

North Lanarkshire Council

Audit and Scrutiny Panel

Report

Agenda item 4

Ref: KA/CMT/ASP

for approval for noting

Date: 28/06/2017

Internal Audit Annual Report 2016-2017

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Executive Summary

The purpose of this report is to allow members to consider the Internal Audit Annual Report for 2016-17 which also contains the independent annual opinion of the Head of Audit and Inspection on the adequacy and effectiveness of the Council's governance, risk management and internal control arrangements for the year ending 31 March 2017.

Recommendations

The Panel is invited to:

- (1) consider the Internal Audit Annual Report for 2016-17 and the associated annual opinion of the Head of Audit and Inspection; and
- (2) identify whether there are any issues arising on which the Panel wishes to request further reports from Internal Audit and/or relevant management.

Links

Council plan to 2020: Having adequate and effective corporate governance, risk management and internal control arrangements supports the delivery of all corporate priorities.

Appendix 1: Internal Audit Annual Report for 2016-17 (attached)

1. Background

- 1.1 In order to comply with the Public Sector Internal Audit Standards (PSIAS) and the Council's Internal Audit Charter, the Head of Audit and Inspection is required to present to the Audit and Scrutiny Panel an annual summary of the work undertaken by Internal Audit and to provide an annual opinion on the adequacy and effectiveness of the Council's corporate governance, risk management and internal control arrangements.
 - 1.2 The Internal Audit Annual Report 2016-17 is based on a body of work contained within the Internal Audit Plan for 2016-17 which was approved by the Audit and Governance Panel in May 2016.
 - 1.3 The attached report refers throughout to the Audit and Governance Panel as at the time that it was prepared the new Council had not yet determined which group would constitute the audit committee function or what it would be called. Following the decisions of the new Council at its meeting at the end of May, all references to the Audit and Governance Panel in the annual report can be taken as also referring to the Audit and Scrutiny Panel.
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2. Report

- 2.1 The Annual Report for 2016-17, a copy of which is attached, presents a high-level overview of the activity undertaken by Internal Audit during the year before highlighting a number of the more significant issues which arose from our work and which are reflected in the Annual Opinion.
 - 2.2 I have concluded that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's framework of governance, risk management and internal controls for the year ending 31 March 2017 although I have added a qualification to my opinion in respect of four issues.
 - 2.3 The Annual Report was presented to the Corporate Management Team on 23 May 2017 at which it was agreed that specific Assistant Chief Executives would lead on the management responses and report back to CMT on each of the four issues highlighted in my annual opinion. We will also undertake follow-up work on the implementation of actions agreed in response to relevant audit recommendations and report regularly on this work to the Panel during 2017-18.
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3. Implications

Financial impact: None identified

HR/Policy/Legislative Impact: None identified

Environmental Impact: None identified

4. Measures of success

- 4.1 Internal Audit reports annually to the Audit and Scrutiny Panel on its activities including compliance with expected standards and on the adequacy and effectiveness of the Council's corporate governance, risk management and internal control arrangements. These arrangements are also reviewed annually as part of the work of the Council's appointed external auditors.



Ken Adamson, Head of Audit and Inspection

For further information, please contact Ken Adamson, Head of Audit and Inspection on 01698 302188

To: AUDIT AND GOVERNANCE PANEL CHIEF EXECUTIVE CORPORATE MANAGEMENT TEAM	Subject: INTERNAL AUDIT ANNUAL REPORT 2016-2017
From: HEAD OF AUDIT AND INSPECTION	
Date: 16 May 2017	Ref: KAVAGP

1 **Purpose of Report**

- 1.1 To report the activities of the Internal Audit section for the year 2016-17 and to present an independent annual opinion on the adequacy and effectiveness of the Council's internal controls based on the work undertaken during the year.

2 **Background**

- 2.1 Internal Audit is an independent and objective assurance function designed to add value and improve the Council's operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the Council's risk management, internal control and governance processes.
- 2.2 Internal Audit's primary objectives are:
- to provide a high quality and customer focused internal audit service which is responsive and flexible, consistent with best professional practice, focuses on areas that matter, uses resources efficiently and effectively, and is seen by stakeholders as adding value and making a vibrant and relevant contribution to the Council; and
 - to assist the Audit and Governance Panel (the Panel) to effectively discharge its role and responsibilities.
- 2.3 Internal Audit's purpose, authority and responsibilities are set out in more detail in the Internal Audit Charter, which was most recently approved by the Panel in February 2016. Internal Audit has also produced an Internal Audit Strategy covering the period from 2015-16 to 2017-18 which was approved by the Panel in February 2015.
- 2.4 Internal Audit reports its outputs regularly throughout the year to the Audit and Governance Panel. The Panel also approves Internal Audit's annual audit plan and monitors the performance of the function.
- 2.5 Internal Audit activity is planned to enable an independent annual opinion to be given by the Head of Audit and Inspection on the adequacy and effectiveness of internal controls within the authority, including the systems that achieve the corporate objectives of the Council and those that manage the material risks faced by the authority. It should be noted, however, that the presence of an effective internal audit function contributes towards, but is not a substitute for, effective control and it is primarily the responsibility of line management to establish internal controls so that the Council's activities are conducted in an efficient and well-ordered manner, to ensure that management policies and directives are adhered to and that assets and records are safeguarded.

High level overview of Internal Audit activity during 2016-17

- 3.1 As part of council-wide restructuring, from 1 April 2016 Internal Audit operated as part of the Chief Executive's Office and I report directly to the Chief Executive. I am pleased to confirm that Internal Audit operated throughout 2016-17 with no impairments or restrictions in scope or independence.
- 3.2 Internal Audit activity during the year was undertaken in accordance with the Internal Audit Annual Plan which was approved by the Audit and Governance Panel in May 2016. During the year I made some amendments to the list of planned assignments included in the approved plan to enable the function to respond flexibly to changing circumstances since the plan was developed and approved and to reflect the significant audit effort that was required to be devoted to a number of high profile investigations. These changes, which were reported to the Audit and Governance Panel in February 2017, are detailed at Appendix 2.
- 3.3 Action plans are agreed with management in response to all recommendations made within Internal Audit reports and follow-up reports are presented to the Audit and Governance Panel on all 'Red' and 'Amber' recommendations to provide assurance that the matters raised and actions agreed by management have subsequently been addressed. Where follow-up work indicates that inadequate progress has been made, this is brought to the attention of the Panel.
- 3.4 The results of follow-up work carried out in 2016-17 indicated that while Services appeared generally committed to progressing agreed actions designed to address previously identified weaknesses, there were often a significant number of instances of slippage from previously agreed timescales. This is an area in which a greater degree of compliance is required and this issue has been raised with senior management.
- 3.5 Internal Audit also has responsibility for investigating, as appropriate, alleged frauds and irregularities brought to our attention in accordance with the Council's anti-fraud policy. Where detailed work is carried out, the findings are reported to the relevant Assistant Chief Executive and/or Head of Service with recommendations made which are designed to address any weaknesses identified.
- 3.6 During 2016-17, Internal Audit staff continued to liaise closely with the Council's appointed external auditors (until October 2016 Scott Moncrieff and since then Audit Scotland), in order to facilitate their work and to avoid any potential duplication of effort. As part of the external audit process, the external auditor annually assesses the work of Internal Audit and I am pleased to be able to report that during the period covered by this report the external auditors were able to continue to place formal reliance on our work.
- 3.7 Internal Audit operated in 2016-17 in accordance with the Public Sector Internal Audit Standards (PSIAS). During the year, I assessed the extent to which current Internal Audit activity, policies and procedures conform to expected requirements contained within the PSIAS. The results of that review continued to show a high degree of compliance with the detailed requirements of PSIAS. Although some areas of partial or minor non-compliance against expectations were identified, none of the issues are considered to be material.
- 3.8 During 2016-17, we reviewed and updated our self-assessment against the PSIAS and as part of this process, we formally undertook work on our Quality Assurance and Improvement Programme (QAIP). This produced a number of improvement actions some of which have already been addressed and others which will be progressed during 2017-18. A more detailed report on progress implementing identified improvement actions will be reported to the Panel in the second half of 2017.

Issues arising from Internal Audit activity during 2016-17

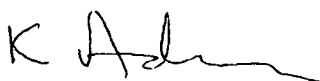
- 4.1 Appendix 2 provides an overview of Internal Audit activity against the 2016-17 Annual Plan and includes details of when each assignment was reported to the Audit and Governance Panel (where not yet reported, expected future reporting dates are given). Key issues arising from Internal Audit outputs are highlighted in the Internal Audit Progress Report tabled at each meeting of the Panel.
- 4.2 The past year saw some significant changes to the Council's organisational and senior management structures and important developments in a number of key aspects of the Council's governance arrangements. On-going financial pressures and the wider public sector reform agenda, including most notably health and social care integration, were also significant issues. However, despite these considerable challenges, many of which remain on-going, and notwithstanding the results of some specific individual audit assignments, overall, the results of our work continue to support a generally positive view of the Council's governance and internal control arrangements.
- 4.3 During 2016-17 we did however identify a small number of issues which merit being highlighted in this report and these are detailed in the following paragraphs. Internal Audit will review and report on progress in all these areas during 2017-18.
- 4.4 Firstly, work on the Council's project management arrangements, where we noted that while recognised project management methodologies were used in a number of areas and that the Council can point to a track record in successfully delivering significant corporate projects, our report identified significant weaknesses in current arrangements and concluded that performance has been 'despite of' rather than 'because of' the Council's management arrangements.
- 4.5 In particular, we noted that while corporate guidance had been issued since our previous audit in 2015, there was little evidence that it had led to any significant difference in how the Council manages key corporate projects. We found a lack of clarity about when and how the guidance should be used and identified that it was either not being used and/or was being used inconsistently. We recommended that senior management needed to urgently ensure that staff tasked with leading significant corporate projects have a clear understanding of how the Council expects such projects to be managed and puts in place arrangements to provide assurance that relevant guidance is being followed. We also identified a need to improve reporting to stakeholders of progress on key corporate projects and project risks and recommended steps the Council may need to take to ensure that Council staff have the necessary skills and attributes to successfully deliver significant corporate projects. Management has responded positively to the issues raised by the report and we will follow-up the implementation of agreed actions during 2017-18. I have referred to this issue in my annual opinion at Appendix 1.
- 4.6 Secondly, another major challenge facing the Council is the need for transformational change and we reviewed the Council's arrangements during 2016-17. In our report, we commented on the need to update, rationalise and prioritise the existing list of projects included in the Council Review Programme to provide a clearer focus on those projects expected to offer the greatest potential to deliver transformational change; for management to ensure that there is sufficient capacity within the organisation/relevant management structures at senior and middle management levels to ensure the successful delivery of significant service reviews and transformational projects; and to establish clear and regular reporting on progress of key transformational projects to key stakeholders. Again management responded positively to the issues raised by the report and we will follow-up the implementation of agreed actions during 2017-18. Again, I have referred to this issue in my annual opinion at Appendix 1.

- 4.7 Thirdly, we also issued a critical report following work undertaken in response to widely reported allegations of fraud and corruption within the Council's corporate property and procurement section. In our report we identified significant weaknesses in the design, use and oversight of a number of measured term contracts which resulted in the Council failing to ensure best value and appearing to breach EU Procurement Regulations. We also identified a small number of issues around gifts and/or hospitality from contractors contrary to the Employee Code of Conduct. Management responses to the issues raised were provided in a report to the Policy and Resources Committee in March 2017. A more detailed improvement plan is also being discussed with management and we will review both progress implementing agreed actions and, more generally, the Council's wider contract management arrangements during 2017-18. I have also referred to this issue in my annual opinion at Appendix 1.
- 4.8 The fourth and final issue I would like to highlight in this section relates to the Council's revised performance management arrangements which have been the subject of a number of reports to Committee. Whilst we are generally supportive of the approach being adopted by management to provide a clearer focus on outcomes, the detailed implementation of the revised arrangements is not yet complete and 2016-17 represented a transition year between the old and new. From an internal audit perspective, we will be keeping a watching brief on how further developments in this area are rolled-out during 2017-18 to assist senior management and elected members when undertaking their respective roles.
- 4.9 The results from our work suggest that, with the exception of those areas noted above, compliance with the requirements of the corporate governance framework adopted by the Council continues to be positive with no other significant weaknesses or areas of concern highlighted.
- 4.10 More positively, our work also suggests that the Council can continue to demonstrate that key financial controls and financial management arrangements continue to operate to a generally high standard within the Council.
- 4.11 During 2016-17, the Council continued to experience a significant degree of change with the appointment of three new Assistant Chief Executives, a number of significant changes to the Council's organisational structures and significant staff turnover including the departure of a significant number of third and fourth tier officers. Although having the potential to create significant risk, I have concluded that these changes do not appear to have had a detrimental impact on the effectiveness of the Council's control environment during 2016-17.
- 4.12 I am also pleased to be able to report that, other than the issues identified at paragraph 4.7 above, there were no other weaknesses, material frauds or irregularities resulting in financial loss to the Council identified in 2016-17 that I require to bring to your attention.

5 Annual Internal Audit Opinion

- 5.1 There is a formal requirement for me to prepare an annual opinion on the organisation's internal control system. The opinion is presented to members of the Audit and Governance Panel, the Chief Executive and the other members of the Council's Corporate Management Team and is intended to provide independent and objective assurance to these different stakeholders as to the adequacy and effectiveness of internal controls within the Council.

- 5.2 My evaluation of the control environment is informed by a number of sources and in bringing these together, consideration has been given to whether there is evidence that any key controls are absent, inadequate or ineffective and whether the existence of any weaknesses identified, taken independently or with other findings, significantly impairs the Council's overall systems of internal control. Wider issues relating to the Council's corporate governance and risk management arrangements have also been considered.
- 5.3 The nature of individual audit assignments is such that most Internal Audit reports identify some weaknesses or areas where scope for improvement exists. However, I am pleased to report that, generally across the Council, there continues to be a strong recognition amongst management of the importance of proportionate but effective internal controls. Senior management has also established an operating culture where good standards of governance are seen as a key requirement in the way in which the Council conducts its activities.
- 5.4 During work undertaken in 2016-17 there have been instances where the control environment was not strong enough or complied with sufficiently to prevent risks to the organisation. In these cases, Internal Audit has made recommendations to further improve the systems of control and compliance. Although sometimes significant to the control environment in place for the individual system or areas that have been audited, with the exception of the findings in relation to the issues identified below, I do not consider these weaknesses material enough to have a significant impact on the overall opinion on the adequacy of the Council's control environment at the year end. Further reviews in areas where limited assurance has been given are scheduled to be completed during 2017-2018 to ensure that the actions agreed in response to Internal Audit's recommendations have been implemented and the relevant controls are working well in practice.
- 5.5 My formal annual Internal Audit opinion on the soundness of the Council's internal control systems is presented at Appendix 1. Overall, the results of the work of Internal Audit in 2016-17 taken with other information available to me did not lead me to conclude that the Council's overall systems of internal control were significantly or materially impaired. I have, however, added a qualification to my opinion in respect of four issues:
- The current strength of the Council's project management arrangements;
 - The difficulty in assessing by 31 March 2017 whether the actions being taken in response to our Corporate Property and Procurement report have appropriately addressed the control and governance weaknesses identified; and
 - The current strength of, and the need to progress ongoing developments in relation to, the Council's management arrangements in respect of transformational change; and
 - The transitional nature of the Council's current performance management arrangements and the need to ensure that the proposed Improvement and Accountability framework is successfully implemented.
- 5.6 Finally, I would like to thank all Council staff who have assisted Internal Audit during the course of our work throughout 2016-17 and to thank senior management and elected members for the consideration and due regard given to our work.



Head of Audit and Inspection

For further information please contact Ken Adamson, Head of Audit and Inspection, on tel. no. 01698 302188

Appendix 1 2016-17 Internal Audit Opinion

To the members of North Lanarkshire Council's Audit and Governance Panel, the Chief Executive and other members of the Council's Corporate Management Team

As Head of Audit and Inspection of North Lanarkshire Council, I am pleased to present my annual statement on the adequacy and effectiveness of the Council's framework of governance, risk management and internal control for the year ended 31 March 2017.

Respective responsibilities of management and internal auditors in relation to governance, risk management and internal control

It is the responsibility of the Council's senior management to establish appropriate and sound systems of governance, risk management and internal control and to monitor the continuing effectiveness of those systems. It is the responsibility of the Head of Audit and Inspection to provide an independent annual opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and internal control.

The Council's framework of governance, risk management and internal controls

The main objectives of the Council's framework of governance, risk management and internal controls are to ensure that resources are directed in accordance with agreed plans, policies and priorities and to ensure that there is sound decision-making and clear accountability for the use of those resources in order to achieve the desired outcomes for service users and communities.

This will include ensuring that appropriate internal controls and risk management arrangements are in place in order to effectively manage issues which might impact on the delivery of Council services, the achievement of corporate and service objectives and public confidence in the Council. The Council also requires effective internal controls and risk management arrangements to safeguard its employees, to protect its assets, to maintain effective stewardship of public funds, to ensure good corporate governance, to ensure compliance with statutory requirements and to ensure it continues to deliver best value.

The work of Internal Audit

Internal Audit is an independent and objective assurance function established by the Council designed to add value and improve the Council's operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the Council's risk management, control and governance processes and by providing an independent and objective opinion on the Council's internal control environment. It also objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of the Council's resources.

The Internal Audit section operated throughout 2016-17 in accordance with the Public Sector Internal Audit Standards (PSIAS). As part of the Internal Audit quality assurance and improvement programme, I have assessed the extent to which current internal audit activity, policies and procedures conform to expected requirements. The results show that the section substantively complies with the PSIAS and whilst a number of areas for improvement have been identified, I do not consider that any of the issues identified represent significant deviation from the PSIAS.

The section undertakes an annual programme of work formally approved by the Audit and Governance Panel. The audit plan is determined following a risk based audit needs assessment that is revised on an ongoing basis to reflect my assessment of the evolving risks and changes within the Council.

Appendix 1 (continued) 2016-17 Internal Audit Opinion

All Internal Audit reports identifying system weaknesses and/or non-compliance with expected controls are brought to the attention of management and include appropriate recommendations and agreed action plans. It is management's responsibility to ensure that proper consideration is given to Internal Audit reports and that appropriate action is taken on audit recommendations.

Internal Audit is required to ensure that appropriate arrangements are made to determine whether action has been taken on Internal Audit recommendations or, where appropriate, that management has understood and assumed the risk of not taking action. Significant matters (including non-compliance with audit recommendations) arising from internal audit work are reported regularly to the Chief Executive, to the Corporate Management Team and to the Audit and Governance Panel.

Basis of Opinion

My evaluation of the control environment is informed by a number of sources:

- the audit work undertaken by Internal Audit during the year to 31 March 2017;
- the assessment of risk completed during the preparation of the 2016-17 and 2017-18 annual plans;
- my wider knowledge of the Council's corporate governance, risk management and performance management arrangements;
- assessments of the general control environment within individual Services in 2016-2017 completed by relevant Assistant Chief Executives and/or Heads of Service; and
- reports issued by the Council's external auditors during 2016-17, together with reports from other external review and inspection bodies.

Basis of Qualified Opinion paragraphs

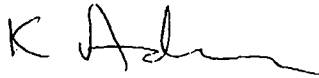
- (1) Internal Audit's recently reviewed the Council's project management arrangements. The findings of the audit require me to qualify my opinion on the adequacy and effectiveness of key aspects of the Council's project management arrangements. Management has responded positively to the report and has highlighted current and future planned actions which are expected to improve the control environment.
- (2) In April 2016, the Council received allegations of potential irregularities and corruption associated with certain aspects of the Council's corporate property and procurement arrangements. The findings of the audit investigation, which were reported to the Chief Executive in September 2016, require me to qualify my opinion on the adequacy and effectiveness of key aspects of the Council's contract management arrangements in relation to corporate property. Management reported to Committee in March 2017 on steps already taken to address some of the issues identified and on further future planned actions.
- (3) Internal Audit recently reviewed the Council's approach to progressing 'transformational change' which continues to evolve. While generally positive of the direction of travel, the findings of the audit require me to qualify my opinion given the weaknesses identified including the need to rationalise and priorities projects, to ensure that there is sufficient organisational capacity and resources to deliver planned work and to ensure adequate processes are in place to monitor projects and report on progress to key stakeholders. Management has responded positively to the report and has highlighted current and future planned actions which are expected to improve the relevant management arrangements.

Appendix 1 (continued) 2016-17 Internal Audit Opinion

Qualified Opinion on the Council's internal control systems

- (4) While generally positive of the changes made and proposed to the Council's performance management arrangements, I require to qualify my opinion given the transitional nature of the Council's current performance management arrangements and the need to ensure that the proposed Improvement and Accountability framework is successfully implemented.

It is my opinion, except for the matters described in the qualified opinion paragraphs above, that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's framework of governance, risk management and internal control for the year ended 31 March 2017.



**Ken Adamson CPFA
Head of Audit and Inspection**

16 May 2017

**North Lanarkshire Council
Civic Centre
Motherwell ML1 1AB**

APPENDIX 2 INTERNAL AUDIT PLANNED ASSIGNMENTS 2016-17

PLANNED AUDIT ASSIGNMENTS		Current status	Level of assurance	Date to A&GP
1	Risk Management	Draft Report	Reasonable	July 2017*
2	Financial Savings	Complete	Reasonable	February 2017
3	Project Management	Complete	Limited	July 2017
4	Equal Pay	Complete	Reasonable	February 2017
5	Transformational Change	Complete	Reasonable	February 2017
6	Performance Management	Delayed	See Note 1 below	
7	ALEOS / Following the Public Pound – review of strategic partnerships	Complete	Reasonable	November 2016
8	City Deal	Draft Report	Substantial	July 2017*
9	Integration of Health and Social Care (Council) – due diligence	Complete	Substantial	To NL IJB
10	Integration of Health and Social Care (for JIB) – Governance	Job Spec issued	To be confirmed	To NL IJB
11	Integration of Health and Social Care (for JIB) – Financial Management	Fieldwork	To be confirmed	To NL IJB
12	Integration of Health and Social Care (for JIB) – Performance Management	Fieldwork	To be confirmed	To NL IJB
13	Grants	Postponed	See Note 2 below	
14	Flexible and mobile working	Postponed	See Note 3 below	
15	Corporate Governance	Complete	Reasonable	August 2016
16	Land and property disposals	Complete	Substantial	July 2017*
17	Key financial systems – Payroll	Fieldwork	To be confirmed	July 2017*
18	Key financial systems – General Ledger	Complete	Reasonable	February 2017
19	Key financial systems – Council Tax	Complete	Substantial	February 2017
20	Key financial systems – Budgetary control	Complete	Substantial	February 2017
21	Information Governance	Fieldwork	To be confirmed	July 2017*
22	Business Continuity planning	Complete	Reasonable	February 2017
23	Regularity work – financial systems – Creditors	Complete	Reasonable	August 2016
24	Regularity work – financial systems – Housing Benefit	Complete	Reasonable	July 2017*
25	Regularity work – financial systems – Cash collection	Complete	Substantial	July 2017*
26	Regularity work – financial systems – Payroll	Fieldwork	To be confirmed	July 2017*
27	Regularity work – financial systems – Grants	Postponed	See Note 4 below	
28	SLA – Culture NL (3 audit assignments)	Complete	Various	To Culture NL
29	ICT security follow – up	Postponed	See Note 5 below	

APPENDIX 2 (continued) INTERNAL AUDIT PLANNED ASSIGNMENTS 2016-17

PLANNED AUDIT ASSIGNMENTS		Current status	Level of assurance	Date to A&GP
30	ICT – use of cloud based services	Complete	Limited	February 2017
31	ICT – change and development controls	Not yet started	See Note 6 below	
32	Review of the Council's Anti-Fraud arrangements	Fieldwork	To be confirmed	July 2017*
33	National Fraud Initiative	Ongoing	N/A	N/A
34	Grants	Complete	N/A	N/A
35	Community Councils	Complete	N/A	N/A
36	PSIAS self-assessment	Complete	N/A	N/A
37	AGP self-assessment	Complete	N/A	N/A
38	Disposal of ICT Assets	Complete	Limited	November 2016
39	Liaison with external audit	Ongoing	N/A	N/A
40	Facilitating the work of the AGP	Ongoing	N/A	Each meeting
41	Issues highlighted by Audit Scotland and the Accounts Commission	Postponed	See Note 7 below	
42	Follow-up work: IA and EA recommendations	Ongoing	N/A	Each meeting
43	Year- end Stock taking arrangements	Complete	N/A	N/A
44	Public Performance Reporting	Complete	Reasonable	November 2016
45	Investigation – Housing Repair Data	Fieldwork	Limited	July 2017*

SIGNIFICANT ADDITIONAL AUDIT ASSIGNMENTS NOT INCLUDED IN THE ORIGINAL APPROVED PLAN		Current status	Level of assurance	Date to A&GP
1	Investigation – Corporate Property and Procurement	Complete	N/A	November 2016
2	Investigation – Housing Property contracts	Complete	N/A	N/A
3	Investigation – NL Leisure – associated companies	Complete	N/A	N/A
4	Scottish Welfare Fund and use of NLI Industries	Complete	N/A	November 2016

Note 1	Delayed due to the ongoing development of the Council's new performance management arrangements	Note 5	This piece of work will be carried forward to 2017-18 plan
Note 2	This piece of work will be carried forward to 2017-18 plan	Note 6	Likely to be undertaken as part of 2017-18 Plan
Note 3	Revisit as part of consideration of 2017-18 plan	Note 7	Key elements included in other pieces of work
Note 4	This piece of work will be carried forward to 2017-18 plan		