CNPA: OVERVIEW OF RECOMMENDATIONS IN INTERNAL AUDIT REPORTS

PAYROLL – March 2005

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
1	2	Payroll guidance notes should be re-circulated to finance staff as soon as possible, and incorporated into the Authority's suite of Standing Financial Procedures as they are developed.	Fin Mgr to finalise Financial Regulations	March 2005	**Completed.** Payroll guidance notes have been prepared. They will be added as an appendix to the financial regulations, and will be reviewed following implementation of the updated SAGE payroll version 12 software.
2	2	All payment runs should be reviewed and signed by Head of Corporate Services.	HoCS		**Completed** This is being carried out on a monthly basis
3	2	A regular reconciliation should be carried out between the HR staff records and the payroll records to ensure all starters are included on both systems, all leavers are removed from both systems and that any amendments recorded in the HR system are recorded accordingly in the payroll system.	HoCS		**Completed** Reconciliations undertaken since December 2005
4	2	Reports should be produced on a monthly basis through SAGE for: • Exceptions (e.g. all pays £100 or more over last pay); • Report on amendments for the month; • Staff Listings; • Levels of overtime; • Amount in expenses claimed each month; • Levels of absence. These should be passed to the Fin Mgr or Head of Corporate Services following the payroll run.	MJ & DP	April 2005	**Completed** Staff listings and expense claims are produced and authorised each month. Exception, amendment and overtime reports produced monthly since December 05 and reconciled to Snowdrop HR system records. Levels of absence monitored through Snowdrop HR
5	2	Formal reports should be produced detailing levels of absence for the organisation and also by department. It is acknow-ledged that as no HR system is in place at present this may be difficult but this should be implemented as soon as possible to allow for effective monitoring procedures with regard to HR.	HoCS HR Manager	August 2005	**Completed** Reports submitted to Staffing & Recruitment Committee (Jan 06) and Management Team (Feb 06).
6	3	All expense claims for relocation fees and also all expenses over a value of £1,000 should be authorised by the Chief Executive or Head of Corporate Services.	HoCS		**Completed.** Relocation expenses are to be authorised centrally by HR Manager. Other expenses to be included in revised "limits for delegated authority" when issued.
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	**In Progress**

FIXED ASSETS – March 2005

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
8	1	Financial Regulations and procedures should be completed and circulated as soon as possible covering all areas of financial activity.	Fin Mgr to finalise Financial Regulations	March 2005	**Completed and Circulated** Arrangements in place to deliver training through 2006.
9	1	All assets should be added to the register individually with the following information recorded: • Description of the asset • Date of acquisition • Purchase Cost • Asset Life • Location • Asset Number • Disposal Date	Fin Mgr	June 2005	**Completed** All assets now entered in the register individually.
10	2	The asset register should be reviewed to ensure all assets are recorded and a physical verification carried out to ensure all relevant assets within the office are recorded accordingly.	Fin Mgr	June 2005	**Completed** In addition to a fixed asset register, an inventory of furniture and equipment has been drawn up; physical verification and indexing undertaken.
11	2	All assets should be identifiable from the information contained on the fixed asset register. This could be via a unique asset number or through the recording of serial numbers on the register. All information from the IT register should be incorporated into the asset register, especially the information regarding the location of the assets.	Fin Mgr	June 2005	**Completed** All new fixed assets now identifiable. Some difficulty in attributing accurate cost to some assets acquired on transfer from Cairngorms Partnership, but these now near end of expected useful lives.
12	3	All depreciation calculations should be reviewed to ensure they are correct and any incorrect balances corrected.	Fin Mgr	June 2005	**Completed.**
13	3	A threshold e.g. £500 should be allocated for the capitalisation of assets. Any assets which are under this value but are considered to be fixed assets should be approved by the Head of Corporate Services prior to purchase and inclusion on the fixed asset register.	HoCS	April 2005	**Completed.**
14	3	A detailed review of each existing lease should be undertaken in order to determine whether they are finance or operating leases. New leases should be analysed as standard practice to	Fin Mgr		**Completed.**

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
		determine whether they are finance or operating leases.			

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	**In Progress** Timetable now in place for Board involvement in developing first stages of Corporate Plan for 2008 to 2011.

PROJECT PLANNING – November 2005

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
17	2	Project Managers should ensure that progress reports on each project receiving external funding are submitted to the Board at least twice a year.	HoCS to take forward with MT	March 2006	**Overtaken** MT now working with Board on review of format of Board meetings; types of papers taken to board; frequency of meetings.
18	2	Management should ensure that performance indicators are created for all projects at their inception.	HoCS	March 2006	**Actioned** A standard project action planning process has been implemented for 2005/06 year end closure and 2006/07 operational plan delivery, including a requirement to identify key performance indicators and outcomes for each activity. Considered by Finance Committee February 2006.
19	2	Management should ensure that a full project plan for the Gateway Signage project is prepared and presented to the Board prior to approval. This should be included within the project files, reviewed on a regular basis, and updated when	HoVS&R	January 2006	**Completed** Project plan received from consultants at end of December.

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
		necessary			
20	2	All staff employed by projects should be appropriately qualified for the post. Where no evidence of relevant experience or qualifications can be provided, the reasons for employment should be documented in the recruitment file.	No further action		**Completed** Identified that findings arose from comparison with job descriptions which had been revised after staff took up post. Authority now has clear recruitment procedures in place.
21	2	Delegated Levels of Authority should be available to all members of staff and all purchases made in line with them.	Finance Mgr	January 2006	**Actioned** Delegated levels of Authority established in Financial Regulations now issued to all staff.
22	3	If further expenditure for the Moorlands Group is approved, a Management Group should be created and should be responsible for the monitoring and reporting of progress for this project.	HoSP&PM	October 2006	**In Progress** Report to Board planned for April 2006. Ongoing internal communication of situation with staff involved.

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.
24	2	The organisation should undertake a formal analysis and assessment of risks and their potential impacts. This should be subject to regular review and updated to reflect changes in the computing environment over time. This could follow an eight-step process as identified below: 1. Identify information assets (hardware and software). 2. Prioritise the assets identified. 3. Identify risks. 4. List and define the risks. 5. Prioritise risks. 6. Reference risks to critical assets. 7. Record all significant risks in the risk register.	IS Mgr/ BS Mgr	June 2006	**Completed** Risk assessment being submitted to Audit Committee for information.

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
		8. Make recommendations/take actions to resolve the risks.			
25	2	Management should implement the following key actions and controls: 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.	IS Mgr BS Mgr HoCS	June 2006	**In Progress/Completed** 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.

IT CONTINGENCY PLANNING (Contd.) – March 2006

Item	Priority	Recommendation	Action	Deadline	Progress/Comments
		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.			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
26	2	Management should ensure that all user accounts are subject to an immediate review and subsequent reviews on at least a six-monthly basis.	IS Mgr	September 2006	**Completed** Accounts have been reviewed and old accounts removed.
27	2	Management should ensure that all users are required to provide a password for each log in and that the "lockout duration" is set to 0 within the accounts policy after five unsuccessful access attempts have been made.	IS Mgr	September 2006	**Completed**
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** Sek Check findings have been reviewed and actions being taken as appropriate