept) – March 2023</b>			
<b>Monitoring of Excessive Account Balances</b> To check accounts with large balances, to confirm if the accounts continue to be used.  <i>Risk: Funds in card accounts no longer being used may be misappropriated.</i>	April 2023  Nov 2023: The introduction of quality checks on higher account balances is planned to be in place by the end of 2023. This is the only one of the 8 actions in the audit report that had still to be implemented.	The team have not yet been able to undertake these Quality Checks due to resource issues. Management have been unable to recruit to the Payments & Billing Team, meaning that Quality Assurance Officers are still undertaking the Direct Payments processing work rather than being able to start on Quality Assurance work.	To be followed up in next 6 months.
<b>2023/24 audit reports</b>			
<b>ICT – Patching and Change Management (Chief Execs Dept) – April 2023</b>			
<b>050721</b> To monitor systems and applications reaching the end of life.  <i>Risk: Systems no longer supported may present a security risk</i>	June 2023  Nov 2023: The biggest risks are being addressed but there are still actions to be taken in relation to the life of SAP (BMS) which are receiving attention.	In respect of SAP (BMS): There has been some engagement with ICT and conversations are taking place, however progress remains slow on identifying a suitable replacement. ICT have mitigated as many of the vulnerability and protocol issues within the BMS infrastructure as they can. However, there	To be followed up in next 6 months.



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		remains the issue of the burning platform and the amount of resource necessary to migrate in ever shrinking timescales.	
<b>Waivers from Tendering (Chief Execs Dept) – Nov 2023</b>			
<b>Retrospective Waiver Requests</b> Record and act upon non-compliances with financial regulations that lead to waiver requests.  <i>Risk: Non-compliances with financial regulations are not fully recorded, and not further considered, to identify trends and corrective actions.</i>	Nov 2023 onwards  The current update (see next column) is the first time that we have followed up this action.	The Procurement Group Manager will send a reminder to all Group Managers about complying with the financial regulations requirement for tendering. This will reference the new Procurement Act.	To be followed up in next 6 months.
<b>Errors in Enhanced Pay in the Short Breaks Units (Adults Dept) – Nov 2023</b>			
<b>Hiring Forms – Data Entry</b> Guidance to staff on how to calculate weekly pay.  <i>Risk: Input errors result in incorrect payments</i>	31 March 2024  The current update (see next column) is the first time that we have followed up this action.	This work is ongoing within the BSC as it reviews and revises its business process and implements new functionality. As part of this the guidance notes will be updated, and support is also available via a series of short videos.	To be followed up in next 6 months.
<b>Hiring Forms – Post Entry Validation</b> Checks on the input of data, including automated validation checks, and checks by business support and the manager.  <i>Risk: Input errors and lack of checking result in incorrect payments</i>	31 March 2024  The current update (see next column) is the first time that we have followed up this action.	Specific Short Breaks Unit payroll guidance has been developed and published. The Payroll Senior Practitioners have delivered SBU payroll training to the identified Business Support staff. SBU staff have direct access to named Payroll team members to raise any specific queries. Payroll Team have undertaken a detailed payroll validation exercise across all three units. Work is ongoing due to changes within the SBU at a 'middle manager' level and the Payroll team have been supporting the interim managers to improve the current timesheet and time recording methods.	To be followed up in next 6 months.

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<p><b>Consistent use of the Auto Enhanced Payments (AEP) system</b> A consistent approach would be beneficial across all Short Breaks Units</p> <p><i>Risk: Inconsistencies, inefficiencies and errors may occur. Hours paid might not agree to those worked.</i></p>	<p>1 April 2024</p> <p>The current update (see next column) is the first time that we have followed up this action.</p>	<p>It is intended that all units will use Auto Enhanced Pay for shift workers but this is still being worked on. Its introduction was delayed by sick leave at the Units which has now ended, so support and training to implement the system could not be provided earlier.</p>	<p>To be followed up in next 6 months.</p>
<p><b>Payroll Budgets – setting and guidance</b> Payroll Budgets should be based on the staffing establishment and checked monthly. The Finance team should provide guidance on the use of the payroll calculator.</p> <p><i>Risk: Inadequacies in setting up and monitoring staffing budgets resulting in inability to identify or correct errors. Budget may become overspent.</i></p>	<p>Nov 2023 onwards</p> <p>The current update (see next column) is the first time that we have followed up this action.</p>	<p>Partially completed - The staffing budget is set based on the approved establishment including an allowance for enhancements and absence cover. The staffing sheet (payroll calculator) contains all the data needed to effectively monitor the budget. It is updated every month. Managers do check payroll reports to identify any discrepancies. Additional guidance has been given and a training guide is being produced.</p>	<p>To be followed up in next 6 months.</p>
<p><b>Reporting errors – online form</b> Create an online portal and DASH form where payslip queries can be raised and picked up by Payroll.</p> <p><i>Risk: Reported errors might not be prevented from reoccurring.</i></p>	<p>31 March 2024</p> <p>The current update (see next column) is the first time that we have followed up this action.</p>	<p>Work is progress with the online payslip provider, Engeneum, in the development of a 'contact us' form. This form is currently undergoing 'system' testing before being released for end user testing. This will enable users of the online portal to submit a query 24/7 when viewing their payslip. A date for the form to be launched is to be confirmed.</p>	<p>To be followed up in next 6 months.</p>