

CNPA: OVERVIEW OF RECOMMENDATIONS IN INTERNAL AUDIT REPORTS

PAYROLL – March 2005

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
7	3	An authorised signatory list should be created detailing staff authorised to sign off expense claims and any thresholds for authorisation.	Fin Mgr	July 2005	Completed. Signatory list included in Financial Procedures Manual and expense claim also refers to line managers having authority to approve expenses. No thresholds necessary due to type of expense.

CORPORATE AND OPERATIONAL PLANNING – August 2005

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
15	3	The corporate and operational plans should be added to the CNPA website as soon as possible.		Sept 2005	Part Complete Corporate Plan for 2005 to 2008 now on website. Operational Plans and quarterly updates are on website within Board papers. Current documents do not work well as “stand alone”. Operational Plans to be shown separately on the website.
16	3	Board members should be involved in the brainstorming sessions with staff and also in prioritisation sessions to ensure views are fairly reflected.		May 2006	Completed Discussion session held with Board 17 Nov 06 on Comprehensive Spending Review 2008/11 and initiating discussion on Corporate Plan ideas and priorities. Work will now be ongoing with Board, staff and stakeholders until late Autumn 2007.

IT CONTINGENCY PLANNING – March 2006

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
23	2	The organisation should finalise and formalise the business continuity plan at the earliest opportunity.	IS Mgr	May 2006	In Progress Draft plan prepared but subject to further review as a result of installation of new information assets.
25	2	<p>Management should implement the following key actions and controls:</p> <ol style="list-style-type: none"> 1. An overall business continuity plan is in place. 2. A series of smaller IT contingency plans are in place to support the overall plan. 3. Management have identified and maintain records of their critical systems. 4. A contingency/recovery plan is in place for each system identified as being critical. 5. A formal risk assessment process has identified all risks (likelihood and impact). 6. All significant IT risks have been added to the organisation's risk register. 7. The Management Team ratifies all contingency/ risk decisions and activities. 8. The overall continuity plan is tested on an annual basis and updated as required. 9. All testing results are reported to the Management Team and actions are delegated. 10. Each individual IT and departmental contingency plan is subject to six-monthly testing. 11. Each department operating a critical system has communicated their expected recovery time. 12. Each critical hardware element is fully insured against loss. 13. Continuity plans are treated as being controlled documents 	IS Mgr BS Mgr HoCS	June 2006	In Progress/Completed <ol style="list-style-type: none"> 1. BC Plan in draft and being finalised. 2. Business system small enough to negate smaller plans. 3. Contained within draft BC Plan. 4. Contained within draft BC Plan. 5. See item 24 6. To be added as appropriate. 7. Risk Register reviewed by MT. 8. Testing will be programmed once BC Plan finalised. 9. Results will be reported when testing completed. 10. Not considered appropriate. 11. Not considered appropriate – included in BC Plan. 12. CNPA operates a policy of self insuring. 13. The BC Plan will be treated as a controlled document.

SERVER SECURITY – March 2006

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
28	2	Management must ensure that there is a review of all the SekChek findings and that there are actions taken to address the issues.	IS Mgr	September 2006	In Progress SekCheck findings have been reviewed and actions being taken as appropriate

FINANCIAL LEDGER – March 2006

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
29	2	All journal entries, which are created by finance processing staff, should be authorised by the Fin Manager	HoCS	Sept 2006	Completed
30	2	The Finance Manager should review bank reconciliations and only sign off when the reconciliation has been performed to source data. All bank reconciliations should be appropriately filed when reviewed.	Fin Mgr	Sept 2006	Completed File of signed bank reconciliations are maintained.
31	2	The accounting system should be closed down as part of the month end procedures and reopened for the new accounting period. As a result, it would not be possible to enter balances in the previous accounting period without performing a journal entry.	Fin Mgr	Sept 2006	Completed In line with comments made to March 2007 meeting.
32	2	The Finance Manager should ensure that all suspense accounts are regularly reviewed and are cleared on a monthly basis. Any balances in the suspense account which require new codes created, should be reversed as soon as the code is set up. This should be within the month that the entry is made to the suspense account.	Fin Mgr	Sept 2006	Completed The suspense accounts are now reviewed as part of the bank reconciliation control (see item 30 above)
33	3	Monthly journal and exception reports should be generated and independently reviewed to ensure that all journals are appropriate and that there are no significant changes from month to month. This should include an ageing creditor report to identify any outstanding debts over 30 days.	HoCS Fin Mgr	Nov 2006	Completed At the end of each month an audit trail and aged creditor report is given to the Head of Corporate Services for review
34	2	The trial balance should be printed, reviewed, signed off and filed as part of the month end process. The Finance Manager should assume responsibility for this process.	Fin Mgr	Sept 2006	Completed Reviewed by Head of Corporate Services in line with item 33 above.
35	3	Finance processing staff should ensure that the title of the	Fin Mgr	Sept 2006	Completed

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		<p>daily back up performed includes the date that the back up was taken. The Sage system should be amended so that users are prompted to change passwords on a monthly basis.</p> <p>Finance staff should be provided with a copy of the IT security policy. They should be aware of IT security issues and aware of procedures regarding back ups and password changes.</p>			In line with comments made to March 2007 meeting.

GRANT AWARDS – March 2006

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
36	2	All applications for funding which go through the Operational Plan should be supported by an expenditure justification form, currently required by the financial regulations for expenditure in excess of £5k. This should be retained on the project file.	Fin Mgr	Feb 2007	<p>Completed (in line with our Management Response)</p> <p>It is not feasible, from a cost-benefit point of view, to follow this practice for <u>all</u> grants. However, our Financial Procedures require and EJF to be completed for all payments in excess of £5,000 and this rule continues in operation.</p>
37	2	Project Managers should ensure that all grant award letters of offer are signed by the applicant prior to the initial release of funds. In addition, they should also ensure that the signed letter is added to the project file.	Fin Mgr	Sept 2006	<p>Completed</p> <p>All grant offers, with the exception of the Integrated Grants Programme, are issued by either the Finance Manager or Head of Corporate Services. On receipt of the signed copy these are passed to Project Managers.</p>
38	3	<p>Files should be created for projects as soon as an intent to apply is established. As a result, all relevant documentation can be added to the file. All files should also be signed out of the filing room when used.</p> <p>Administrative staff should perform an audit each month, selecting a practical sample of files missing from the central filing room. Files should be reconciled to the file sign-out book to ensure the control is operating effectively. Any variances should be reported to management.</p>	Business Services Manager	Dec 2006	

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39	3	All responses from the Finance Committee and the Scottish Executive should be printed and retained in the project file.	Fin Mgr	Sept 2006	Completed Procedures implemented for future approvals. We are also working through previous approvals in order that all projects from April 2006 are covered.
40	3	Management should ensure that the actual title of a project is documented in the Operational Plan. Files should be able to be easily traced from the operational plan to a project file held in the central filing system.	Fin Mgr	March 2007	Completed All staff informed.

RISK MANAGEMENT – August 2006

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
41	3	The Finance Manager should ensure that the use of the Risk Register is included in the guidance notes for Project Officers. Project Officers should also be made aware of the location of the Risk Register.	HoCS Fin Mgr	March 2007	In progress
42	3	All Management Team minutes should be documented and posted to the shared network drive. If it is not possible for the Head of Corporate Services to complete this task, consideration should be given to delegating this to another member of staff.	HoCS	December 2006	In progress

CASH FLOW MANAGEMENT – August 2006

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
43	2	All income received within the organisation should be recorded in the form of a cheque log. This should record information such as: Amount received; Received from; Cheque no; Date received and Received by	Finance Manager and Business Services Manager	March 2007	In progress

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		The Finance Assistant should sign the log when she received income.			
44	3	The petty cash spreadsheet should be passed to the Finance Assistant, with the receipt book and the imprest in order to be appropriately reconciled prior to recording in the ledger.	Finance Manager	March 2007	Completed

PLANNING APPLICATION: LAGGAN COUNTRY HOTEL – February 2007

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
45	2	The standard letter informing of the date and time of a meeting should specify that, when the applicants / agents / objectors intend to take up their opportunity to address the Committee, they should arrive at the venue at least 15 minutes prior to the start of the meeting.	Head of Planning	May 2007	Completed The Planning Group has developed a set of Frequently Asked Questions (FAQs) that accompany the standard letter and deal with this issue.
46	2	The Planning Group should build into their arrangements for each Committee meeting a provision for an officer to brief speakers on process in the 15 minutes prior to commencement of the meeting.	Head of Planning	May 2007	Completed This has been done. There is always an officer on hand to identify speakers when they arrive, brief them on process and introduce them to the Chair..
47	2	The standard letter should highlight that there may be only relatively basic facilities available in many instances and anyone intending to address the Committee should notify the office of any specific requirements not less than 48 hours prior to the meeting.	Head of Planning	May 2007	Completed The FAQs deal with this.
48	3	Consider issuing a formal update letter to applicants setting out the status of the case and the reason for any further elapse of time prior to the application being submitted to Committee as a standard element of its application administration after 8 weeks or so from call-in.	Head of Planning	tbc	Completed Our extension of time letters now do this. We are currently reviewing standard letters yet again to see if they can be further improved to remove any potential for misunderstanding.
49	3	Consider coping correspondence direct to the applicant as well as agents to avoid potential delays in communication. This would have an additional cost implication for the service.	tbc	tbc	No Action This really does negate the purpose of an agent and can lead to confusion if 2 individuals are responding to the same correspondence. The agent is appointed by the applicant specifically to deal with all issues on his behalf. The applicant has the option of dispensing with the agent if he feels that information is not being communicated as he would wish.

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50	3	The Planning Group may wish to consider the development of a written summary note of Committee proceedings and Frequently Asked Questions (FAQs).	Head of Planning	tbc	Completed
51	3	Consider the development of a glossary of terms frequently used in planning discussions.	Head of Planning	tbc	This has yet to be done.
52	3	Review standard speaking notes for the Committee Chair in inviting individuals to speak, in order to ensure clarity of process for each determination.	Head of Planning	tbc	We are working on this and will liaise with the Committee Chair.
53	3	Review the layout of meeting rooms, particularly where applicants or objectors have notified officers of their intention to speak.	Head of Planning	tbc	This has been done in liaison with Andy Rinning. There are constraints with the venues we use, but some improvements have been made and we are seeking further improvements, including more imaginative use of technology.

REVIEW OF SNOWDROP HR SYSTEM – February 2007

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
54	2	Forced Snowdrop password changes should be implemented into the system to increase system security. This should take place at least every 90 days or on the same change cycle as the network log in passwords.	Head of Corporate Services	No specific deadline for implementation at this stage.	The Head of Corporate Services and Business Services Manager will keep IT security policies under review, and reconsider this recommendation on specific application passwords, as part of the future IT Strategy development.
55	3	The Snowdrop system data capturing functionality should be fully utilised and used for recording all types of absence. Such data should then be used for monitoring and reporting purposes should trend analysis identify any significant issues.	Head of Corporate Services	No specific deadline for implementation at this stage.	maintain overview of business case for further resource investment in time recording and staff deployment monitoring systems
56	3	The operation of the system should be reviewed to determine if all available functionality is being utilised.	HR Manager	October 2007	