

INTERNAL CONTROL ISSUES AUDIT REGISTER

INTERNAL AUDIT RECOMMENDATIONS

Audit & Date of Issue	REF	Recommendations	Priority	Initial TargetDate	Agreed Mgt Response	Current Status	Officer (Revised Date)
ALLOCATIONS FOLLOW-UP AUDIT SEPTEMBER 2006	1	<p>A policy should be introduced that requires all staff to declare any interests they have (e.g. friends and/or family members on the waiting lists etc.).</p> <p>Also details of disciplinary procedures to be followed as a consequence of not completing the register should be documented.</p>	High	October 2007.	Re-housing protocols established and distributed to the relevant persons. To be included in the induction process.	<p>COMPLETE</p> <p>Formal procedure and process agreed by Audit Committee. Declarations of Interest questionnaires to be sent out with the April salary/wage slips. Timescales and reminders within process. Those not responding will have disciplinary action taken against them.</p>	<p>Sue Taylor – Assistant Director Housing Services.</p> <p>(End of March 2008).</p>
REPAIRS MARCH 2007	2	Management should review the possibility of recording this information (a quality control check) on the SX3 system. This will provide a full history and complete the audit trail.	Low	August 2007.	Process to be established along with the SX3 team.	<p>COMPLETE</p> <p>Draft process has been established by the SX3 team and Kevin Hurst is liaising with NCH to clarify detailed requirements before implementation.</p>	<p>Kevin Hurst – NCC IT Manager (SX3).</p> <p>(End of March 2008).</p>
	3	Management should review the categories of repairs not being recorded on SX3 and consider if there should be any changes made to procedures - Accuracy of repair history recorded on SX3 should be a major consideration.	Medium	July 2007	<p>The IT project Group Chaired by Andy Farnsworth is working to get all HRA, and Capital works input into Northgate.</p> <p>Listed in the Current Status column are the HRA elements that we are working to set up in the system.</p> <p>All sections are working together to implement these improvements.</p>	<p>COMPLETE</p> <p>The review of works placed into Northgate and consideration of procedural changes is complete.</p> <p>This review has achieved the entering onto Northgate of Major Voids, Fire damage repair, Gas installations, Capital Projects and decent Homes.</p>	<p>Timothy Shirley - Service Manager Asset Management.</p> <p>(End of February 2008).</p>

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PURCHASE CARDS - VAT & PLUMBLINE LTD MARCH 2007	4	NCH should investigate why the NatWest reports do not include VAT for Plumblime Ltd transactions and rectify the problem so future reports will state an accurate VAT figure.	High	April 2007.	Agreed. NCH as a Company is not registered for VAT thus cannot report VAT until this has been rectified.	COMPLETE Procedure now in place to ensure that purchase card records and the associated documentary evidence support the accurate and timely recovery of all VAT due to the Company.	Nigel Scott – Interim Accountant (Property Services). (End of April 2008).
HOUSING RENTS MAY 2007	5	Rent Debit B - The Financial Delegation Framework should be amended to include this area. C – Management may wish to use the report requested from Housing IT which lists all cases where the tenancy commencement date was changed in a given period.	Medium Medium	June 2007 June 2007.	Following analysis of the report supplied, new policies and procedures will be agreed and disseminated to managers. This will include a method of highlighting and reporting exceptions. Levels of delegated authority will be agreed. As above.	COMPLETE. NCH's Standing Orders and Financial Regulations have been reviewed and reported to EMT. The Scheme of Delegation has been considered during this work and the Standing Orders will be approved by the Board in May. Reporting in place	Steve Everson - Interim Director of Finance. (End of April 2008). Steve Everson - Interim Director of Finance. (End of April 2008).
STOCK AUDIT MAY 2007	6	Stores Management should expedite the introduction of perpetual stock takes.	High	August 2007. August 2007.	Agreed – Work is in progress with Finance to ensure that stocks are checked on a rolling basis.	COMPLETE Rolling programme of stock takes in place.	Simon Martin - Senior Finance Manager (Property Services). (End of May 2008).

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		The total physical stock (depots & vans) should be reconciled to the total amounts per the ROCC system, at least at the year end.	High			Year end reconciliation completed in April 2008.	
	7	The Stock auditor should carry out spot checks on a sample of randomly selected operatives/vans and reconcile findings to the spreadsheet record. The spreadsheet should be amended to show which stock items are allocated to which operative.	High	August 2007.	Agreed - We are part way to implementing some of these recommendations and will instigate the rest of them as soon as possible.	COMPLETE	Simon Martin - Senior Finance Manager (Property Services). (End of May 2008)
		Operatives should be required to certify that the stocks held on their vans agree to the imprest level set at year end. A spot check should be done on a random sample of returns to verify stocks held.	High	August 2007.	As above.	As part of agreed van stock monitoring a target of 25 vans per rolling 12 months basis will be randomly selected to have their stocks audited. Team	Simon Martin - Senior Finance Manager (Property Services). (End of May 2008).
		A formal process should be devised by the Stock Auditor for the transfer of Stocks where there is a change of responsible operative.	Medium	August 2007.	As above.	Team Leaders responsible for stock levels of their team's vans and include as part of the current van safety checks. Van checks align to main stores audit to avoid any confusion.	As above.
	8	Stores management need to review the transparency of stock codes, to minimise the	Medium	August 2007.	Ongoing. Will be undertaken by the Perpetual Stock	All ROCC system changes (including coding) aligning to the ROCC system enhancement project scheduled for	Simon Martin - Senior Finance Manager (Property

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		confusion.			Keeper.	going live in July 2008.	Services). (End of July 2008)
	9	NCH Finance should ensure that where there are stock items in store valued at the old cost price, all new purchases of the item should be valued at the old price until all of the old items have been consumed.	Medium	August 2007.	A system review in regards to the valuation of stock will be undertaken and where possible system changes will be made to meet finance requirements.	Part of ROCC upgrade for July.	Simon Martin - Senior Finance Manager (Property Services). (End of July 2008)
VACANT PROPERTY MANAGEMENT AUGUST 2007		Process Analysis					
	10	The whole systems analysis should be revisited, to provide focus to necessary changes required to secure improved performance.	Medium	October 2007.	See Allocations, Lettings and Voids Service Improvement Plan 2007/8. A central team for voids and lettings will be implemented and all procedures will be reviewed including roles so that inefficiencies are addressed.	COMPLETE High level process implemented and performance improvements have been realised.	Darrell Smith - Decommissioning and Service Improvement Manager. (End of March 2008).
		Service Standards					
	11	The service standard published on the website should be updated.	Low	October 2007.	The website for voids and lettings is to be reviewed.	COMPLETE Service Charter for empty property management revised and consulted upon.	Bernadette Lawley - City Lettings Manager. (End of March 2008).
		Termination of Tenancy and Inspections					
	12	Consideration should be given to conducting empty property inspections, especially in "higher risk"	Medium	October 2007.	A programme of weekly void inspections is to be implemented including a 'catch up' of garden	COMPLETE Weekly inspections of all voids to identify security, fly tipping, graffiti	Wayne Smalley - Technical Project Manager.

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		areas.			maintenance and clearing of fly tipping.	and any maintenance implemented.	(End of March 2008).
		Exit Surveys					
	13	Exit survey procedures should be reviewed, and surveys completed with the tenant prior to vacation.	Medium	March 2008.	The review of the void procedures, pre-termination process and lettable standard will include an examination of exit surveys and termination reasons.	COMPLETE New pre-termination procedure implemented and exit surveys conducted.	Bernadette Lawley - City Lettings Manager. (End of March 2008).
		Repairs and Cleaning Prior to Ready to Let					
	14	Information collected on why applicants refuse properties should be fed back into letting processes to improve letting performance.	Medium	March 2008.	A system to effectively monitor and analyse refusal rates and reasons will be implemented so that service improvements are identified.	COMPLETE Refusal reasons have been reviewed and agreed with RSL partners.	Bernadette Lawley - City Lettings Manager. (End of May 2008).
		Hard to Let Properties					
	15	Strategies need to be developed to make Hard to Let properties easier to let.	Medium	October 2007.	The first review of the Low Demand Register and systems is to be undertaken, this will include actions identified to tackle those properties defined as low demand.	The reduction of voids, improved promotion and the success of the CBL scheme has tackled properties initially considered low demand and placed onto the hard to let/low demand register. Sheltered flats continue to be low demand and the NCH Sheltered Housing Strategy makes proposals about the future of these units/establishments. The Low Demand Register that was set up will now be reviewed as a result of these developments and an appropriate strategy recommended for properties	Bernadette Lawley - City Lettings Manager. (Previously Sue Lomax - Allocations Co-ordinator). (End of June 2008).

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						no longer fit for purpose, in agreement with the Asset Mgt Strategy and the City's Disposal Strategy.	
	16	Long-term options appraisal for stock which is consistently hard-to-let or not fit for purpose should be undertaken and consideration should be given to decommissioning property that is not fit for purpose.	Medium	March 2008.	<p>A decommissioning review is to take place with recommendations made to NCC.</p> <p>A Sheltered Housing Strategy is currently being drafted and this will include sheltered voids that have no demand or are not deemed to be fit for purpose.</p>	Long term voids and decommissioning properties reviewed jointly with the City. New proposals received from the City for a Disposal Strategy. NCH Asset Mgt Strategy to consider impact of Disposal Strategy and identify long term options for properties.	<p>Bernadette Lawley - City Lettings Manager.</p> <p>(End of June 2008).</p>
VALUE ADDED TAX (VAT)		Central					
AUGUST 2007	17	Periodic visits should be made to ensure that reliance can be placed on the controls in place and that VAT is being accounted for correctly at NCH at the point of input and to verify the tax liability to NCH source systems.	Medium	November 2007.	The Taxation Advisor is to introduce a series of mini audits.	COMPLETE	<p>Tina Adams - NCC Taxation Advisor.</p> <p>(End of April 2008).</p>
	18	The City Council's Taxation Advisor and NCH staff should liaise to ensure HMRC are informed of the error and to ensure that the necessary action is taken to correct the accounting	Medium	August 2007.	Agreed.	COMPLETE	<p>Tina Adams - NCC Taxation Advisor.</p> <p>(End of April 2008).</p>

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		records.					
	19	NCH should provide details to the Taxation Advisor of the potential value of work, carried out within 14 days of completion, and the reasons why the invoice cannot be raised within the 14 day period so that this can be assessed. If necessary the Taxation Advisor can then contact HMRC who may allow a concession.	Medium	August 2007.	Agreed.	COMPLETE Information requested by the City Council Tax Advisor has been provided by NCH and concession has been applied. Currently awaiting response from HMRC.	Tina Adams - NCC Taxation Advisor. (End of April 2008).
PAYROLL		Changes to the Bonus Scheme					
AUGUST 2007	20a	All changes to pay and conditions should be reported to the Board. The Board of NCH should approve a scheme of delegation which would then provide specific Directors to undertake the pay and conditions negotiations.	Medium	December 2007.	Fundamental changes to the bonus agreements to be delegated to the Director of Technical Division (Property Services), supported by the Director of Organisational Development or their nominated representative. Minor changes for implementation purposes are delegated to the director of Property Services and need not be reported to the HR Committee. The Scheme of	COMPLETE. Fundamental changes are now to be reported to the HR Committee. Minor changes are now to be dealt with by the Director of Property Services in accordance with the Scheme of Delegation.	Jo Wileman - Former Director of Organisational Development (replaced by Martinette Proud). (December 2008).
	20a					COMPLETE.	Steve Everson - Interim Director of

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					delegation is under review and includes delegation to undertake pay and condition negotiations.	NCH's Standing Orders and Financial Regulations have been reviewed and reported to EMT. The Scheme of Delegation has been considered during this work and the Standing Orders approved by the Board in May.	Finance. (End of April 2008).
		Non Productive Time					
	21	Management and the Trades Union should consider streamlining and unifying the bonus schemes with a view to creating a more level playing field and a clearer management audit trail. Down Time Classification needs to be reviewed by NCH management.	Medium	December 2007.	This is being looked at as part of the review of costs for inclusion in the tender. Weekly reports of downtime claims to be submitted to depot managers to identify trends.	Delayed by the delay in the announcement in the result of the repairs tender. One Schedule will be used which streamlines the bonus schemes and enables the removal of local agreements ensuring fairness of pay across the work types. A variance in pay for Planned and Void works to reflect the nature of the works will be consulted upon. Processes are being reengineered to minimise Down time.	Mark Johnson - Acting Director of Property Services. (End of July 2008).
	22	A monitoring report should be developed to enable the review of hours worked to ensure that all operatives exceeding the average of 48 hours within a 17-week period have signed to opt out of the working time directive.	Medium	December 2007.	Being reviewed as part of the tender process.	All employees that are currently exceeding the average of 48 hours in a 17 week period have signed an opt-out of the working time agreement which is retained in their personnel file managed by Human Resources. This information will be collated in either DELPHI or on a separate spreadsheet which will enable reports to be accessed.	Mark Johnson - Acting Director of Property Services. (End of July 2008).
	23	The reporting facility on ROCC should be enhanced to enable more reports that would improve the monitoring of claims made.	Medium	December 2007.	As part of the overall process review, consideration is being given to upgrading the ROCC system across	Delayed by the delay in the announcement in the result of the repairs tender. ROCC Classic is being replaced with ROCC Enterprise which enables	Mark Johnson - Acting Director of Property Services. (End of July 2008).

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					board to tailor it more to the organisation's requirements.	users to interrogate claims without reports. System changes will enable the standardising of reports across the service reducing specific training and removing reliance on individuals.	
		OneWorld Access to Payroll Data					
	24	The operation of the inter-company account should be reviewed to establish confidentiality of NCH payroll data.	Medium	December 2007.	Review is in progress as regards upgrading the 1-World system and Workshops to obtain the input of users have been planned for January 2007. During the review, the user consultation and ultimately the selection of the 1-World upgrade consideration will be given to how the confidentiality of NCH payroll data can be assured.	Ongoing discussions held with NCC to identify system options for improving confidentiality. System changes to be considered as part of ongoing 1-World consultation with NCH Finance staff and associated changes/upgrades.	Steve Everson – Interim Director of Finance. (End of July 2008).
		Financial Authorisation Framework					
	25	The Financial Authorisation Framework should be amended to reflect the practicalities of certifying timesheets.	Low	December 2007.	It is not unreasonable to expect managers to know the average costs of hours put on timesheets.	COMPLETE NCH's Standing Orders and Financial Regulations, including the FAF, have been reviewed and reported to EMT and approved by the Board in May.	Steve Everson - Interim Director of Finance. (End of April 2008).
		Authorised Signatories List					
	26	An authorised signatories list covering payroll should	Medium	November 2007.	Current list of signatories to be	Process of reviewing and updating the signatures list has been delayed	Mary Mayes - Head of HR.

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		be made available to appropriate staff in Nottingham City Homes and the Council.			provided. This will then be reviewed and updated following implementation of Organisational Development restructuring.	by the respective delay in the announcement and implementation of the new Company structure. Restructure has subsequently been delayed until the results of the Property Services tender are known.	(End of June 2008).
SX3 HOUSING MODULES NOVEMBER 2007	27	The SX3 access rights should be reviewed to ensure adequate segregation of duties and that users are granted rights in line with their job roles.	High	March 2008	Agreed.	COMPLETE. Standing Orders and Financial Regulations have been reviewed and reported to EMT. The Financial Authorisation Framework and the associated system access levels have also been considered and the Standing Orders approved by Board.	Steve Everson – Interim Director of Finance. (End of April 2008).
	28	The NCC Service Manager should be provided with a list of leavers each month from NCH HR Admin and the leavers should be removed from the system promptly. This should be included in “client responsibilities” in the SLA between NCH and Nottingham City Council.	High	March 2008	Agreed.	COMPLETE Monthly leavers list is now produced by NCH and sent to NCC ICT. Service Desk, One World and i-World Teams and other stakeholders to allow account deletion.	Steve Everson – Interim Director of Finance. (End of March 2008).
	29	The process to set up new users should be standardised so that access is granted based on the user’s job role and to ensure that an appropriate segregation of duties is achieved. Forms should be filed away to facilitate a	High	March 2008	Agreed.	COMPLETE SX3 Team currently have a standard process for setting up new users that mirrors RICT. There is a standard New user request form which has to be completed by a Team leader or above requesting a new user be set up. The Team Leader advises what	Kevin Hurst – NCC IT Manager (SX3). (End of March 2008).

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		proper audit trail.				system access permissions the individual should have (based on Job Roles) within the system. After being set up the new user is advised of their username and password by e-mail and they are forced to change their password when logging onto the system for the first time so that it is not even known by anyone in this team. The forms are then filed away. This process has been in place for a few years.	
	30	Procedure documentation should be prepared detailing the Access database reconciliations process.	Medium	March 2008	Agreed.	The reconciliation process is undertaken by the SX3 team and procedures have been documented.	Kevin Hurst – NCC IT Manager (SX3). (End of March 2008).
	31	A data retention policy should be put in place to ensure that personal data is not kept longer than is necessary.	Medium	June 2008	Agreed. This will be part of a wider review of data sharing and data retention across the company by the Governance Team.	Work is in progress to implement the agreed action and achieve the initial target date. A draft retention policy is to be scheduled to be reviewed by EMT in June and completed there after.	Jan Locker - Senior Governance Officer. (End of June 2008).
	32	A data sharing agreement covering the operation of HomeLink should be put in place and signed up to by all the partners.	High	January 2008	Agreed. This will also be part of the wider review of data sharing and retention across the company by the Governance Team. Specific HomeLink responsibility rests with the Allocations Manager.	Work has been undertaken to address the recommendation but implementation has been delayed until a legal steer can be provided on the protocol from the new Company Secretary – in post April 2008. Work is now progressing on data sharing protocols with the City Council.	Jan Locker - Senior Governance Officer. (June/July 2008).

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CREDITORS NOVEMBER 2007	33	Discussions should be held between NCH and the OneWorld Team to establish what action is required to facilitate the introduction of an automatic interface for CIS payments.	Low	March 2008.	Agreed – Discussions are ongoing between NCH and the City and testing is to be undertaken on the ROCC system by NCH.	COMPLETE ROCC is currently undergoing a major upgrade, due to be completed by early July. The development of an interface between ROCC and OneWorld for CIS payments has been extensively discussed by interested parties and forms part of this project.	Nigel Scott – Interim Accountant (Property Services). (End of May 2008)
HOUSING RENTS NOVEMBER 2007	34	General Users & user rights in the Rents system should be reviewed regularly.	Low	December 2007.	Agreed Reviews will be carried out annually, subject to Housing ICT co-operation	COMPLETE User list reviewed, amended as required & forwarded to Housing ICT for system update.	Mark Lawson – Rents Manager. (End of May 2008)
		Rent Debits					
	35	The mis-posting of Registered Social Landlord tenancies should be reviewed.	Low	December 2007.	Agreed This issue will be raised with Housing ICT and with Allocations as this should not occur.	COMPLETE Raised with NCC Housing ICT, who have in turn logged with Northgate.	Mark Lawson – Rents Manager. (End of February 2008)
		Income					
	36	Procedures/ Policy for dealing with deceased tenants should be implemented.	Low	December 2007.	Agreed in part. Notifications of death are received from the registry & recorded. Death certificates are taken on termination of tenancy. This matter will be discussed with Legal to ensure current practice is fit for purpose.	COMPLETE: New FTA processes written to improve consistency of approach. Northgate system build to match procedure to be undertaken in June 2008.	Mark Lawson – Rents Manager. (End of April 2008)
PAYROLL		Payroll Data and					

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NOVEMBER 2007		Payments are accurate and complete					
	37	NCH HR should consider circulating the cumulative gross pay report from payroll to Operational Managers on a quarterly basis.	Medium	April 2008	Agreed, will discuss with operational managers	COMPLETE New Finance Delphi Payroll report, including employee gross pay, has been set up by NCC. This report is to be run monthly in 2008/09 and distributed to NCH budget holders.	Steve Everson – Interim Director of Finance. (End of April 2008)
	38	NCH Computer Team at Harvey Road should consider highlighting a list of operatives with gross cumulative earnings exceeding an agreed ceiling at a set point in time, in their monthly reporting to management. e.g. operatives with cumulative earnings of more than £15K after three months of the year etc.	Medium	December 2007	Agreed	COMPLETE Investigation will take place as to the practicalities of the Wages team or Operations team supplying this information. Provisional reporting thresholds: £15K @ week 13, £30K @ week 26 £45K @ week 39, £60K @ week 52 Year end report will be produced in April 2008.	Simon Martin - Senior Finance Manager (Property Services). (End of April 2008).
HOUSING REPAIRS		Policy					
NOVEMBER 2007	39	Ensure the revised procedures enable the policies to be consistently and effectively applied to cases of tenant damage.	High	February 08	New Company wide rechargeable repair procedure to be developed in conjunction with stakeholders **.	Staffing issues have lead to delay in presenting proposals to stakeholders. Current policy itself is adequate, collection methods and procedures are not. New procedures can only be completed once clear direction of new IT system is agreed. Rechargeable repair raised for every void and part of pre termination visit. IT functionality to automate raising and control of recharges on SX3 in progress.	Ben Chilvers - Leaseholder and Rechargeable Repair Manager (End of July 2008).

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		Overall Void Repair Ordering and System Process					
	40	Review the existing computer system to see if the recharge functionality can be used to automatically raise and control recharges from the initial ordering point.	High	January 08	The system is currently being reviewed to expand the recharge functionality in conjunction with NCC IT, Property Services, Rechargeable Repair Manager and the Technical Project Officer. Project plan to be developed for implementation of new system ##.	COMPLETE. Subsequent review work by NCC IT and NCH stakeholders has established that existing computer system can be used to automatically raise and control recharges as recommended. Project plan for implementation is currently under development.	Wayne Smalley - Technical Project Manager. (End of May 2008)
		Revised/Emerging Procedures					
	41a	Clarify the joint pre-termination inspection process by the RMO and the HPM lettings. Detail how this is to operate and what actions are to be taken where tenant damage is detected.	High	January 2008	The joint pre-termination procedure has been reviewed and implemented. A review of initial outcomes to be reviewed in December.	COMPLETE. At pre-termination stage, the tenant is issued with a list of rechargeable repairs and given the opportunity to carry out remedial works. Where there is non-compliance, rechargeable repairs are raised at termination on SX3. This links into the Rechargeable repair procedure being developed by the Leaseholder and Rechargeable Repair Manager.	Bernadette Lawley - City Lettings Manager. (End of April 2008)
	41b	Confirm the format of the void pro-forma. The draft extended to 19 pages. Audit feel that a summary page		February 2008	Initial format confirmed. Front sheet shows a summary of recharges although document	This Document is still in development and is to be linked to the new recharge procedure once established. New format will link with	Wayne Smalley - Technical Project Manager.

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	41c	for recharges may give better control. Clarify the process for costing rechargeable repairs and their passage to the Housing Offices.		February 2008	currently being piloted and developed as procedures change. See ** above. See ** above.	action reference 40 above. This is due to be updated when the new contract is implemented In July. COMPLETE List of costings issued to Housing Offices in Jan 2008 by Recharge Officer. Clear guidelines in place and recharges are being raised.	(End of July 2008). Ben Chilvers - Leaseholder and Rechargeable Repair Manager (End of April 2008)
	41d	Clarify the role of the HPM tenancies in reviewing the cases. Determine a process for including and recording the impact of tenancy issues in the decision to recharge or cancel the repair costs.		February 2008	See ** above.	COMPLETE HPM currently has no official role, but the new IT system will take decisions away from HPM in majority of cases.	As above (End of April 2008)
	41e	Establish a process and system of authorisation for the cancellation of recharges. Ensure the RMO is informed of such decisions and sanctions the cancellation.		February 2008	See ** above.	COMPLETE No need to involve RMO in cancellation decisions as can lead to inequality. Cancellation decisions taken by Leaseholder & Rechargeable Repairs Manager.	As above (End of April 2008)
	41f	Establish a system of referral to associated agencies in cases of cancellation due to a social consideration. This approach may help to		February 2008	To be incorporated into new procedure as per ** above.	To be agreed as part of new IT system.	As above (End of July 2008)

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	41g	<p>reduce re-occurrence of such behaviour.</p> <p>Clarify the role of the Housing Offices customer services section in the raising of debts on OneWorld.</p>		February 2008	See ** above.	<p>COMPLETE Housing Offices will not be involved in new model to be used with new IT system, but are still raising them. Therefore the role has been clarified.</p>	<p>As above (End of April 2008)</p>
	41h	<p>Clarify the responsibility for the tracing of ex tenants who have left no forwarding address. Previously Housing Office staff had no facility or training to carry this out. This was a major reason for charges not being raised as debtors could not be set up on OneWorld without an address.</p>		February 2008	See ** above.	<p>COMPLETE Meeting held with Housing Office staff raising invoices, agreed that they would carry out initial search, followed by Morecroft (As part of SD Debt escalation work). Responsibility currently rests with Sundry Debtors.</p>	<p>As above (End of April 2008)</p>
	41i	<p>Consider using the central debtor's team for setting up debtor accounts and for tracing of tenants. A central approach to these aspects could reduce training needs and ensure a standard approach.</p>		February 2008	<p>See ## above. The central Rechargeable Repair team to access all invoices.</p>	<p>COMPLETE As above, Central debtors team already provide this service through Morecroft Debt collection agency.</p>	<p>As above (End of April 2008)</p>
	41j	<p>Establish a clear audit trail and control framework that will provide assurance that all recharges raised by the void inspection process</p>		February 2008	See ** and See ## above.	<p>New IT system will establish clear audit trail.</p>	<p>As above (End of October 2008)</p>

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		progress through to the raising of a debtor invoice or an authorised cancellation. Allocate responsibility for administering this framework and establish a chasing process.					
	41k	Formulate and document procedures for transfer visits. Include procedures for the rectification of tenant damage by the tenant or by agreement to reimburse NCH.		January 2008	Procedures complete. Review to be carried out Dec 07.	COMPLETE. New procedure and documentation complete. Database now developed to facilitate analysis of visit outcomes. Links into new Rechargeable Repair procedure.	Darrell Smith - Business and Service Improvement Manager. (End of March 2008)
	41L	Establish the procedures for re-inspections. Devise procedures to be followed where repairs have not been undertaken or there has been no agreement by the tenant to reimburse NCH.		January 2008	Procedure complete. To be reviewed Dec 07.	COMPLETE.	Darrell Smith - Business Service and Improvement Manager. (End of April 2008)
	41m	Establish procedures for delaying or cancelling transfers.		February 2008	Procedure established and implemented.	COMPLETE.	Bernadette Lawley - City Lettings Mgr (End of April 2008)
	41n	Devise procedures for raising recharges in cases of abandonment and eviction. These are the		February 2008	See ** above.	Staffing shortages on the Recharges Team have stalled progress on policy developments in this area.	Ben Chilvers - Leaseholder and Rechargeable Repair Manager

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	41o	cases where a pre-termination visit is unlikely to take place. Establish the role of the central debtor's team. Ensure they have adequate resources. Ensure they have robust recovery procedures. Adequate links with Legal section of NCC and the OneWorld team. Reflect any changes in the NCC SLA.		February 2008	See ** above.	SLA under review, Central Debtors Team (SI) will not be responsible for collecting recharges in future.	(End of July 2008) Ben Chilvers - Leaseholder and Rechargeable Repair Manager (End of July 2008)
RISK MANAGEMENT FEBRUARY 2008	42	The responsibilities assigned to the various bodies identified in the RMF should be reviewed and clarified.	Medium	May 2008	Action agreed. Work on review of the RMF and Registers has commenced with a target for Board approval of updated documents in May.	COMPLETE. The Risk Management Framework (RMF) has been reviewed and updated, including the assignment of responsibilities. RMF was approved by Board in May.	Julie Crook - Director of Finance, ICT and Governance. (May 2008).
	43	The RMF should describe the procedure for escalating risks.	Medium	May 2008	As above.	COMPLETE. As above.	Julie Crook - Director of Finance, ICT and Governance. (May 2008).
	44	The RMF should be approved by the Board on the recommendation of the Audit Committee.	High	May 2008	As above.	COMPLETE. RMF was approved by Board in May. It is now a requirement of the RMF that going forward the Audit Committee reviews and considers the RMF, prior to Board approval, in advance of the start of each financial	Julie Crook - Director of Finance, ICT and Governance. (May 2008).

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						year.	
	45	The Board should review the key (corporate) risks that threaten business priorities and other off-plan risks (e.g. finance, reputation, statutory requirements, large scale emergency, etc) on a quarterly basis.	High	May 2008	Action agreed.	<p>COMPLETE</p> <p>The Corporate Risk Register has been drafted in line with the objectives, risks and management actions outlined in the Company's Delivery Plan as well as giving consideration to other off-plan risks.</p> <p>The Register has been updated in consultation with the Company's Executive Directors and was approved by the Board in May.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>
	46	The Risk Management Panel should be established. The Company Secretary could potentially Chair the Panel with nominated senior managers acting for each director of the Company.	Medium	May 2008	Action agreed.	<p>COMPLETE</p> <p>Quarterly Risk Panel to follow monthly Finance EMT meetings (preceding Audit Committee) and include constituent EMT attendees with the addition of the Company Secretary as required.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>
	47	The Terms of Reference for the Risk Management Panel should include: <ul style="list-style-type: none"> • Ensuring corporate and other key risks are reported quarterly to the Board; • Production of an annual risk report. 	Medium	May 2008	Action agreed.	<p>COMPLETE</p> <p>Terms of Reference have been drafted.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>
	48	The Audit Committee should receive risk management awareness training.	High	May 2008	Action agreed. Training timetable for Board to be finalised.	Training to be completed during the Company Board Away-Day in July.	<p>Julie Crook - Director of Finance, ICT and Governance.</p>

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							(End of July 2008).
	49	The Board Members Handbook should include a Risk Management Policy.	Low	June 2008	Action agreed.	<p>COMPLETE</p> <p>The RMF includes a Risk Management Strategy and a Risk Management Policy. The RMF was approved by the Board in May and the Board Members Handbook will be updated to refer Members to the RMF and the Policy itself.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>
	50	The corporate and business area risk registers should be reviewed and updated to reflect current risks, ratings and mitigations.	High	May 2008	Action agreed.	<p>The Corporate Risk Register has been drafted in line with the objectives, risks and management actions outlined in the Company's Delivery Plan as well as giving consideration to other off-plan risks.</p> <p>The Register has been updated in consultation with the Company's Executive Directors and was approved by the Board in May.</p> <p>All Business Risk Registers are to be established, reviewed and updated in line with the requirements of the Company's Risk Management Framework.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(End of July 2008).</p>
	51	On an ongoing basis, risks should be reviewed according to the requirements of the RMF.	Medium	May 2008	Action agreed.	<p>COMPLETE</p> <p>Process for reviewing risks on an ongoing basis has been established in the RMF and responsibilities for doing so have been assigned to Risk Register Owners/Responsible Officers.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(End of April 2008).</p>

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						Review process is to be monitored by the Audit Committee.	
	52	Risk registers should be established for all business areas that have declared business priority outcomes or other duties, responsibilities and challenges.	High	May 2008	Action agreed.	<p>COMPLETE.</p> <p>Risk registers have been established within each Service Area across the Company. Service Area Managers (or equivalent Risk Register Responsible Leads) have been assigned responsibility for ensuring their respective registers are updated on a timely basis.</p> <p>All Corporate high level risks are included in the Corporate Risk Register, for which the Company Secretary is the Corporate Risk or, Responsible, Officer.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>
	53	All business risk registers should include the risks aligned to key 'off plan' objectives (other duties, responsibilities and challenges).	Medium	May 2008	Action agreed.	<p>COMPLETE.</p> <p>Comprehensive system of Service Area Risk Registers has been established in the RMF and Risk Register Owners/Responsible Officers assigned to them.</p> <p>Risk Register template has been updated and includes a specific section for recording risks associated with key 'off plan' objectives.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(End of April 2008).</p>
	54	<p>All departmental risk registers should be completed to include:</p> <ul style="list-style-type: none"> • A description of the impact; 	High	May 2008	Action agreed.	<p>Risk registers have been established within each Service Area across the Company and responsible officers assigned.</p> <p>Corporate Risk Register is updated by the Company Secretary or</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>Supported by all</p>

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		<ul style="list-style-type: none"> • The owner of each risk (an owner should be an individual; not a group or team); • A residual (target) risk rating; • An “in operation” (target) date for risk responses. 				<p>Corporate Risk Officer.</p> <p>All risk registers are based on a template format which has been updated to include all elements of the recommendations.</p>	<p>Directors.</p> <p>(End of July 2008).</p>
	55	Consideration should be given to the appointment of a corporate risk officer, potentially on a full time basis for at least an interim period, to ensure identified risk management critical success factors are established and a plan of action is prepared and implemented.	Medium	May 2008	This will be a product of the work currently in progress to review the RMF and registers. The role is likely to be included within that of the Company Secretary	<p>COMPLETE.</p> <p>The new Company Secretary Alison Mapp has been assigned the role of Corporate Risk Officer.</p> <p>The RMF, approved by the Board in May, includes an action plan and critical success factors.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>
	56	A project plan should be prepared that identifies the tasks and milestones in embedding risk management fully into the normal working routines and activities of NCH.	High	May 2008	Action agreed.	<p>COMPLETE.</p> <p>The RMF, approved by the Board in May, includes an action plan and critical success factors. These actions include the tasks and milestones required to embed risk management fully into normal working routines.</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>
	57	The project plan (referred to above) should recognise that all staff should be given appropriate training and guidance to enable them to take responsibility for managing risk within their	Medium	August 2008	Agreed. Completion of the training to follow over a probable 2-3 month period.	<p>COMPLETE.</p> <p>The RMF, approved by the Board in May, includes an action plan and critical success factors. These actions include the tasks and milestones required to embed risk</p>	<p>Julie Crook - Director of Finance, ICT and Governance.</p> <p>(May 2008).</p>

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		own working environment.				management fully into normal working routines, such as training.	
	58	The project plan (referred to above) should recognise the need to introduce formal risk management into project management, partnerships and large contracts, aligned to the principles adopted for business risk management where it is appropriate to do so. It is recognised that this objective may have to be deferred until business risk management has taken a foothold.	Low	August 2008	Action agreed.	Project plan to be updated post consultation with Procurement and other related NCH stakeholders.	Julie Crook - Director of Finance, ICT and Governance. (End of August 2008).
ONEWORLD SECURITY AND PRIVACY FEBRUARY 2008	59	NCH should produce a medium to long term strategy, in conjunction Nottingham City Council, to ensure that the risks associated with service delivery and data privacy are addressed.	High	June 2008.	NCH is well aware of the risks highlighted. Strategy to be developed with the Council, with a preliminary timescale of agreeing the principles June 2008, subject to Council acceptance of the timescale. This will determine whether the solution is OneWorld upgrade or another option.	Continued use of the One World application is due to be assessed against NCH's future requirements, which will become clearer in the longer term. This process will include consideration of the risks associated with service delivery and ongoing data privacy issues.	Julie Crook - Director of Finance, ICT and Governance. (January 2009).
	60	Nottingham City Homes Personnel Section should supply a leavers report to the OneWorld Key Users on a monthly basis so that access can be reviewed.	High	March 2008	Action agreed.	COMPLETE. Monthly leavers report is already being produced by HR. This is being forwarded to OneWorld administrators to remove unwanted	Robert Allen - Head of ICT (April 2008).

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		Alternatively, Nottingham City Homes should request a monthly report from Nottingham City Council as to live users within the system. This report should then be reviewed and access removed from any employees who have left the company.				accounts. (Individual accounts are being acted upon by NCH ICT as they occur provided that notice is given by the relevant line manager).	
	61	In the short-term the NCH should liaise with City Council in order that a Data Sharing agreement can be drawn up.	High	May 2008	Action agreed.	To be incorporated into Application Hosting SLAs for shared applications.	Robert Allen - Head of ICT (July 2008).
ALLOCATIONS AND LETTINGS FEBRUARY 2008	62	To avoid this (lack of a coherent approach to declarations of interest and conflicts of interest) there must be top level support for an annual disclosure regime which supports the effective review of compliance and the operational requirements of assurance that conflicts of interest are removed. Disciplinary measures will need to be in place in case of delays in responding or wanton omissions. (Recommendation supersedes similar recommendations in the 2006 Allocations audit	High	March 2008	Meeting to be held with Mary Mayes (HR), Janet Locker (Governance), Sue Lomax and Sue Taylor to agree responsibilities, monitoring and processes. Process to be implemented and report taken to Audit Committee to agree the proposal and future monitoring.	COMPLETE Formal procedure and process agreed by Audit Committee. Declarations of Interest questionnaires to be sent out with the April salary/wage slips. Timescales and reminders within process. Those not responding will have disciplinary action taken against them.	Sue Taylor – Assistant Director Housing Services. (End of March 2008).

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		report)					
	63	Ops DMT should consider whether this level of error or failure to follow policy requires comment in the Allocations Report to Ops DMT	Low	March 2008	To review errors and provide clarity on process. To provide monitoring report on a monthly basis within Allocations Reporting process.	<p>COMPLETE.</p> <p>Withdrawal reasons reviewed and amendments made as open to interpretation.</p> <p>Withdrawal reasons monitored and scrutinized as part of monthly Tenancy Estate Management and Allocation Meeting (TEAM) with Director and AD Housing Operations.</p>	<p>Sue Lomax - Allocations Co-ordinator.</p> <p>(End of May 2008).</p>
	64	The Housing Registration & Allocations Manager and the Homelink Team Leader should provide support for partners to help them comply with manual offer requests procedure and ensure that their senior management are made aware of non-compliance.	Medium	March 2008	Manual Offers of Partners to be monitored in Homelink Partnership Monthly meetings and reasons for manual offers agreed and minuted. Any exceptions to be reported to Partner senior mgt and Assistant Director/Director monthly monitoring meetings.	<p>COMPLETE</p> <p>Manual Offers made by HomeLink Partners monitored at the HomeLink Partnership quarterly meetings.</p>	<p>Angie Knight – Homelink Team Leader.</p> <p>(End of March 2008).</p>
	65	<p>a) The Housing Registration & Allocations Manager should liaise with the City Council to ensure that any priority they request for applicants is within the Policy.</p> <p>b) City Councillors should</p>	High	March 2008	<p>a) Policy amendment to be proposed to the City.</p> <p>b) The City to be</p>	<p>COMPLETE</p> <p>The City Council is leading on this Policy change. Consultation has taken place with NCH and policy amendment proposed.</p> <p>NCH are awaiting NCC report on</p>	<p>Sue Lomax - Allocations Co-ordinator.</p> <p>(End of May 2008).</p> <p>Pat Greenwell</p>

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		<p>be given the opportunity to consider whether and what priority should be given to owner occupiers selling their property as part of a regeneration scheme, and amend the Allocations Policy if necessary.</p> <p>c) The Housing Registration & Allocations Manager should ensure that Central Allocations Officers are trained in the policy.</p> <p>d) All 50 manual offers in respect of clearance schemes should be reviewed.</p>			<p>asked to co-ordinate and respond to this recommendation (through Sue Lomax).</p> <p>c) Once policy confirmed, all staff to be trained and IT procedures / policy updated.</p> <p>d) To be part of report provided to City in a) above.</p>	<p>amendments to the policy.</p> <p>Once the policy is approved training will take place for appropriate NCH Officers.</p> <p>COMPLETE</p> <p>Manual offers reviewed and 3 of these relate to owner occupiers. No further moves for owner occupiers will be arranged until the City confirm the approved policy change.</p>	<p>(End of June 2008).</p> <p>Sue Lomax - Allocations Co-ordinator.</p> <p>(End of June 2008)</p> <p>Sue Lomax - Allocations Co-ordinator.</p> <p>(End of March 2008).</p>
	66	<p>A simple reconciliation should be introduced to ensure that all new tenancies are recognised and monitored by management. This will highlight new tenancies which management should investigate further. (Recommendation 9 restated from 2006 audit)</p>	High	March 2008	<p>To agree report required with the Performance Team. To set up on Info-view and Central Allocations Officers to monitor monthly and co-ordinate through Allocations Reporting.</p> <p>DMT to agree sign up to monthly process</p>	<p>COMPLETE</p> <p>A reconciliation process has been set up and Lettings, Allocations and Area Housing Managers advised of monthly requirements. Process to be monitored through Allocations Reporting and submitted to Asst Directors and Director of Housing from April 2008.</p>	<p>Sue Taylor – Assistant Director Housing Services.</p> <p>(End of March 2008).</p>
	67	Tenancies created without	High	March 2008	Central Allocations	COMPLETE	Sue Taylor –

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		going through an offer should be reviewed as part of a reconciliation of new tenancies to sources of authorisation.			Officers to monitor monthly and co-ordinate through Allocations Reporting	A reconciliation process has been set up and Lettings, Allocations and Area Housing Managers advised of monthly requirements. Process to be monitored through Allocations Reporting and submitted to Asst Directors and Director of Housing from April 2008.	Assistant Director Housing Services. Supported by Kim De Vergori – Assistant Director TEM. (End of March 2008).
	68	The reconciliation of new tenancies to sources of authorisation should be reported immediately within the Allocations Report to Ops DMT with commentary on missing authorisation.	High	March 2008	Central Allocations Officers to monitor monthly and co-ordinate through Allocations Reporting	COMPLETE A reconciliation process has been set up and Lettings, Allocations and Area Housing Managers advised of monthly requirements. Process to be monitored through Allocations Reporting and submitted to Asst Directors and Director of Housing from April 2008.	Sue Taylor – Assistant Director Housing Services. (End of March 2008).
	69	a) Responsible parties should be accountable for confirming whether all Mutual Exchanges, Changes in Tenancy Start Date and Shortlist Offers have been authorised on a monthly basis. b) Central Allocations Officers should retain an initialled record of authorised lettings for each void edition,	High	March 2008	Central Allocations Officers to monitor monthly and co-ordinate through Allocations Reporting	COMPLETE A reconciliation process has been set up and Lettings, Allocations and Area Housing Managers advised of monthly requirements. Process to be monitored through Allocations Reporting and submitted to Asst Directors and Director of Housing from April 2008. COMPLETE As above.	Sue Taylor – Assistant Director Housing Services. Supported by Kim De Vergori – Assistant Director TEM. (End of March 2008). As above.

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		<p>together with notes of any issues identified when the lettings were reviewed.</p> <p>c) The Assistant Director Tenancy & Estate Management Services should arrange for records of mutual exchanges to be submitted to her office for collation and any review deemed necessary.</p> <p>d) The Assistant Director Tenancy & Estate Management Services should arrange for records of tenancy amendments to be submitted to her office for collation and any review deemed necessary.</p>				<p>COMPLETE Director & Assistant Director's of TEM & Housing services attend monthly Tenancy, Estate and Allocation Panel meetings (TEAM) to review all cases of mutual exchanges and panel referrals.</p> <p>Asst Director to be involved in monthly Allocations Reporting monitoring. Reconciliations will be part of this review and Mutual Exchanges will be identified and sample checks made.</p> <p>COMPLETE As above.</p>	<p>Kim De Vergori – Assistant Director TEM.</p> <p>(End of May 2008)</p> <p>As above.</p>
	70	An effective change programme should be set up to remove the counter-culture existing within the company which results in failure to place appropriate	High	March 2008	A tenancy file audit is to take place and the results of this will be reviewed and actions implemented, taking into account the	COMPLETE Tenancy file audits are undertaken on a rolling programme. A recent audit and report has been submitted to the AD. Further work has been identified in improving quality of files	<p>Kim De Vergori – Assistant Director TEM.</p> <p>(End of May 2008).</p>

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		documentation on file, loss of documentation from files, misfiling, and loss of files.			<p>outstanding missing file issue.</p> <p>Allocations filing systems are to be reviewed and action taken to identify missing files</p>	<p>and actions are in progress to address quality.</p> <p>A fundamental review of the housing waiting list is underway. This will include a file check of every application and any missing documentation, such as application form, will be re-requested and filed. The review commenced during April but IT problems have caused delays.</p> <p>COMPLETE A file tracking system has been implemented for allocations files at HomeLink that indicates when the file was removed, by who and date. If documents are sent out of the office then the notepad on SX3 is updated too.</p>	<p>Sue Lomax - Allocations Co-ordinator.</p> <p>(End of September 2008).</p> <p>Angie Knight – Homelink Team Leader.</p> <p>(End of March 2008).</p>
	71	Full terms of reference should be set for any quality assessment exercise, including what aspects are to be evaluated, and how the results are to be reported.	Medium	March 2008	Full terms of reference will be set for quality assessment exercises, including what aspects are to be evaluated, and how the results are to be reported.	<p>COMPLETE</p> <p>Full terms of reference, checklist and required documentation templates/examples are in place and this is the standard required when tenancy file audits are undertaken.</p>	<p>Kim De Vergori – Assistant Director TEM.</p> <p>Supported by Sue Taylor – Assistant Director Housing Services.</p> <p>(End of March 2008).</p>
	72	NCH should introduce a document imaging system to ensure adequate security of documentary evidence. (Recommendation 23)	High	June 2008	The EDRM system budget (£410k Capital) has been approved (from Development Bid fund) and the IS	IS Strategy is now complete and the document imaging system project will commence following EMT approval and confirmation of the associated IT budget.	<p>Robert Allen - Head of ICT</p> <p>(November 2008).</p>

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		restated from 2006 audit report, 5.3.09 from 2004 audit report).			Strategy, that we have awaited to help guide such large investment decisions will be involved with EDRMS, is nearing completion. Project is scheduled to be implemented this year (2008) once appropriate partner resource has been secured to project manage, procure and deliver the project.		
	73	A note field on SX3 that identifies where the file is being held and who has accessed the file be introduced to track the location of files. (recommendation 24 restated from 2004 audit report)	Medium	March 2008	A tracking system is to be established at each office for files out 'in use' and checks made of outstanding filing.	COMPLETE A tracking system has been set up at each office using a card system and SX3 is updated if files are sent out of the office.	Kim De Vergori – Assistant Director TEM. (End of March 2008).
	74	NCH should consider removing this inconsistency and process all application changes within the Homelink office.	Low	June 2008	The restructure currently being implemented will increase resources at HomeLink. A phased handover of changes of circumstances by Homelink will be implemented. Training is to be provided to teams with a new revision and	Implementation to coincide with completion of the Allocations filing systems review.	Sue Lomax - Allocations Co-ordinator. (End of August 2008).

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					change of circumstances checklist to be implemented.		
	75	The Homelink Team Leader should use the report provided to monitor for correct application of the procedure and confirm that actions requested have been undertaken on at least a monthly basis. Any updates from housing offices should be completed and forwarded to Homelink within the same timescale of 28 days.	Medium	March 2008	Agreed.	COMPLETE This will now be monitored as part of the monthly Allocations Reporting meetings from April 2008 and action taken accordingly.	Angie Knight – Homelink Team Leader. (End of March 2008).
	76a)	When NCH staff create a new waiting list application they have previously been advised by Housing ICT that they must undertake a person search of the system prior to commencing the registration process. This would solve the issue of missing application numbers from the sequence, and ensure that no duplicate applications are created, and that tenancy history is not obscured. (Updated recommendation from 2004 audit report).	Medium	March 2008	An internal test of this has taken place and it is suggested changes to the IT system are made to support the potential error. A change control request will be made.	Full centralisation of the allocations service will result in a phased improvement in reducing missing application numbers. Support has been requested from NCC IT to design a prompt solution.	Sue Lomax - Allocations Co-ordinator. (End of July 2008).
	76b)	b) NCH should review access to the Housing System against current job			Testing found that the person search was being used. The IT	Request made for change to the system. Amendments have still to be actioned by IT and further system	Angie Knight – Homelink Team Leader.

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		roles and arrange for access to create applications to be restricted to those who create applications as part of their role. This may involve creation of a new security profile and amendment of the existing HSG_REREG profile.			system requires access control to avoid the impact on sequential numbering. A Change Control Request to be submitted	development may be needed which will be incorporated with the wider Business Process Review of HomeLink and Allocations.	(End of September 2008).
	77	Management should consider whether resources should be made available to monitor new accelerations prior to allocation.	Low	April 2008	A proactive process to be considered, agreed and implemented	COMPLETE Accelerations are now monitored and scrutinized as part of monthly Team meetings.	Sue Lomax - Allocations Co-ordinator. (End of April 2008).
	78	Applicants should be required to provide a copy of communication from the school to the applicant at the application address in respect of the child as evidence supporting LAP.	Medium	March 2008	Central Allocations Officers to amend procedures, advise employees and implement and monitor	COMPLETE Procedure implemented and appropriate Officers briefed.	Sue Lomax - Allocations Co-ordinator. (End of March 2008).
	79	Medical accelerations and multiple needs accelerations should be monitored as part of the Allocations Report to Ops DMT.	High	March 2008	Central Allocations Officers to include in monthly reporting	COMPLETE Incorporated into monthly Allocations Reporting from April.	Sue Lomax - Allocations Co-ordinator. (End of March 2008).
	80	The Housing Registration & Allocations Manager should identify key misconceptions of staff in relation to the Allocations Policy and provide training to re-educate them.	Low	March 2008	Number of refusals now clarified to employees. Evidence to be provided, such as team minutes, management team meeting and revised documentation	COMPLETE Refusal numbers clarified with team members and documentation revised	Sue Lomax - Allocations Co-ordinator. (End of March 2008).
	81	Bidders should be educated	Medium	April 2008	Refusals will be	COMPLETE	Bernadette Lawley

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		to reduce the number of speculative bids where the bidder does not have a good idea about the nature and location of the property they are bidding for.			monitored monthly and more effectively and as part of the Allocations Reporting. Refusal categories will be reviewed and action taken to address and reduce refusal rates with increased customer contact and changes to adverts applied where necessary. Once reviewed, quarterly targets will be set to monitor reduction and progress	Refusal reasons are now monitored in the monthly Allocations Reporting meetings.	- City Lettings Manager. (End of May 2008).
	82	The Company should attempt to identify learning points from refusals. Rejection codes and free text description should be available for this. Any issues arising from mismatch should be used to help improve the coding of future rejection.	Medium	April 2008	Refusals will be monitored monthly and patterns and reasons for refusals acted upon. Actions will be monitored to determine impact on refusal rates and lessons learnt incorporated into service improvements.	Refusal reasons currently being reviewed and agreed with RSL Partners. Refusal reasons are now monitored in the monthly Allocations Reporting meetings. Service improvements to be identified.	Bernadette Lawley - City Lettings Manager. (End of June 2008).
	83	Advertise the properties with not just the intended banding but with an alternative if there are no bids from the relevant band e.g. band 2 with medical/OT recommendation alternatively to band 2 with large families.	Low	March	Adverts will be amended where practical to do so as we do not want to deter bids.	COMPLETE Advert advises that alternative bands will be considered if there are no bids from the relevant band. This will be emphasised in the advert, on the website, though the FAQs and the HomeLink Newsletter.	Angie Knight – Homelink Team Leader. (End of March 2008).
	84	A formalised system is	Low	April 2008	To meet with Tom	Customer Services Manager of the	Sue Lomax -

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		suggested whilst acknowledging existing good practice.			Welch and establish a formal and regular review process	3Cs team currently setting up Performance Clinics with Service Managers. Complaints reviewed monthly with team and service improvements identified.	Allocations Co-ordinator. (End of June 2008).
USE OF LAGAN FRONTLINE FEBRUARY 2008	85	In order to enforce segregation of duties the transfer of User Management to the IT Helpdesk is recommended. However, authorisation and certification of access should remain the responsibility of the relevant NCH service manager and authorisation compliance reviews need to be an integral part of the process	High	June 2008	Will agree effective process with NCC.	Currently, authorisation for additions and changes to user accounts comes from NCH Central Rents Team Manager or in his absence the Rents & Leaseholders Service Manager and Rents Admin Team Leader. The account changes are carried out by a member of the NCC Customer Services Team (NCC CST). NCH is seeking to have the process authorised by NCH as per current method; with changes being managed via the NCC ICT Service Desk as is the case for most other ICT systems (NCC CST may still actually administer the account changes). This will be embedded in the new SLA for Lagan system support.	Rob Haque – Central Rents Team Manager supported by Robert Allen – Head of ICT (NCH). (End of June 2008).
	86	User Accounts should be reviewed on regular basis to ensure that dormant accounts are removed or locked from the system	High	April 2008	Will work through list of accounts with NCC to remove inappropriate accounts.	NCH already advise NCC to remove inappropriate accounts. A monthly leavers list is provided by NCH HR and sent to NCC for the users to be deleted. This includes handling directly employed temporary staff; but does not currently cover agency staff. Will ensure by the target date that agency staff are also covered.	Rob Haque - Central Rents Team Manager supported by Robert Allen – Head of ICT (NCH). (End of June 2008).

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	87	Password Management should be reviewed to ensure that they comply with the corporate IT security policy.	Medium	June 2008	Will obtain options of improving password controls from NCC	COMPLETE NCH investigation has found that it does not and a request has been placed with the NCC ICT Service Desk Manager to ask for this to be corrected.	Rob Haque - Central Rents Team Manager supported by Robert Allen – Head of ICT (NCH). (End of May 2008).
	88	The extent, type and level of auditing, should be established, proportionate to the risks being addressed. Incident Management procedures should be set up to deal with the analysis, reporting and handling of audit events that are considered to be a risk.	Medium	June 2008	Will agree effective process with NCC	NCH will agree an effective process with NCC ICT and with Laggan.	Rob Haque - Central Rents Team Manager supported by Robert Allen – Head of ICT (NCH). (End of June 2008).
	89	Client audit logs should be subject to normal backup and restoration process.	High	June 2008	Will agree effective process with NCC	NCH have requested that client user logs are stored on each user's personal network drive which will automatically be backed up nightly. NCC Customer Services Team to advise on this. NCH Head of ICT will need to include this as part of any new SLA for Laggan support.	Rob Haque - Central Rents Team Manager Supported by Robert Allen – Head of ICT (NCH). (June 2008).
	90	Service Level agreements should be established defining the required service levels for backup and recovery, and referring to business continuity plans to manage incidents of	Medium	June 2008	Will establish SLA's and define service level required for backup, restore, and disaster recovery.	To be agreed as part of the new IT NCC SLA.	Rob Haque - Central Rents Team Manager supported by Robert Allen – Head of ICT (NCH).

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		prolonged unavailability of IT resources.					(End of July 2008).
	91	A technical security evaluation of the ICT infrastructure should be undertaken to ensure that Lagan Frontline is operating in an appropriately secure environment.	Medium	June 2008	Will obtain assurances from NCC that this is part of the project.	NCH Head of ICT will ensure that security environment considerations are included as part of any new SLA for Laggan support.	Rob Haque - Central Rents Team Manager supported by Robert Allen – Head of ICT (NCH). (End of July 2008).
	92	Staff undertaking support functions should be trained in the technical platforms that they support, furthermore, a mechanism should be in place to ensure that system documentation is kept up to date and reflects current working practices.	Medium	June 2008	Will include support staff capability as part of SLA	NCH Head of ICT will include training requirement as part of any new SLA for Laggan support.	Rob Haque - Central Rents Team Manager supported by Robert Allen – Head of ICT (NCH). (End of July 2008).
PERFORMANCE INDICATORS AND MANAGEMENT INFORMATION SYSTEMS							
FEBRUARY 2008	93	Reduced void periods should only be applied in accordance with the definition contained in the Audit Commission advice. The decant test should also be applied to repairs.	Medium	31 st March 2008	Agreed, incorporated within guidance issued to staff and being applied to recalculation process.	COMPLETE After taking advice from the Audit commission a list of exceptions was agreed and the system set up to record them on SX3. A request to amend the report that calculates the ART was submitted and has now been produced. It is now being used to re-calculate the ART using the initially agreed criteria.	Bernadette Lawley - City Lettings Manager. (End of February 2008).
	94	The time excluded from the void period should only be	Medium	8 th April 2008	Agreed, however we will be reviewing our	NCH are currently working with best value team to bench mark with other	Bernadette Lawley - City Lettings

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		that applicable to that taken to carry out the works covered by the exemption.			methodology for 08/09 following HouseMark's review of housing performance indicators.	ALMOs how ART is calculated. Our IT system at present would not be able to calculate the ART in such a way, hence the need for site visits to other ALMOs. New report has been completed and is currently being tested.	Manager. (End of June 2008).
	95	A facility for recording more than one void exempt period against a property should be incorporated into the system and these should be incorporated into the reporting process.	Medium	31 st March 2008	Agreed subject to ability to change ICT system	COMPLETE System change made and exercise to benchmark with to other ALMOs is currently underway.	Janet Glass – Head of Performance and Business Improvement. (May 2008).
	96	All staff dealing with void exemptions should receive training on the application of exemptions. This should be supplemented with written guidance and reference material.	Medium	31 st March 2008	Agreed and training commenced.	COMPLETE The void controllers have been issued with guidance (original list) and have been given training in the application of the exception reasons. Further training on the new report is being arranged and should be completed by the end of June.	Bernadette Lawley - City Lettings Manager. (March 2008).
	97	All exemptions recorded on the SX3 system should have a supporting description input.	Medium	31 st March 2008	Agreed and being applied to recalculation process.	COMPLETE When the exemption is updated there is another field within SX3 that allows a comment to be input. Void controllers are asked to confirm the reason for the exemption.	Bernadette Lawley - City Lettings Manager. (End of February 2008).
	98	The SX3 system should contain sufficient information, including dates, to provide sufficient support	Medium	31 st March 2008	Agreed and being applied to recalculation process.	COMPLETE SX3 report has been produced to take into consideration the time at	Bernadette Lawley - City Lettings Manager.

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		for the exemption being applied. Cross referencing to the T/card system should also take place.				works if an exemption is to be applied. Void controllers have been informed of the importance of update and cross referencing the T/card system.	(March 2008).
	99	All works, where an exemption is invoked, should have some reference recorded on the SX3 system.	Medium	31 st March 2008	Agreed and being applied to recalculation process.	COMPLETE All exemptions are recorded in the required field together with a comment confirming the reason for the exemption.	Bernadette Lawley - City Lettings Manager. (March 2008).
	100	Consideration should be given to holding copies of supporting invoices, job cards etc centrally to support the taking of the exemption.	Low	8 th April 2008	Agreed subject to a viable system being available.	For specialist services such as BLITA, all invoice go directly to Finance it would not be cost effective to hold copies with in this team. However we do keep copies off quotes are kept and when the job is actioned a purchase order is raised on ONEWORLD, we can view current and closed orders, al the void controllers can access this system. The void controller's have access to the retrieval system which would be evidence of the work carried if an exception is applied.	Janet Glass – Head of Performance and Business Improvement. (Formerly Bernadette Lawley - City Lettings Manager). (End of June 2008).
	101	Management review of the recalculated performance should be undertaken. The review should ensure that the adjustments had been applied in accordance with the Audit Commission advice, that the exemptions have been consistently applied by all staff and that the exemptions applied	Medium	31 st March 2008	Agreed and being applied to recalculation process.	New report produced to ensure ART is being calculated as per the initial agreed exceptions. ART is calculating the period from Termination to let, deducting only the time at works if an exception is being applied. If more than one exception is applicable only the longest period of time is being deducted. (example major works property after being	Janet Glass – Head of Performance and Business Improvement. (Formerly Bernadette Lawley - City Lettings Manager).

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		meet the overall test of reasonableness. The management review should also ensure that adequate support is available to demonstrate the work is covered by the exemption and that the number of days being excluded is accurate.				used for decant accommodation) It is suggested that a percentage of the properties that are excluded are checked for accuracy, reason and days excluded. Central audit checks folder to be set up by the Lettings managers.	(End of June 2008).
	102	Review should be undertaken to ensure that all performance information, set out in the service delivery plan, can be provided.	Medium	31 st March 2008	Systems for new performance indicators included within 2008-09 Delivery Plan to be in place by 31 st March 2008.	COMPLETE Systems are now in place.	Janet Glass – Head of Performance and Business Improvement. (End of March 2008).

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EXTERNAL AUDIT RECOMMENDATIONS							
Audit & Date of Issue	REF	Recommendations	Prior-ity	Initial Target Date	Agreed Management Response	Current Status	Responsible Officer (New Date)
BAKER TILLEY 06/07 FINAL AUDIT REPORT - JUNE 2007	103	In the longer term, an IT strategy should be developed systems reviewed to assess whether they provide suitable platforms for NCH in the longer term.	A	December 2007.	N/A – no initial Management Response was agreed with the External Auditors.	COMPLETE. IS Strategy and ICT Review is complete and documented. IS Strategy was approved at the May Board meeting.	Robert Allen - Head of ICT. (April 2008)