

**INTERNAL AUDIT REPORT RECOMMENDATIONS**

Appendix A											
Ref	Review	Date Performed	Issue Noted	Risk Rating	Recommendation Made	Management Response	Responsible Manager	Agreed Implementation Date	March 2011 update	May 2011 update	% complete
<b>RECS MORE THAN 3 MONTHS OUT OF DATE</b>											
IA9	GL	01/10/09	The Council does not undergo a regular review of cost centres and account codes to ensure they remain valid and in use. It was noted through review of the ledger that 21 account codes have been set up outside of the normal coding structure. In addition it appears that a number of codes have duplicate names and descriptions (e.g. creditors, windows, unidentified corporate savings)	Med	The Authority should seek to review their chart of accounts on an annual basis. All dormant and duplicate codes should be removed.	This process was performed a number of years ago but will be introduced on an annual basis going forward.	Anna Winship/Martin Westmoreland	31 <sup>st</sup> March 2010	Work has started on analysing and reviewing the chart of accounts, and proposals for a revised capital coding structure are being reviewed. Further discussions will take place regarding how to take forward the structure of the chart of accounts.	Over the next 12 months there are a number of Agresso projects that will require a review of the chart of accounts structure e.g. procure to pay. As a result this action will be rolled in to these projects as they progress	20
IA17	GL	01/10/09	The Council upgraded their version of Agresso to v5.5 in March 2009. Although key procedure notes have been amended to reflect the new system, this has not been performed for all procedures notes in place	Med	All procedure notes should be reviewed to ensure they reflect Agresso v5.5. Going forward, procedure notes should be reviewed on an annual basis to reflect changes in working practices.	All procedure notes will be reviewed to ensure that they are in line with the current version of Agresso. This will be performed in the order of risk and importance. A review date will be detailed on all documents.	Dave Swann	31st March 2010	There are still a few procedure notes outstanding but further work is being done on this, as the new ICT team develop these procedure notes will be rolled out		55
IA23	Treasury Management	01/10/09	The Council prepares a rolling cash flow forecast which is updated on a daily basis. Whilst this is operating effectively, there is no comparison made against initial budgets.	Med	Actual cash flows should be compared to original budgets on a periodic basis. All variances should be investigated and revised assumptions used for future cash flow setting.	A monthly comparison of budgeted cash flows to actual will be performed and reviewed. This will allow analysis of assumptions for cash flows used in subsequent years.	Anna Winship	31st December 2009	Work has started on producing the forecast cash flow for 11/12 and the methodology to be used to ensure actuals are compared to forecasts. This will be ongoing from 1st April 2011	replaced by IA238	80
IA84	Debtors	23/3/2010	The Agresso system used for raising of corporate debtors and periodic payments does not have a direct debit function.	Low	The authority should investigate the functionality of the corporate debtor system to facilitate the use of direct debits for periodic payments and payment plans.	The Agresso system will run with Direct Debits once implemented.	Dave Swann	Sep-10	A Project PID has been submitted to ICT, further work is on hold pending the restructure and the appointment into the Revenues Manager post	Manager now in post. Name changed from Dave Swann to Pete Johnson. Awaiting Agresso response to updated fix. Initial work has started on putting a Project Plan in place. No change to the 20%	20
IA90	Debtors	23/3/2010	The provision against doubtful debts should be calculated by individual devolved departments.	Med	All responsible officers should meet to discuss individual approaches to calculation of the bad debt provision.	Whilst documentation is produced on working papers to detail the approach for calculation of the provisions, procedure notes should be drawn as part of the year end close down.	Emma Burson/Martin Westmoreland	Apr-10	Bad debt provision was reviewed as part of the Trial Close down and no changes made to the level of the provision as a result. The next bad debt review is scheduled as at 31st March	MW Completed and send direct	80
IA100	Health & Safety	01/03/10	Key PIs are not in place for the Health and Safety function. No management information is reported at present. Both documents have been drafted for consideration	Med	PIs and management information should be formally agreed and monitored on a regular basis by management. Action plans should be put into place to rectify adverse performance.	Performance Board receives reports twice a year. PIs have been agreed in principle - outlined in Matrix document, more detailed discussion needs to take place with Heads of Service to identify individual service PIs.	Mark Preston	End of June 2010	CMT is scheduled to receive a report on Safety Policy Changes and Safety Performance Indicators in April 2011	CMT is scheduled to receive a report on Safety Policy Changes and Safety Performance Indicators in end July 2011.	50
IA101	Health & Safety	01/03/10	Risk assessments should be completed by individual departments for specific Health and Safety Risks. 1/20 assessments tested had not been completed.	Low	Officers should be reminded that risk assessment forms should be completed fully upon submission. Any incomplete forms should be returned to the officer for re-work.	Assess NET system will prompt all risk assessors on completion and will provide CSA and HoS with regular reports identifying incomplete assessments.	Mark Preston	Jul-10	Assess NET system prompts all risk assessors on completion and will provide CSA and HoS with regular reports identifying incomplete assessments.		50
IA120	Trade Waste	31/1/2011	Debts may be irrecoverable. Debtor balances may be misstated if write-offs are not processed on a timely basis.	Med	A formal recovery and write off procedure should be produced in line with corporate regulations and communicated to Trade Waste.	Current process to be reviewed and procedure to be developed/amended if necessary.	Pete Johnson	31/03/10	Centralisation will be completed as part of the Direct Services and Finance restructures by 1 April. Corporate debt collection procedure to be followed following the restructures.	As before	75
IA144	Creditors	31/03/11	Budget information may not acknowledge future commitments. Creditor accruals may be inaccurate.	Med	The Authority should consider the use of commitment accounting. This would require purchase orders to be posted to cost centres on Agresso when they are raised.	Agreed Budget information produced throughout the year includes manual commitments accounting. Year end accruals testing showed minimal accruals missed. Officers agree that electronic commitment accounting would be more efficient. Systems across the Council are being reviewed during Summer/Autumn 2010.	Denise Sheppard	Nov-10	The centralisation of the payments team is ongoing, and a review of business processes is already underway and a revision of policies and procedures will be carried out to ensure that the Council is working with a single solution towards making payments, this will be communicated widely across the organisation. Electronic Purchase Ordering and further improvements on Agresso are being considered as part of the Corporate Services Modernisation Programme.	Payment Team Centralised. Implementation date requires alteration. Purchase to Pay Project will be starting after Direct Debit Project has been implemented. Suggest 75% is changed	75
IA145	Creditors	31/03/11	Manual controls around purchases and payments decrease the effectiveness of the controls. Payments may be made fraudulently and in error and management have limited comfort over the completeness and accuracy of invoices paid.	Med	Further consideration should be given to the introduction of an electronic purchase and matching process within the Agresso system. It is acknowledged that a cost will be incurred in the introduction of this workflow; however it will facilitate improved internal control within the Council.	Agreed. Officers agree that electronic commitment accounting would be more efficient. Systems across the Council are being reviewed during Summer/Autumn 2010.	Denise Sheppard	Dec-10	The centralisation of the payments team is ongoing, and a review of business processes is already underway and a revision of policies and procedures will be carried out to ensure that the Council is working with a single solution towards making payments, this will be communicated widely across the organisation. Electronic Purchase Ordering and further improvements on Agresso are being considered as part of the Corporate Services Modernisation Programme.	Payment Team Centralised. Implementation date requires alteration. Purchase to Pay Project will be starting after Direct Debit Project has been implemented. Suggest 75% is changed	75
IA149	Creditors	31/03/11	Unusual or unauthorised transactions may not be detected, leading to an increased risk or misstatement and fraud.	Med	The Authority should agree upon a suite of exception reports which should be run and reviewed on a regular basis. These should include: 'Incomplete orders, Goods received not invoiced', Invoices raised without purchase orders. Unusual payments, and Changes made to supplier standing data. It is acknowledged that a number of these reports cannot be run from Agresso unless an automated purchase order process is enabled (see issue #2). In these cases, the Authority should consider collating this information manually.	Agreed Changes to supplier data are restricted but no report is run. We will run this in future. Collecting the data manually would be too time consuming and not cost effective. See comment above regarding use of an electronic system.	Denise Sheppard	Aug-10	Electronic Purchase Ordering and further improvements on Agresso are being considered as part of the Corporate Services Modernisation Programme. In the meantime we are currently looking at ways of producing reports to show changes to supplier data or to pick up any unauthorised or unusual transactions. We will also consider other options for exceptional reports to ensure adequate controls are in place.	P2P Project will be rolled out this financial year which should alleviate this problem	20
IA150	Creditors	31/03/11	Overpayments may not be identified on a timely basis.	Med	The Authority should determine a set threshold (both % and £) for when differences between invoices and orders should be followed up. Managers should detail outcomes of investigations on invoices to evidence the action taken. Invoices should not be processed until additional authorisation has been obtained.	Agreed Thresholds to be incorporated into the good practice guide for creditors.	Denise Sheppard	Aug-10	We are currently considering the limits that should be set on this. Once this has been agreed we will advise everyone accordingly and incorporate these limits within our procedures.	All differences are referred back to the Services for amendment and duly authorised. P2P should assist us in this area.	75
IA151	Creditors	31/03/11	Segregation of duties is not adequately maintained. This increases the risk of error and fraud.	Med	The Authority should establish clear policies and procedures with regards to segregation of duties. Best practice would indicate that a separate officer should raise and authorise an order, goods receipt and authorise payment. This policy should be detailed in procedure notes and communicated to all departments. Spot checks should be performed on a sample of transactions to ensure adherence to policies.	Agreed Procedures are in place. The constitution clearly states that ordering and authorisation must be separate. There exists a creditors good practice guide and recently 'top ten tips' was published on the intranet. Agree that officers should spot check to ensure adherence.	Denise Sheppard	Aug-10	The centralisation of the payments team is ongoing, and a review of business processes is already underway and a revision of policies and procedures will be carried out to ensure that the Council is working with a single solution towards making payments, this will be communicated widely across the organisation. Electronic Purchase Ordering and further improvements on Agresso are being considered as part of the Corporate Services Modernisation Programme. The Good Practice guide and Top Ten Tips has been re-issued to all managers and this will be further communicated as part of the business process review.	Segregation of duties in respect of PO to Invoice is in place. The Revenues Team do not raise any PO's. In respect of the services, guidelines are in the final stages of approval and soon to be distributed. Changed from 75% to 85%	85
IA163	Fixed Assets	Feb-09	<b>There is no asset security policy in place at the Authority.</b>	Low	An Asset Security policy should be developed for the Authority. This should cover as a minimum: Responsibility for security at each location; Restriction of access to property; Identification of assets (consideration should be given to tagging); Protection against environmental damage.	<b>Agreed. There is no overarching asset security policy however the following exist: IT security including locks on PCs and security marking, Data security policy, Key cards for access to buildings, Policy and responsibility for locking safes and security of stocks and cash.</b>	Anna Winship	Sep-10	Discussions will take place with internal audit as to the best way to take this forward to implement this policy	Discussions still need to take place with internal audit to ensure we have a way forward with implementing this policy	20
IA172	ICT	27/4/2010	<b>We were informed that no user access reviews have been performed recently, to determine who has access to particular network shared drives and if the access rights granted are appropriate. Similarly no formal reviews have been performed to determine and validate the level of access available to users in the applications such as CRM and Iworld.</b>	Med	<b>The user access rights to network shares should be reviewed, to ensure that only authorised City Council staff can access the specific network shares they are entitled to access. Formal reviews covering user access rights within applications in the system should be performed to identify any remove any excess privileges available to users.</b>	<b>Agreed, reports on access rights have been requested to review and amend access rights and this will be carried out regularly</b>	David Oakes	30-Apr-10	Requested audit by PWC as one of the 5 ICT audits during 2011/12	Network AD accounts are now reviewed on a regular basis and County ICT have agreed to provide regular documentation on who has access to the network shares for Finance, People & Equalities, Revs & Bens, Chief Executive. User access reviews for most of our major applications have now been performed and plans are in place to perform similar reviews of the applications still outstanding.	80
IA231	Car Parking	23/3/2010	Refunds may not be noted on a timely basis and may incur a cost to the council. Overpayments may be received. Refunds made by cheque do not represent value for money.	Low	The functionality of the on-line payment system should be reviewed to ensure that excess payments cannot be made for fines. The use of cheques for refunds should be reviewed.	A report is generated from Civica when the payment file is uploaded detailing the amount paid against each penalty notice. Although the penalty notice and the internet make it clear that a reduced payment will be accepted if a penalty is paid within 14 days of issue, some charge notices are paid at the full rate. It is not yet possible to implement a balance facility on the PARIS system and an interface would need to be created with the Civica enforcement system. To minimise the costs of processing a refund, Finance staff will issue a refund for £100 and immediately put through a new payment for £50.	Anna Winship	With immediate effect	Refunds are issued by the same method of the initial payment. Further work will be carried out to look at whether PARIS can upload balances from CIVICA	Work is still ongoing between PARIS and Civica to allow balances to be uploaded	75

IA238	Treasury Management	31/03/10	Cash flow assumptions are not reviewed. Budgetary control may not be robust.	Medium	Actual cash flows should be compared to original budgets on a periodic basis. All variances should be investigated and revised assumptions used for future cash flow setting.	Progress is being made to improve the cashflow to ensure that forecasts are compared against actual movements.	Anna Winship	31st January 2011	Work has started on producing the forecast cashflow for 11/12 and the methodology to be used to ensure actuals are compared to forecasts. This will be ongoing from 1st April 2011	work is still ongoing to ensure that this process meets our needs	80
IA202	Housing Rents	Nov-10	The reconciliation cannot be evidenced as performed and reviewed in a timely fashion.	Low	It is recommended that upon the completion of the quarterly reconciliation a copy of the spreadsheet is saved and locked for editing by a reviewer.	Agreed. This will be implemented.	Janine Graham	31st December 2010 (date of next quarterly reconciliation).	Data is still being input onto the HAM system. This should be completed by 31.03.11. A new field has been entered onto the HAM system which will allow any repayment/payment against a bond or no deposit returned to be linked to the original payment, making it easier to calculate the % of monies returned. I will then calculate the bad debt provision.	As before	40
IA244	Performance Indicators	31/01/11	Data may be inaccurate.	Medium	Departments should be reminded that all invoices must be date stamped upon receipt.	Agreed. Recommendation to be implemented.	Denise Sheppard	With Immediate Effect		Emailed the Services and advised them to date stamp all invoices upon receipt. New users guide also to reinforce. Was 0% now 70%. Invoices received within Revenues are being date stamped upon receipt - some services still not date stamping - this will be addressed via internal logging databases.	70
IA248	Performance Indicators	31/01/11	Recording of data may be delayed.	Low	Corvu access should be provided to sufficient numbers of officers to ensure that performance information can be reported on a monthly basis.	Agreed. Handover training has been completed with other officers to ensure that there is adequate resource to input performance information onto Corvu.	Lucy Cherry	With Immediate Effect	Awaiting delivery of training.	Updater and basic CorVu accessibly training has been completed with key Leisure and Parks Officers. Performance Measure procedures have been written and signed off. Updaters have ownership for completing monthly updates. Super users have been identified and are awaiting training to enable continuity for performance reporting.	90%
IA272	Debtors	31/03/11	Inadequate segregation of duties increases the risk of fraud and misappropriation.	High	The Authority should establish clear policies and procedures with regards to segregation of duties. Best practice would indicate that a separate officer should be responsible for the completion of the works order and its subsequent authorisation. This policy should be detailed in procedure notes and communicated to all departments. Spot checks should be performed on a sample of transactions to ensure adherence to policies.	Agreed. Inappropriate access will be removed with immediate effect to ensure that adequate segregation of duties is upheld. In addition, it is acknowledged that due to the current format of the invoice request form, authorisation cannot be proved and this will be amended. The Council's Good Practice Guide will be updated and circulated to departments.	Paul Jemetta/Nicki Peirce	Immediate/ 31/3/11		Nicki Peirce: Has reviewed and amended access permission within Agresso in respect who can raise Invoices and process Credit Notes (currently only Finance Revenues Team) Removed Paul Jemetta. Guidance notes near completion awaiting final approval fro distribution. 0% to 85%	85
IA273	Debtors	31/03/11	Raising debts below a de minimis level is not cost efficient.	Low	The Authority should consider the introduction of a de minimis level for raising debts and provide guidance on how this should be implemented. The Council might consider grouping together minor debts and invoicing these amounts when they reach a sufficient level. It is acknowledged that it is appropriate to have certain exemptions from this rule (e.g. court charges), but these should be formally documented.	Agreed. A de minimis level for invoices raised will be set and implemented from 1 February 2011. This will be incorporated into the Good Practice Guide and circulated to all departments.	Nicki Peirce	31/01/11		HOF Has agreed to set this limit at £20. This note has been incorporated within our guidance notes soon to be released. 0% to 85	85
IA275	Debtors	31/03/11	Raising of debtor accounts is unnecessarily delayed leading to an adverse impact on cash flow.	Medium	Management should consider prescribing a target time for invoice raising and staff should be reminded of the importance of raising invoices on a timely basis.	Agreed. The good practice guide will be updated and circulated to all departments. In addition, training will be undertaken with departments as requested. The Interim Head of Finance will highlight that invoices must be raised in a timely and accurate manner. Management should consider providing training for relevant staff to ensure that debtors processes are conducted in an accurate, consistent and compliant basis across the Council.	Nicki Peirce/Nigel Kennedy	31/3/11. Immediate.		Guidance notes to be issued, to reinforce appropriate processes are adhered to, ensuring correct signatures are maintained when requesting invoice for approval. Sample checking could be deemed as done, when the request is signed off - thus removing the need to duplicate work and check when invoice has already been issued. 0% changed to 85%.	85
IA281	Debtors	31/03/11	Debtor balances may be overstated if unrecoverable debt continues to be recognised as an asset.	Medium	Efforts should be made to assess all aged debt for write off. Any debts deemed as recoverable (e.g. where payment plans are in place) should be clearly highlighted and, in future, all aged debt should be reviewed on a periodic basis. The method of calculating the bad debt provision should be reviewed and procedures should be drawn up to help members of the Finance team calculate this going forward.	Agreed. A review has been started into all aged debt balances and procedure notes for the bad debt provision calculation will be completed.	Pete Johnson	01/02/11		MW: the bad debt provision calculation has been review din each area. Once the aged debt reporting has been reviewed we will implement a consistent bad debt calculation. PJ work has started to analyse Trade Waste Bad Debts obtaining instructions from Direct Services to write off if appropriate. Periodics and Sundry Debts debt recovery and write off process continuing. 0% to 45% Name changed by MW to Pete Johnson.	45
IA282	Debtors	31/03/11	Delays or poor performance is not identified leading to adverse impact on the Council's cash flow.	Medium	The Council should consider introducing KPIs to monitor the invoice raising process, for example, time taken to process invoices.	Agreed. A service target will be set to raise invoices within 5 days of receipt of correctly completed request.	Nicki Peirce	Immediate		Covered in guidance notes - soon to be approved and issue. 0% to 85%	85
IA285	Risk Management	31/03/11	Risks may not be managed at a project level.	High	All risk registers should be kept in electronic format within the required shared drive. These should be updated and formally reported to City Executive Board and Audit and Governance Committee on a quarterly basis.	Agreed. Updated risk registers will be maintained for all key projects, partnerships and contracts. Going forward the Council are using reporting software called CORVU which will provide a dashboard to managers of performance information in their area. Risk Management Info is also to be provided.	Anna Winship	Immediate		Corvu is now being used to monitor and report all risks, the next stage of the project is to load project risks	50
IA300	Creditors	31/03/11	Payments may not be made within management's required timeframe to take advantage of discounts or terms agreed upon with suppliers.	Low	The Council should obtain a listing of all early settlement discounts negotiated by procurement. Payment terms for these suppliers should be amended accordingly within Agresso to ensure full advantage of these discounts is taken. The listing should be distributed to departments to remind them to forward invoices received on a timely basis so that discounts can be achieved.	A list of some of the discounts that have been negotiated is available on the intranet. All of these organisations will be marked for immediate payment. Departments are responsible for processing the invoices within the negotiated terms. Therefore the list will be re-circulated.	Denise Sheppard/Nicki Atkin	immediate		Pete has spoken to Jane Lubbock in respect of obtaining discounts from suppliers - and seeing if we can improve the process. Invoices received within Revenues Team by the current deadline will be processed for the current payment run. Agresso has been updated to identify those suppliers offering us a discount to ensure that discounts are obtained. All updates action immediately	75
IA306	Payroll	31/01/11	Potential reclaims on expense claim expenditure may not be realised.	Medium	The Council should ask that staff submit VAT receipts with all mileage claims. This would allow the Council to reclaim the VAT as part of their year-end VAT return.	Agreed. The process for mileage claims is currently being reviewed. A decision will be made on this by the end of January 2011.	Sean Hoskin	31/01/11		Still under review.	50
<b>RECS LESS THAN 3 MONTHS OUT OF DATE</b>											
IA34	Council Tax	01/10/09	Council not undertaken review of all single person discount accounts.	Med	Review to be done. All individuals to confirm entitlement to discount. When conformation not provided, relief should be suspended.	Data matching exercise with NFI records has highlighted accounts where discount may no longer be applicable. Ongoing review scheduled for next financial year.	Anne Harvey-Lynch	31st March 2011	Project in place working with neighbouring Authorities to outsource SPD reviews to Capita. Due to end of year timescales all Authorities have agreed hat this cannot be done before 31.03.11.	Duplicate of cell 76	n/a
IA35	Council Tax	01/10/09	The Council does not review credit balances of Council Tax accounts.	Med	Efforts made to investigate all accounts in credit - issue refunds/overpayments if necessary. Reports to be run periodically to identify credit balances.	Process to ensure accounts in credit are followed up on a timely basis. Active communication with account holders.	Anne Harvey-Lynch	31st March 2011	Duplicate of cell 77	Duplicate of cell 77	n/a
IA36	Council Tax	01/10/09	Procedures missing from shared drive.	Med	Procedure notes needed for whole Council Tax process. All documents to be held on shared drive.	Responsible officer will be charged with reviewing procedure notes to ensure they are up-to-date.	Anne Harvey-Lynch	31st March 2011	On-going but linked in with implementation of Lagan back office and Lagan scripts	Position same as March 2011. Implementation of Lagan workflow imminent	75
IA208	General Ledger	Nov-10	Codes may be used incorrectly or not identified for management reporting.	Low	A review of cost centre and account codes should be performed to ensure that they remain valid and in use.	Agreed. This will be reviewed as part of the year end process, linking to the new service structures which are being created for 2011/12.	Anna Winship/Martin Westmoreland	31/03/11	Agreed. This will be reviewed as part of the year end process, linking to the new service structures which are being created for 2011/12.	Will be reviewed as part of the budget monitoring improvements to be implemented by 30th September	20
IA264	Collection Fund	31/3/11	Debts are not collected or reviewed on a timely basis.	Medium	The Council should regularly review tenants' accounts in arrears and ensure that reminders, formal notices, etc. are being issued in line with procedure. A review of all accounts in arrears over one year should be undertaken to ensure that necessary legal action has been undertaken with write offs made as appropriate.	Agreed. This is due to a resourcing issue. The Council is looking to merge Council Tax and NNDR to overcome this; however, this is unlikely to happen for some time. Point 3 refers to debts under £1.00 not being efficient to chase and should be written off. One of the procedures required during the annual billing process is the small balance write off programme. The cases identified above would certainly be included in this process and would not be 'chased'.	Anne Harvey-Lynch	31/03/12	As above. N.B - all Council Tax accounts are reviewed not just tenants?	As above	75%
IA267	Collection Fund	31/3/11	Reliefs may no longer be applicable. The Council may not be maximising their income streams.	Low	A review of all single person discount accounts should be undertaken. All individuals should be requested to confirm that they are still eligible for the discount. Where confirmation has not been provided, the relief should be suspended.	Agreed. A data matching exercise with NFI records has just been completed and highlighted accounts where single person discount may no longer be applicable. An overall review has not been performed due to resourcing issues. The Council is looking into going into partnership with neighbouring authorities and outsourcing the review.	Anne Harvey-Lynch	31/03/12	Agreement with neighbouring Authorities to look at starting review early part of 2011-12.	Meeting scheduled for 28.06.11 to review SPD project and pursue funding from County.	10
IA268	Collection Fund	31/3/11	Overpayments and refunds may not be identified on a timely basis.	Low	Efforts should be made to investigate all accounts in credit and issue refunds and overpayments if necessary. Going forward, reports should be run on a periodic basis to identify credit balances.	Agreed. Review of credits has not been performed for a number of years. This has not been done due to: lack of resources and the volume and ability to run report in manageable amounts. With effect from April 2011 a review of accounts put into credit is to be introduced as a weekly admin function. This will prevent further credits balances not being reviewed. Work plan for the review of previous credits is to be introduced wef April 2011.	Anne Harvey-Lynch	31/03/11	In progress. Difficulty in breaking down backlog and current arrears. Working with systems team to produce manageable reports.	Position as at March 2011. Now referred to supplier for guidance (Capita)	45
IA276	Debtors	31/03/11	Debtors are more likely to default on payments if automated direct debits are not set up.	Low	The Authority should investigate the use of the direct debit function within Agresso to facilitate periodic payments and payment plans. If the system does not support this function then further enquiries should be made into utilising the Council's cash collection system for this facility.	Agreed. Direct debits are available as a function on Agresso and are being implemented by the authority planned for June 2011.	Pete Johnson	01/07/11		Response linked to point IA84. 0 to 20%. Added Pete Johnson	20



IA317	Debtors	31/05/11	Raising of debtor accounts is unnecessarily delayed leading to an adverse impact on cash flow.	Medium	Management should consider prescribing a target time for invoice raising and staff should be reminded of the importance of raising invoices on a timely basis.	Agreed. The good practice guide will be updated and circulated to all departments. In addition, training will be undertaken with departments as requested. The Interim Head of Finance will highlight that invoices must be raised in a timely and accurate manner. Management should consider providing training for relevant staff to ensure that debtors processes are conducted in an accurate, consistent and compliant basis across the Council.	Pete Johnson	31/03/11		Within revenues team invoices are turned around within 5 days. Other services will be picked up in new guidelines to be issued shortly	75
IA318	Debtors	31/05/11	Debtors are more likely to default on payments if automated direct debits are not set up.	Low	The Authority should investigate the use of the direct debit function within Agresso to facilitate periodic payments and payment plans. If the system does not support this function then further enquiries should be made into utilising the Council's cash collection system for this facility.	Agreed. Direct debits are available as a function on Agresso and are being implemented by the authority planned for June 2011.	Pete Johnson	01/07/11		Project to implement direct debits just commenced	20
IA322	Debtors	31/05/11	Inconsistent policies could impact the cash flow of the Council and increase the risk of legal challenge to Council decisions.	Medium	Write off procedures should be reviewed so that they are consistent across the entire Council. These should be re-distributed to staff and kept electronically on the shared drive.	Agreed. Corporate Debtors follow 2004 approved write off policy for all debts. Write off procedures will be reviewed with the aim to make them consistent. The total value of the write off above was £2,873.56 and this was delayed due to getting the new Director of Finance & Efficiency to sign off. At this point in time the level of debt write off that needed Section 151 sign off was over £2K, this has now been revised to £5K. This is the only write off of that value we had this year which needed S151 officers sign off. All other writes offs can be action by the Head of Service for the business.	Nigel Kennedy	31/03/11		Will be picked up when revised guidelines issued end of June	75
IA325	Debtors	31/05/11	Inconsistencies could lead to inefficiencies in processes, resulting in the Council not maximising its cash flow from its revenue generating streams.	High	In order to ensure that the issues which have been highlighted by this review are addressed effectively within the revised system, it is imperative that staff are fully trained to allow the Council to make best use of the revised structure.	Agreed. This is currently being undertaken as part of the corporate modernisation services program.	Nigel Kennedy	31/07/11		Training will be rolled out shortly and system interrogated to remove non-users	75
<b>NO MANAGEMENT RESPONSE</b>											