

**Manchester City Council
Report for Information**

Report to: Audit Committee - 30 November 2017
Subject: Internal Audit Assurance Report 2017/18
Report of: City Treasurer / Head of Internal Audit and Risk Management

Summary

The Internal Audit Section delivers an annual programme of audit work designed to raise standards of governance, risk management and internal control across the Council. This work culminates in the Annual Head of Internal Audit Annual Opinion and an Annual Assurance Report. This report provides a summary of the audit work undertaken and opinions issued in the period April to October 2017.

Recommendations

Members are requested to consider and comment on the Internal Audit Assurance Progress Report to the end of October 2017.

Wards Affected:

All

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Background documents (available for public inspection):

Documents used in the development of the assurance report include:

- Internal Audit Plan 2017/18 (June 2017)
- Internal Audit Annual Assurance Report 2016/17 (June 2017)

Internal Audit Assurance Report April to October 2017

Introduction

- 1.1 This report provides a summary of the work of the Internal Audit Section from April to October 2017 including progress toward delivery of the annual audit plan, summary of assurance opinions on completed audits and summary position on the implementation of Internal Audit recommendations. The opinions and statistics are provided to Directorate senior managers for discussion and to agree actions and are used to inform an overall annual assurance opinion.

2. Audit Programme Delivery

Plan Delivery

- 2.1 The following table is a summary of the outturn against the audit plan to date. Outputs include audit reports, management letters and advice and guidance as well as support to management on service improvement. It also includes reactive fraud and irregularity investigation reports for work requiring more than five days of audit support or where an opinion was provided. The analysis excludes most of the advice and guidance provided to the business through involvement in working groups and projects across the Council as these are not captured in formal reports. Figures include completion of audits brought forward into 2017/18 as agreed with managers.

Audit Status	2016/17 Brought Forward	2017/18 Audit Plan Outputs	Additional Items
Final Report Issued	15	26	2
Draft Report Issued	1	8	
Fieldwork Completed		4	
Fieldwork Started		7	3
Planned		25	
Not started		22	
Cancelled / Deferred		2	
Totals	16	94	5

- 2.2 The number of audits carried out during the year increases as blocks of time

allocated for areas of work are assigned to work supporting the business and provide assurance over key activities. The flexibility offered by the audit plan and assessment of alternative means of assurance allows for some adaptation and resourcing of targeted work while maintaining progress toward delivery of planned assurance activities.

2.3 Audit work was progressed in line with expectations during the period with scopes and timeframes agreed with management based on standard audit process. However there are a number of audits which remain in planning and are yet to start and there were 16 brought forward audits for completion all of which have impacted on delivery of audit work on the current year plan. Additional requests for audit support were also received which impacted on overall resource use and availability which included additional investigations in response to whistleblowing concerns and a substantial investigation into alleged business rates fraud.

2.4 As a result Internal Audit carried out a half year resource review against the agreed plan to identify where direct pressures on delivery may arise and to consider options. This was evaluated to confirm the audit programme to year end and whether any work may need to be re-scoped or deferred based on risk and available resources. Where alternative assurances can be obtained or requests from the business to defer work are reasonable these changes will be made. Specific actions agreed are to:

- cancel specific audits: Contract Management Performance Reporting where alternative assurance will be obtained through the range of other contract management work carried out this year including attendance at workshops and development activities being led by the Head of Integrated Commissioning. For Mental Health Safeguarding, high level assurance will be sought through engagement with the Adults Performance Board and risk reporting arrangements within the service.
- rescope work on the social care system replacement (Liquid Logic); NNDR; and Social Value to target key areas of risk and/or development.
- reduce the resource held for externally commissioned school audit work; and
- secure additional resources for specialist ICT audit work; Counter Fraud awareness and training; and GMCA audit work.

2.5 The sections below describe the progress made against the agreed annual audit plan. The status of work in progress and delivered is shown at Appendix One.

3 Children and Families

Children's Services

3.1 A compliance audit on the Multi Agency Safeguarding Hub (MASH) was finalised that provided limited assurance. This audit focused on referrals received between September 2016 and February 2017, and fieldwork spanned most of March and April 2017. Based on the work undertaken over

this period, we noted issues over compliance with policies and procedures for processing referrals and enquiries. This was primarily due to issues with the overall timeliness of the process and associated reporting; recording consent and the need to update and consolidate guidance and procedures.

Management confirm that progress has already been made to address these issues and an Ofsted monitoring visit in July was positive, describing it as a safe, timely service supporting our view that there was a positive capacity to improve. We have agreed a follow up audit will be carried out to assess progress in the current year.

- 3.2 Substantial assurance was given over the Children's Services Quality Assurance Framework improving on the moderate assurance from the previous audit. We confirmed the framework is operating as intended and that the required number of audits were being completed monthly and audit tools have been improved for Children In Need, Child Protection and Looked After Children providing a structured template for compliance with standards and performance improvements.
- 3.3 We have engaged with colleagues across Greater Manchester (GM) in relation to Troubled Families (TF) after the agreement was reached with government to re-profile TF funding as part of the GM Reform Investment Fund. This has provided an opportunity to think differently about how investment is made into creating a more sustainable model to support families and individuals with complex issues and those that need early help. There was work required to confirm the programme of audit support for this new arrangement and Internal Audit have continued to contribute to that process by hosting events for GM Troubled Families practitioners and auditors to seek agreement to a governance and assurance framework. Core principles and an outline for this have been developed to support effective assurance arrangements over the funding arrangements.

Adult Services

- 3.4 A draft report on Management of Client Accounts has been issued for consideration in relation to the effectiveness of the system in place for dealing with customers cash where the Council act as Appointee / Deputy. This was a new approach implemented at short notice including an Appointee Support Officer role created to deliver cash to vulnerable customers. At this stage there are limitations within the policy and procedures which management recognised and some actions were taken during the audit to start to address those issues. We support the intention to extend the principles of the arrangements to additional clients when more robust controls are implemented.
- 3.5 Scoping of work to support Health and Social Care Integration is underway as we seek to determine where Internal Audit can most appropriately support the development and implementation processes. There has been liaison with Manchester Health Care Commissioning (MHCC) and their internal auditors Mersey Internal Audit Agency (MIAA) and we are now developing the scope to look at governance of MHCC and assurance over current decision making and financial control arrangements. This is due for delivery in quarter four.

- 3.6 A report was issued in relation to the Afghan Resettlement Grant providing substantial assurance that the grants submitted to Home Office complied with grant conditions and requirements. Claims were made in accordance with the agreed rates and each household's eligibility supported by appropriate evidence. The sampled claims were processed accurately and in a timely manner, and where a payment error was made, it was identified via the reconciliation process and corrected. We have made two compliance recommendations to address moderate risks, which will improve the Council's oversight of cash support payments and overall financial expenditure of the grant funds.

Education and Schools

- 3.7 Fieldwork in relation to the thematic audit of E safety in schools was completed and will be reported on shortly. We propose to share learning and best practice with all Manchester schools following the outcome of the work. A further thematic audit on data governance is now also being scoped which will assess current practices and implications of governance and control for General Data Protection Regulations (GDPR) across Manchester schools.
- 3.8 Whilst not undertaking standard school audits in the current year we have delivered a number of fee earning audits in year for individual schools on request. While opinions are not reported to the Council the common themes will be assessed and learning and advice shared with all schools where appropriate to support good governance. We have also presented a number of school business manager events focusing on purchasing and procurement providing an opportunity for discussion and debate in relation to good practice and risk.

4 Core

- 4.1 The Legal Services (Income and Expenditure) audit was finalised in the period following a substantial period of management review. Overall we provided moderate assurance over the financial management arrangements within Legal Services with two main issues impacting on the opinion. Invoicing and SAP records were not handled in line with the Council's standard financial procedures based on locally determined operational needs. In addition, guidance for staff in the "office manual" required updating to be reflective of current working across income, purchasing and budgeting.
- 4.2 Grant certification audits on GM Pension Fund; Growth Deal; Carbon Reduction Commitment; Highways and URBACT 3 were concluded in line with deadlines and certified. The testing did not identify any areas of non-compliance which required action. The Factory project will require certification work and this is scheduled to be completed by the end of financial year along with a further required certification audit for URBACT 3.
- 4.3 An improved level of assurance was noted in relation to payroll data analysis in quarter one. This was carried out in line with a new continuous audit approach developed in 2017. A second quarter analysis was carried out which identified few errors in data and confirmed an ongoing high level of

data quality within the payroll system.

- 4.4 Internal Audit has provided some advice on voluntary sector grants in relation to the design of the application packs for the Cultural Partnership Agreements and Our Manchester VCS Grants seeking to enhance the information requested from applicants in order to better inform application assessments and decisions made over grant awards. In particular the focus has been on how to assess and manage assurance over the sufficiency of financial management and governance arrangements of grant applicants and to enhance due diligence. We propose carrying out some testing in this area in quarter four based on the level of applications received.
- 4.5 Internal Audit have delivered a number of audits focused on financial processes in line with our core financial systems strategy. High levels of assurance were given in relation to Income and Treasury Management, where very few issues were identified. We found some issues in terms of compliance with the Council's expenses policy and have recommended some revisions to both policy and monitoring arrangements to strengthen control and challenge over the evidence for and authorisation of staff expenditure claims. We have also concluded a data-led review of the role performed by budget cost centre managers to assess the level of understanding and discharge of roles, and will be reporting on this imminently.
- 4.6 Internal Audit and colleagues in Risk Management have been involved in work streams for General Data Protection Regulations (GDPR) preparation, providing advice and support. This is a significant area of development for the organisation as it replaces and enhances the requirements of Data Protection Act when it goes live in the UK in May 2018. There is a need for some adaptation and development of the principles of data management and control environment in order to comply with the legal changes. Internal Audit will continue to engage with this project to support readiness for GDPR implementation and will also consider further formal assurance requirements for 2018/19.
- 4.7 In relation to ICT, our work has largely been focused on finalising outputs from the 2016/17 audit plan and ensuring that required actions are confirmed and taken. We issued a limited assurance opinion in relation to Disaster Recovery, and have remained engaged with ICT in this area to gain ongoing assurance over the proposals to improve corporate arrangements as reported to Audit Committee by the Chief Information Officer in October.
- 4.8 We issued a moderate opinion in relation to the operation and administration of the Academy system which is used for revenues and benefits processing. Access to Academy was restricted to valid and authorised users, password security and account lockout settings had been invoked, a user guide had been produced and super user privileges on the live system were rightly restricted to members of the Revenues and Benefits team. Application auditing controls had been enabled within the system to capture any changes to customer data and a technical support agreement established with the software vendor (Capita). However, controls over access to data by technical support staff were less well developed and enforced, and this ultimately

influenced our overall assurance opinion. The capacity for improvement was assessed as medium, based on the absence of defined and available resource to support system development, and the inherent control weaknesses present within the Academy system. Management thoroughly understand the issues involved in this and have very recently confirmed that they are progressing a proposed solution that should substantially reduce the risks in this area.

- 4.9 A moderate opinion was provided for Email and Internet Filtering. This was primarily based on the inherent cyber security threats the Council faces and the significant changes to the control environment associated with the introduction of Google and the decision to outsource ICT security provision. Internal Audit will remain engaged in this area to support managers in maintaining an effective and proportionate control framework throughout this period of change. We identified a number of areas where controls should be improved which were mainly about fully specifying and documenting existing controls, not significantly changing them. An element of the control processes, including those identified as benefiting from improvement will fall to the new ICT security contractor. A number of the areas for improvement fall within the Google project which went live during our review. The project team recognised associated risk in some areas of the implementation and technical configuration which were to be addressed and it was acknowledged that there will be a bedding-in period before the optimum control framework is identified and implemented.
- 4.10 More recently, our data work has highlighted significant accuracy issues in relation to the allocation and use of mobile devices and we were only able to provide limited assurance over the accuracy of billing and appropriateness of usage. This was largely due to the quality of data in respect of who 'owns' the connection. Without good quality data it is very difficult to correctly monitor and manage usage, recharge correctly or challenge inappropriate usage. We have highlighted that there are issues in respect of an absence of clear processes to control inappropriate, excessive or non-usage of devices. Whilst we recognise it is not solely ICT's responsibility to keep this data up to date, we consider that along with HROD, they are best placed to address this issue on a Council wide basis, and that significant financial savings could be achieved if the quality of the data is improved. However, the appetite to maximise these savings will need to be assessed and agreed by service managers in order to balance the level of saving against the potential for service disruption in some cases. We have agreed some initial and immediate actions which will help to address some of these issues including direct follow up with 'owners' of devices where usage is reported as substantially and unusually high.

5 Growth and Neighbourhoods

- 5.1 Substantial assurance was provided over the management of the waste management collection, recycling and cleansing services contract which reflected the robust controls in place over governance and performance management framework. There are sufficient controls in place to address poor performance and non-compliance. We noted that the ability of the

contractor to fully meet the specification and expected standards set out in the contract has been and remained a challenge however there was a clear commitment to demonstrate improved performance as part of an improvement plan on street cleansing. Management and Members are aware of the key risks and continue to take actions to support achievement of sustained improved performance and desired outcomes.

- 5.2 Overall we gave moderate assurance over the framework in place for contract governance in relation to Fleet Services contracts due to the informal approach over contract management. We established that formal review meetings and performance reports were not in place, KPIs were not clearly defined or monitored and there was a lack of senior management oversight of the contract delivery. However, good relationships were being maintained with suppliers and we were assured by Contract Managers that operational issues were normally resolved promptly and effectively. In addition, we were satisfied that processes were in place to ensure charges were correct and as such we were assured that the operational aspects of the contract were working effectively. We made recommendations to strengthen performance monitoring and reporting. Other than colocation there was very little collaboration between the Council Fleet Services Team and GMP Fleet Services. This was due to the high workloads across both teams and the differing approaches applied to address specific matters such as cost efficiency. We proposed management review this approach to confirm it was in line with expectations.
- 5.3 In response to a legal challenge whereby an enforcement notice had to be withdrawn as it had the wrong signatory and was not in line with the Council's Constitution, Community Safety and Compliance and Enforcement (CSC&E) management implemented an annual constitution review process. This was developed to ensure that all officers are correctly authorised to carry out enforcement duties including having suitable qualifications, training and experience; that all authorisations are in accordance with the Constitution; and that appropriate records are retained. Internal Audit were asked by senior management to provide assurance over the new review process and were able to provide substantial assurance over the process and confirmed that legal notices tested were in compliance with requirements.
- 5.4 Internal Audit were asked to undertake an independent assessment following delays in agreeing and signing off a pre-construction service agreement for one of the Council's commercial properties. We provided advice in a number of areas for consideration in future contracts including improved engagement with Legal Services, improved governance arrangements and clearer scoping of the project.
- 5.5 We have issued a report in relation to Waste Contract Performance Data Quality which is awaiting finalisation. Outcomes from this audit will inform further work and scopes are to be agreed with management.

6 Procurement, Contracts and Commissioning

- 6.1 Advice and guidance was provided in a first review of the Factory Project at

the request of the Senior Responsible Officer. In this review of project governance arrangements we provided observations in relation to governance and decision making, risk and performance management, and reporting arrangements along with progress toward addressing Gateway 3 recommendations. A follow up review was subsequently carried out to confirm progress and we found that there had been steps taken to enhance the strategic governance structure and clarify roles; work done to enhance record keeping and to develop declaration of interest process and to carry out a skills audit and there was more work to do including embedding risk management. We provided further advice in these areas and have agreed to carry out a second review in quarter four.

- 6.2 Substantial assurance was given over Contracts Payments-Final Accounts which reflected the robust controls around completeness and accuracy of final accounts payments on a sample of capital construction schemes. There were appropriate controls operating in relation to approval and sign off and we made one recommendation about formalisation of documented procedures.
- 6.3 Internal Audit are contributing to workshops led by the Head of Integrated Commissioning which are designed to improve corporate contract governance arrangements and have also attended meetings exploring potential ICT solutions to better enable consistent recording and reporting of contracts. We have also provided some advice on the Leisure Re-tender exercise in relation to preparation of the specification and proposed performance framework
- 6.4 Work is underway to provide assurance over contract management arrangements for utilities, homecare, social transport and facilities management. As part of the work we will consider the design and operation of contract governance structure, contract performance framework and compliance and control arrangements. There is also work now planned to examine the Construction and Property Professional Services (CAPPS) Framework used by the Council to allow for the selection of contractors from a range of providers who have been appointed to the Framework following a significant procurement process.

7 Counter-Fraud and Investigations

- 7.1 The Council remains committed to maintaining its zero tolerance to fraud and corruption and its policy of taking all necessary steps to identify and act to address fraud risk. This is done through a programme of proactive and reactive counter fraud activities. Detailed information in relation to the Council's counter fraud work and investigations is included within the Annual Fraud Report. This was presented to Audit Committee in August this year and a summary of the work to date is shown below.

Proactive

- 7.2 The Whistleblowing Policy, incorporating changes requested by the Audit Committee in March 2017 was presented to Standards Committee for oversight on 2 November 2017. There was some discussion over the ownership of the policy to confirm which Committee was responsible for

formal approval and the Standards Committee have asked that this matter be resolved by amendment and clarification to the Constitution in its next, regular revision in May 2018. There was also discussion around arrangements to ensure that contractors have effective whistleblowing arrangements in place and to understand the scale of allegations made to Prescribed Bodies in line with the Policy. Internal Audit will follow these up with Corporate Procurement and with relevant Service Directors respectively.

- 7.3 New identification scanning equipment procured by Internal Audit went live as planned in July 2017. Devices were introduced within the Customer Service Centre and Alexandra House. Following this the Taxi Licensing Unit have entered a one-year agreement to use two further devices to assist with the taxi application process. Internal Audit is now liaising with HR with regard to its use as part of required recruitment checks.
- 7.4 Work continued in relation to the National Fraud Initiative as data matches are assessed for quality and verified to establish if there is evidence of any significant fraud or error. Internal Audit continue to liaise with Directorates through assigned staff with regard to the completion of relevant checks required on numerous data matches and there have been no reported significant matters arising at this time. An update report will be produced shortly including areas deemed high risk in terms of outcomes and timescale for completion for consideration by the City Treasurer.

Reactive

- 7.5 Internal Audit continues to ensure reported allegations of fraud or wrong doing are risk assessed and appropriate steps are taken to investigate by the Service or others as appropriate and where alternative procedures apply. The two main areas of casework and key issues arising in the period are set out below.

Council Tax Reduction Scheme, Housing Tenancy and Right To Buy

- 7.6 Of cases received in respect of Council Tax Reduction Scheme, Housing Tenancy and Right To Buy since April 2017 the key outcomes have been:
- Three administrative penalties with a total value of £1,362 have been issued.
 - The Council is able to recover £9,094 of Council Tax Reduction overpayments.
 - £51,342 of wider public sector benefits, including Council Tax Benefit, Single Adult Discount, Housing Benefit and Discretionary Housing Payments has been identified as recoverable.
 - Investigation work has prevented two fraudulent applications for Right-to-Buy discount with a total value of £94,400 from being awarded. Work is continuing in relation to additional cases with total discounts valued in excess of £100,000 which could be prevented should the cases be proven.

- Keys have been returned in relation to four properties, where it was alleged tenants were illegally subletting the property. Notional value of savings is estimated to be £72,000.
- Three cases involving offences under the Prevention of Social Housing Fraud Act 2013 (with regard to the illegal subletting of property) were heard in Magistrates Court during the period. Two individuals failed to attend court and warrants have been issued for their arrest. A not guilty plea was entered in relation to the third case and a trial date has been set for 2 February 2018.

Corporate Cases

- 7.7 There were 32 referrals of potential fraud, theft or other irregularity received since April 2017 to end of September. Of these 20 were considered to be whistleblowing allegations made either anonymously or from a named source. Following risk assessment, some cases were investigated by Internal Audit and others were referred to colleagues in HR or back to departments or school governors for action, with support provided as necessary.
- 7.8 The Service monitor all reported cases to confirm outcomes. Whilst the nature, scale and complexity of referrals varied there were few actual detected or proven cases of fraud. Many referrals related to staff behaviour, conduct issues and service delivery concerns. Where appropriate we continue to liaise with HR on these. Details of the larger value, complex or sensitive cases investigated during the period will be reported to Audit Committee in the annual report.
- 7.9 Allegations investigated have included substantial theft of monies from two separate schools; abuse of position; right to buy fraud; council tax reduction scheme fraud; housing tenancy fraud; procurement and contract award irregularities; Business Rates fraud; overtime and gifts and hospitality irregularity. Where appropriate and supported by evidence this has led to suspension of staff and disciplinary action; custodial sentence; recovery of assets or money; and in some cases confirmation that there is no case to pursue.
- 7.10 In one significant case of theft of £46K from a school the individual was successfully prosecuted and was given a 10 month custodial sentence following extensive work to establish the case. Action to recovery money is under way with a successful proceeds of crime act hearing held in October awarding a substantial proportion of the stolen money. A second significant case of theft from school is currently underway and GMP have confirmed that this will move to prosecution.

8 Recommendation Implementation

- 8.1 The number of critical, major or significant priority recommendations fully implemented was 55% with a further 10% considered to be superseded and no longer relevant and 16% partially implemented. We remain satisfied with progress in most areas and continue to engage with managers to assess

exposure to risk in areas where recommendations are outstanding seeking solutions where possible.

- 8.2 There are some audit recommendations which have been outstanding beyond the agreed due dates and these present some challenge to the business as they impact on exposure to risk. These overdue recommendations have been reported in more detail to Strategic Directors and Executive Members for consideration in line with agreed policy at six and nine months overdue. Where recommendations are now more than 12 months overdue they will be referred back to Strategic Directors and reported to Audit Committee to confirm ongoing exposure to risk and what mitigations have been put in place.
- 8.3 A separate report to Audit Committee provides details of the audits and actions to implementation of overdue recommendations.
- 8.4 The figures below show the total number of recommendations due for implementation and their status as at the end of October 2017 based on information and implementation evidence available at that time. Regular updates are requested from recommendation owners and progress is being reported to senior management for consideration in quarterly directorate assurance reports.

Critical, Major or Significant Priority Recommendations by Directorate

Directorate	Number	Implemented	Partially Implemented	Superseded	Referred Back to the Business	Outstanding
Corporate Core	28	16	4	0	4	4
Children & Families	33	21	3	2	2	5
Growth & Neighbourhoods	16	5	5	0	0	6
Total	77	42	12	2	6	15
		55%	16%	2%	8%	19%

9 Conclusions

- 9.1 Members are asked to note the Internal Audit Assurance Report to October 2017.

Appendix One: Audit Status





Audit Area	Audit Status	Assurance Opinion	Capacity to Improve
Brought Forward from 2016/17			
Children's Services: Multi Agency Safeguarding Hub (MASH) – compliance audit	Final	Limited ●	High
ICT: Disaster Recovery (29 June 2017)	Final	Limited ●	High
ICT: Academy Business Application (3 August 2017)	Final	Moderate ●	Medium
ICT: Programme and Project Management (30 June 2017)	Final	Substantial ●	High
ICT: Barclays.net (16 May 2017)	Final	Substantial ●	High
ICT: Joiner, Mover and Leaver Processes (19 July 2017)	Final	Not Set	
ICT: Internet & email filtering (27 July 2017)	Final	Moderate ●	Not set
Core: PCI DSS – Operational Compliance (22 June 2017)	Final	Not set	
Core: Capital Budget Monitoring (15 May 2017)	Final	Substantial ●	High
Core: Benefits Administration & RBV (27 July 2017)	Final	Substantial ●	Not set
Core: Highways Maintenance – follow up (18 May 2017)	Final	Moderate ●	Not set
Core: HROD Redesign – Resourcing ATS System (3 July 2017)	Final	Moderate ●	Not set
Core: HROD New Appraisal Process Planning Approach (23 August 2017)	Final	Substantial ●	Not set
Core Legal Services Income & Expenditure (17 October 2017)	Final	Moderate ●	Not set
Growth and Neighbourhoods: Waste Service Request Compliance (18 May 2017)	Final	Moderate ●	High

Audit Area	Audit Status	Assurance Opinion	Capacity to Improve
Growth and Neighbourhoods: Development and Implementation of Selective Licensing (18 May 2017)	Final	Moderate ●	Not assessed
Procurement, Commissioning and Contracts: Housing Contract Management (5 April 2017)	Final	Substantial ●	High
Procurement, Commissioning and Contracts: Contract Creation and Formalisation (Draft issued 18 January 2017)	Draft	Limited ●	Set at Final
Adults			
Afghan resettlement process grant certification	Final	Substantial ●	High
Management of Client Accounts	Draft	Set at Draft	Set at Final
Transition to Adulthood	Fieldwork Complete		
Adults Services Quality Assurance Framework	Planning		
Health and Social Care Integration	Planning		
Mental Health Safeguarding	Cancelled		
Children's Services			
Children's Services Quality Assurance Framework	Final	Substantial ●	High
Troubled Families – Assurance Framework	Final	Engagement and advice in design of assurance arrangements for TF	
Children's Safeguarding Governance	Planning	Set at Draft	Set at Final
Early Help – Compliance			
Troubled Families – validation of performance data			

Audit Area	Audit Status	Assurance Opinion	Capacity to Improve
Payments to Carers	Not started		
Ofsted Improvement Actions	Not started		
Complex Safeguarding: CME / CMH / CSE	Not started		
Multi Agency Safeguarding Hub (MASH) – follow up audit	Not started		
Education and Schools			
Thematic Schools audit: E Safety	Fieldwork Complete	Set at Draft	Set at Final
Schools Financial Value Standard (SFVS)	Planning		
Thematic School audit: Data Security	Planning		
Corporate Core			
GMPF (grant certification) (8 May 2017)	Final	Not Set for Grants Audits	
Growth Deal (Grant Certification) (21 July 2017)	Final		
Carbon Reduction Commitment (Grant Certification) (31 July 2017)	Final		
Disabled Facilities Grant	Final		
Highways (LTP HCM) (Grant Certification) (29 September 2017)	Final		
Highways (Challenge Fund) (Grant Certification) (29 September 2017)	Final		
Highways (Pinch Point) (Grant Certification) (29 September 2017)	Final		
URBACT 3 claim 3 (Grant Certification) (29 September 2017)	Final		
Payroll Continuous Monitoring (Q1) (7 July 2017)	Final		

Audit Area	Audit Status	Assurance Opinion	Capacity to Improve	
Expenses – Compliance (22 August 2017)	Final	Moderate ●	Not set	
Treasury Management (16 August 2017)	Final	Full ●	Not set	
Mobile Connections – Data Analysis (31 October 2017)	Final	Limited ●	High	
Payroll Continuous Monitoring (Q2) (18 October 2017)	Draft	Not set		
Income (SAP)	Fieldwork Complete	Set at draft	Set at final	
SAP Expenditure: Cost Centre Manager Approval Data Analysis	Fieldwork Complete			
Capital Financial Strategy	Fieldwork Started			
Business Rates Continuous Auditing	Planning	Not set		
Factory (Grant Certification)				
NEW: VCS and Culture Grants - Financial Monitoring		Set at draft	Set at final	
IR35 contractors and staffing review				
Income (Other)				
Council Tax				
Disclosure and Barring Service (Safeguarding)				
Annual Governance Statement				
General Data Protection Regulations (GDPR)				
Going Google				
MiCare Replacement System NOW Liquid Logic				
NEW: SAP access and segregation working group		Fieldwork Started / Ongoing	Advice, guidance and engagement in development of SAP access controls	

Audit Area	Audit Status	Assurance Opinion	Capacity to Improve
HR Transformation Programme	Fieldwork Started / Ongoing	Advice, guidance and engagement in development of new HR processes	
Business Rates Continuous Auditing	Not Started	Set at draft	Set at final
Payroll Continuous Monitoring (Q3)			
Payroll Continuous Monitoring (Q4)			
ICT Application Audit 1			
ICT Application Audit 2			
ICT Software Licensing			
ICT: Data Centre Replacement			
URBACT 3 claim 4 (Grant Certification)			
Public Service Network: Code of Compliance			
Highway Maintenance Efficiency Programme (Grant Certification)			
Highways (Cycle City 2) (Grant Certification)			
Highways			
ICT Project Support			
Growth and Neighbourhoods			
Waste Collection, Recycling and Cleansing Services Contract (9 May 2017)	Final	Substantial ●	Not Assessed
Community Safety, Compliance & Enforcement Annual Constitution Review Process (28 July 2017)	Final	Substantial ●	High
NEW Pre Construction Service Agreement (2 August 2017)	Final	Advice	Not Assessed
Leisure GLL Retender 2018	Final	Advice	Not Assessed

Audit Area	Audit Status	Assurance Opinion	Capacity to Improve
Waste Contract – Performance Data Quality	Draft	Set at Draft	Set at Final
Christmas Markets Follow Up	Planning		
Retail Markets - Financial and Management Health Check			
Our Town Hall			
Northwards Capital Programmes Team	Not Started		
Waste Contract – Performance Data Quality Part 2			
Selective Licensing – 12 month review			
Procurement, Contracts and Commissioning			
Contractor Selection and Award: Family, Resource and Intervention Framework (FRIF) (2 May 2017)	Final	Moderate 	High
Contractor Selection and Award: Manchester's Service for Independent Living (MSIL) (8 May 2017)	Final	Substantial 	High
Contract Management: Fleet Services (14 September 2017)	Final	Moderate 	High
Capital Programmes Block (Contract Payments: Final Accounts) (31 July 2017)	Final	Substantial 	High
Factory Project: Governance Arrangements (19 July 2017)	Final	Not applicable	
Contract Management: Facilities Management	Draft	Set at Draft	Set at Final
Contract Management: Utilities	Draft		
Contract Management: Social Transport	Fieldwork Started		
Contract Management: Homecare	Fieldwork Started		

Audit Area	Audit Status	Assurance Opinion	Capacity to Improve
NEW Contract Review: LED Lighting	Fieldwork Started	Assurance Review	
Factory Project: Part 2	Planning	Set at Draft	Set at Final
Construction and Property Professional Services Framework (CAPPS)	Planning		
Financial Management and Cost Control – Revenue Contracts	Not started		
Social Value	Not started		
Contract Management Procedures and Processes	Fieldwork Started / Ongoing advice and guidance to procurement and contract management and commissioning workstreams		
Contract Management – Performance Reporting	Cancelled		
Proactive Counter Fraud			
National Fraud Initiative	Fieldwork Started	Report to City Treasurer by end March 2018	
NNDR Refunds	Planning	Initial scoping of approach	
Vendor Credit Recovery	Planning	Third party supplier options being reviewed	
Duplicate Payment Reviews	Planning		
NEW ID scanner implementation	Final / Complete	Scanners implemented	