



Appendix C

ORIGINAL ACTION DATE EXCEEDED BY **OVER 12 MONTHS**

Department Name: Organisation & Governance

Directorate		DCC Organisation & Governance			
Job Name		Configuration Management			
Risk Rating		Moderate Risk			
Recommendation Number		1			
Responsible officer		Head of Client Services			
Control Issue		Recommendation	Action Date	Revised Action Date	Status Update Comments
There were no formally defined or documented requirements around configuration management data scope, span or granularity. Without formally defining and documenting requirements around data capture and maintenance within a CMDB (Configuration Management Database), there is no platform on which to identify defects, data quality issues and non-compliance problems.		We recommend that management looks to formally define and document configuration management requirements, including relevant scope, span and granularity.	31/12/2015	31/08/2017	Responsibility was passed from Head of ICT. Head of Client Services will now take ownership and aim to document the dependencies by the end of August with the assistance of ICT client Services Manager.



Directorate		DCC Organisation & Governance		
Job Name		Configuration Management		
Risk Rating		Moderate Risk		
Recommendation Number		4		
Responsible officer		Head of Client Services		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
There were no formally defined, documented or implemented procedures for auditing and verifying the accuracy of data within the CMDB. Documented audit and verification procedures are crucial to validate and improve the accuracy and completeness of the CMDB, to ensure timely and accurate data is available for resolving IT incidents and considering changes.	<p>We recommend that management looks to formally define, document and implement formal audit and validation procedures to verify the accuracy of data held within the CMDB. At minimum the basic procedures should document:</p> <ul style="list-style-type: none">• Frequency of CMDB audits• Procedures for selecting an auditable sample• Criteria to be used to determine sample data accuracy.• Procedures for handling discrepancies discovered in audits.• Procedures for reporting on audit outcomes.• Follow up audit procedures and handling of repeated failures.	31/12/2015	31/08/2017	Responsibility has recently been passed to Head of Client Services, who will review this with the ICT Client Services Manager.



Directorate		DCC Organisation & Governance		
Job Name		Wireless Network Infrastructure		
Risk Rating		Moderate Risk		
Recommendation Number		7		
Responsible officer		Head of Client Services		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
Security vulnerabilities identified in penetration scans undertaken by the third party security consultancy had not been addressed.	We recommend that remedial work is undertaken to address the significant security vulnerabilities identified in the third party security consultancy wireless penetration tests.	01/04/2016	31/08/2017	The vulnerabilities identified will be removed through the reconfiguration of the wlan network as part of the project to document procedures for CMDB.



Directorate		DCC Communities & Place		
Job Name		Asset Management & Estates		
Risk Rating		Significant Risk		
Recommendation Number		1		
Responsible officer		Head of strategic Asset Management & Estates		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
The asset list submitted for insurance did not reflect asset transactions undertaken outside of the Estates Section. The SAM system had not been updated as there was no process for notifying Estates of these changes	We recommend that the Estates Section in conjunction with Corporate Asset Management Group devise formal procedural guidelines requiring Council departments to notify Estates Section of their property transactions.	01/09/2015	31/03/2018	The revised Corporate Landlord Policy and Procedure is at draft stage and is being reviewed. There will be some system updates required to allow for full automation of notifications between the various key teams (legal, maintenance, insurance, capital accounts) which will enhance the information flow between teams. Date extended due to waiting for the implementation of the SAM/RAM interface.



Directorate		DCC Communities & Place		
Job Name		Markets		
Risk Rating		Moderate Risk		
Recommendation Number		4		
Responsible officer		Markets Officer		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
There was no approved Council policy in place for offering concessions on rental charges to market stall traders in the Council's three markets.	We recommend that an approved Council policy is established which details the concessions that can be offered to market stall traders and which determines the criteria that traders must meet in order to obtain the concession. This would ensure that a fair, transparent and consistent approach is undertaken in awarding concessions to traders.	01/01/2014	31/03/2017	With only the Market Hall left following transfer of Eagle Market to INTU and closure of the Cattle and Wholesale Markets, it is anticipated that it will be far easier to establish a concessionary model for the Market Hall, especially as leases are shortly due for renewal. It is proposed to establish a Markets Stall Holders Leaflet which it is intended will contain details on any future concessionary model.



ORIGINAL ACTION DATE EXCEEDED BY OVER **6 to 12 MONTHS**

Department Name: Organisation & Governance

Directorate		DCC Organisation & Governance		
Job Name		Active Directory		
Risk Rating		Moderate Risk		
Recommendation Number		9		
Responsible officer		Head of Client Services		
Control Issue	Recommendation	Action Status	Revised Action Date	Status Update Comments
There were 4 enabled devices in the DerbyAD, all of which had been in recent use, running Windows XP operating systems and 8 servers running Windows 2003 Server operating systems, both of which are no longer supported by Microsoft. Unsupported operating systems on computers and servers joined to the DerbyAD domain provide a security weakness, as newly discovered vulnerabilities are not patched by Microsoft.	We recommend that management looks to upgrade any unsupported operating systems on devices enabled in the DerbyAD domain, to supported levels.	10/03/2017	27/10/2017	XP and server 2003 machines. We still have 1 XP machine and 5 server 2003 machines. The project to replace the XP machine is well underway and should be complete by October. The 3 HR archive servers running on server 2003 still exist but isolated behind firewalls.. The project to replace the abacus 2003 server failed to deliver the wanted results, so a re-plan is needed. We do install AVG professional anti-virus software to ensure these servers are protected as much as possible.



Directorate		DCC Organisation & Governance			
Job Name		Creditors 2015-16			
Risk Rating		Moderate Risk			
Recommendation Number		1			
Responsible officer		AP Manager			
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments	
Accounts Payable Section was no longer able to undertake regular checks to highlight duplicate payments. Reliance was being placed on the budget monitoring work of Accountancy to highlight potential duplicate payments.	We recommend that a more formal structured approach is taken to the identification and investigation of potential duplicate payments. The report currently produced by Oracle Admin should be examined by Accounts Payable and each line should be examined and investigated and action taken where necessary to recover the payment. All investigations should be evidenced and retained by Accounts Payable.	01/09/2016	01/09/2017	The duplicates report will be run and examined on a weekly basis.	



Directorate	DCC Organisation & Governance			
Job Name	ICT Asset Management			
Risk Rating	Moderate Risk			
Recommendation Number	1			
Responsible officer	Head of Client Services			
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
It was possible to synchronise an @derby.gov.uk mailbox to an Android device with no PIN or Password configured. Further investigations showed all users were subject to the 'Default' ActiveSync policy which allowed devices that did not meet password/encryption requirements to still synchronise their email to their smartphone.	We recommend that management reviews the implications of only permitting devices that meet security policies to synchronise their Council mailbox.	30/12/2016	31/10/2017	Mobile device access to DCC email. We have approached a 3rd party to deliver Microsoft Intune based on our existing small installation. They have provided us with a design document. We are in the process of sorting out the finance and making sure we have all internal teams lined up to assist.



Department Name		DCC Organisation & Governance		
Job Name		MiPeople Application Audit		
Risk Rating		Moderate Risk		
Recommendation Number		3		
Responsible officer		HR Shared Services Manager		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
The Council did not have effective plans in operation for unexpected termination of the contract with the Provider (e.g. company goes out of business or the Council experiences unsatisfactory performance or costs).	We recommend that management documents a plan indicating how the Council would bring functions back in-house (or migrate to another supplier) if necessary.	28/02/2017	31/05/2017	We are exploring how easy it is for someone in Procurement to check the financial position of MHR (the provider) so we have an early warning system of company financial problems but also looking to re-negotiate the terms of the contract through an early extension so we could discuss this with the provider at the same time



Directorate		DCC Organisation & Governance		
Job Name		Payroll 2015-16		
Risk Rating		Moderate Risk		
Recommendation Number		2		
Responsible officer		HR Shared Services Manager		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
Managers had not been consistently carrying out checks on MOT certificates, driving licences or insurances which contributed to ensuring that officers met the legally required driving standards.	We recommend that managers be reminded on a regular basis of the checks required to ensure that drivers are legally entitled to drive for work.	31/10/2016	31/10/2017	Work was progressing in the summer but the responsible officer has been on long term sick and is just back at work. Date extended due to staffing changes within team - new policy and guidance due for issue shortly.



ORIGINAL ACTION DATE EXCEEDED BY OVER **3 to 6 MONTHS**

Department Name: Organisation & Governance

Directorate		DCC Organisation & Governance		
Job Name		Active Directory		
Risk Rating		Moderate Risk		
Recommendation Number		1		
Responsible officer		Head of Client Services		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
656 accounts that were still enabled in the domain had not logged into the DerbyAD domain in over 90 days (or sometimes ever) and did not have an account expiration date value. From a sample of 25 stale accounts reviewed, some were found to have left the Council based on their payroll record, and others could not be found on Payroll or iDerby phonebook at all.	We recommend that management reviews its Active Directory account maintenance processes and looks to disable stale user accounts in a timely manner.	28/04/2017	29/09/2017	<p>Stale accounts:</p> <p>A change process is in progress which has disabled over 100 accounts, and they will be deleted by the service desk after 90 days. We have worked with HR to create a second list of over 1000 accounts which it may be possible to disable.</p> <p>This is currently being validated</p> <p>Unfortunately that validation task was initially left without an owner after the recent IT services restructure.</p> <p>We have made some progress today with identifying contributors and hopefully we will be able to proceed soon.</p>



Directorate		DCC Organisation & Governance		
Job Name		ICT Asset Management		
Risk Rating		Moderate Risk		
Recommendation Number		7		
Responsible officer		ICT Client Services Manager		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
There was no documented asset management policy, nor any documented equipment replacement policy, to state options available and to ensure users cannot own more than one device unless authorised to do so.	We recommend that management looks to define, document and implement policies and procedures specific to asset management and equipment replacement.	30/06/2017	29/09/2017	Document has been submitted to the IT Digital Board Meeting.



Department Name: People Services

Directorate		DCC People Services		
Job Name		Public Health - Pooled Budgets		
Risk Rating		Moderate Risk		
Recommendation Number		Rec 1 Rec2		
Responsible officer		Service Director –Integration & Direct Services		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
Although the terms of reference for the Partnership Board and the joint finance and performance sub-group had been drafted, the group had not been established to support the Partnership Board in accordance with the Section 75 Agreement.	We recommend that as suggested at the September meeting, the Partnership Board, (namely the People Commissioning Board,) should review its terms of reference and formulate the joint finance and performance sub-group. Schedule 2 of the Section 75 agreement should be updated and duly signed and approved by all partners.	31/05/2017	30/09/2017	We will no longer be establishing a Derby City finance and performance group – but will be joining the County Council's group (and have started to attend). Again, this will be referenced in the revised s75 agreement. Revised date - 30th September 2017.



The risk management arrangements in place for the administration and delivery of the Better Care Fund were inadequate.	We recommend that the risk assessment and risk management arrangements are immediately reviewed and an agreed approach to financial risk sharing and contingency are properly recorded as an integral part of the section 75 agreement. We suggest that a Better Care Fund Risk register be devised that is subject to a timely annual review and update.	31/05/2017	30/09/2017	The planning requirements for the BCF have only just been released from Department of Health and therefore the process of drafting the s75 agreement with health has only just begun (which will include the risk register) – this is not due to be completed until September – revised date would be 30th September 17. The financial risks for the Council in relation to BCF I believe are in the People's risk register already
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Department Name: Communities and Place

Directorate		DCC Communities & Place		
Job Name		Commercial Rents		
Risk Rating		Moderate Risk		
Recommendation Number		(Multiple Items)		
Responsible officer		Head of Strategic Asset Management & Estates		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
The Council did not have a policy for the application of rent free periods and other incentives to tenant properties.	We recommend that the Estates Section introduces a Free Rents and other Incentives policy to ensure that these are more consistently applied. The policy should cover how these are calculated so that costs and benefits are methodically analysed, a section of the duration of free rent periods, how these are approved and by whom and how they might be advertised to attract new tenants and re-let empty properties.	30/04/2017	31/12/2017	<p>Appointment of new Estates Manager fell through and post is being re-advertised with a planned interview date of 11/12 May 2017.</p> <p>Estates Manager start date expected to be 17/7/17.</p> <p>Estates manager in post and progressing on this.</p>



There was no documented process or procedural guidance available for the valuation of properties and subsequent calculation of rents.	We recommend that process notes or procedural guidance for the valuation of properties and subsequent calculation of rents are documented.	30/04/2017	31/12/2017	Appointment of new Estates Manager fell through and post is being re-advertised with a planned interview date of 11/12 May 2017. Estates Manager start date expected to be 17/7/17. Estates manager in post and progressing on this
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Directorate	DCC Communities & Place			
Job Name	Commercial Rents			
Risk Rating	Moderate Risk			
Recommendation Number	9			
Responsible officer	Senior Valuation Technician			
	Recommendation	Action Date	Revised Action Date	Status Update Comments
Due to a review of the efficiency of the current debt recovery process, priority was being given to the recovery of high and more complex debts, potentially to the detriment of the successful collection of other debts.	We recommend that greater priority is given to finalising the process to monitor and recover debts so that a more consistent and universal approach is applied. An action plan to implement this should be set and monitored by management.	01/06/2017	31/12/2017	<p>Action is being taken on at least the top twenty debts on a monthly basis. A standardised process and procedure is in place for all cases except Pride Park (they are still working on the one for Pride Park as it is a different kind of debt so requires a different approach).</p> <p>Progress has been good but slower than expected due to difficulty filling posts and conflicting priorities. The focus has been solely on the asset valuations.</p> <p>The Estates Manager position should be filled Mid July 2017 and will put in place continuous management monitoring of all arrears cases large to small.</p>



Anti-Fraud Assurance

Directorate		DCC Anti-Fraud & Corruption		
Job Name		Purchase Cards		
Risk Rating		Moderate Risk		
Recommendation Number		Rec1 Rec6		
Responsible officer		Category Manager		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
The Procurement Card Policy was still in draft and as such had not been published.	We recommend that an appropriate, consistent Council-wide policy be established as a guide for the issue and operation of the purchase card scheme and for taking disciplinary actions with respect to cardholders who make or approve inadvertent, fraudulent, improper, or abusive credit card transactions. Corporate credit card abuse should also be included in the Council's Anti-fraud and Corruption Strategy and cardholders must be made aware of the consequences of abuse.	01/04/2017	31/08/2017	The draft policy has been updated and approval will be sought from relevant channels.
Transactions logs were not always submitted promptly to Accountancy, to enable expenditure posted to the miscellaneous budget code on the General Ledger to be reallocated appropriately.	We recommend that management enforces the user guide instruction for the prompt submission of transaction logs to Accountancy to enable proper coding of expenditure.	01/04/2017	01/10/2017	Transactions will need to be submitted online in accordance with the new policy. Any late, incomplete transaction logs will result in suspension or removal of cards and follow up actions.



ORIGINAL ACTION DATE EXCEEDED BY UP TO **3 MONTHS**

Department Name: Organisation & Governance

Directorate		DCC Organisation & Governance		
Job Name		ICT Asset Management		
Risk Rating		Moderate Risk		
Recommendation Number		Rec2 Rec9		
Responsible officer		ICT Client Services Manager		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
Access to the key which was used to unlock the IT stockroom in the Council House basement was openly accessible to everyone in the department, as the PIN to the key safe was known by all ICT employees.	We recommend that management looks to restrict access to the key to the IT stockroom in the Council House basement to only an authorised and limited set of users. Reviewing the deployment of CCTV in the stock room should also be considered.	31/08/2017		
In over 800 instances, devices were not being accurately tracked in Provance, as their lifecycle status was recorded as 'NULL'. In another 127 cases, devices that had recent login activity within the Derbyad.net domain within a week of the Provance report being exported were listed as either disposed, retired or stored, raising concerns around the reliability and accuracy of the data.	We recommend that management reviews the processes for maintaining the accuracy and integrity of each assets lifecycle status.	31/08/2017		



Directorate		DCC Organisation & Governance		
Job Name		Creditors 2017-18 (Agile Audit)		
Risk Rating		Moderate Risk		
Recommendation Number		Rec 6 rec 8		
Responsible officer		Head of Procurement & Contracts		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
In the absence of the Accounts Payable Manager, invoices rejected as part of the indexing processes are not being reviewed / dealt with and the facility to make bulk bank account changes was lost.	Invoices rejected as part of the invoicing process should be reviewed on a daily basis, in the absence of the Accounts Payable Manager (who normally undertakes the review), should be identified to undertake the duty. With the necessary training being supplied as required.	01/08/2017		
There was no independent check to verify that request from suppliers to change bank account details were legitimate.	We recommend that the checks on supplier account amendments are reinstated. The checks should be evidenced by the officer performing them.	01/08/2017		



Directorate	DCC Organisation & Governance			
Job Name	Payroll 2016-17			
Risk Rating	Moderate Risk			
Recommendation Number	10			
Responsible officer	HR Data Manager			
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
A formal and structured Data cleansing process had not been established in the Council's Payroll system since its introduction in 2014.	We recommend that formal arrangements exploiting expertise from Midland HR are expedited for the cleansing of data in the system. Attention should be paid to the Council's data retention and classification schedules.	31/08/2017	(blank)	



Department Name: People Services

Directorate	DCC People Services			
Job Name	Business Intelligence			
Risk Rating	Moderate Risk			
Recommendation Number	4			
Responsible officer	Acting Head of Integrated Commissioning			
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
Quality assurance information was not being recorded on the ContrOCC system and the Organisational Safeguarding Module on the LAS system had yet to be implemented.	We recommend that the Head of Business Intelligence investigates the possibility of recording information on quality assurance, relating to both Home Care and Residential Service Providers, on the ContrOCC system to enable formal reporting and greater awareness of issues within the Council. Furthermore, consideration should be given to implementing the Organisational Safeguarding Module on the LAS system to enable system alerts to be sent to the Assessment Teams, against all customers receiving services from a particular Service Provider where potential issues had been identified.	31/07/2017	02/10/2017	ContrOCC v10 and LAS v8 was successfully installed on 14 July 2017, including functionality for recording Organisation Safeguarding. This is now being tested, and issues found are being corrected. The absence of key individuals over the summer period means this is taking longer than expected. Completion expected by the end of September, with a go-live planned for 2 Oct 2017.



Directorate		DCC People Services		
Job Name		Business Intelligence		
Risk Rating		Moderate Risk		
Recommendation Number		5		
Responsible officer		Head of Community Services		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
Care Plans, and the subsequent care packages, were not being reviewed on a timely basis.	We recommend that the Head of Community Support take action to reduce waiting lists on reviews to an acceptable level, in line with the statutory requirements of the Care Act. Thereafter, sufficient control(s) should be put in place to maintain a sustained reviewing programme with priority around reviews embedded into to programme going forward.	05/09/2017	01/04/2018	Funding for reviewing the Locality team has been extended until March 2018, so the action will be that the team will continue until then. By which time a structured approach should be in place to maintain a sustained reviewing programme going forward. Furthermore, Head of Direct Service has for the last couple of weeks started to look at reviews.



Directorate		DCC People Services		
Job Name		Business Intelligence		
Risk Rating		Moderate Risk		
Recommendation Number		7		
Responsible officer		Head of Performance & Intelligence		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
Various officers had made informal requests for reporting requirements, for monitoring Residential and Community Care contracts, but there had been no formal Terms of Reference or guidance on what was actually required and what performance information should have been reported.	We recommend that the Head of Business Intelligence liaise with management to identify the exact reporting requirements in order to co-ordinate the approach to reporting. Terms of reference should be devised for each set of reports which clearly identify the reporting parameters, data source, required fields, etc. in order for the reporting process to be fully undertaken. Each terms of reference should be agreed and signed-off by the Head of Business Intelligence and the manager requesting the report to ensure the validity of the process.	30/09/2017	01/10/2017	The Business Object Launchpad has been deployed to Adult Social Care operational managers with a suite of MI reports to help them manage the business process. Requests for amendments and/or new reports can be made at any time. A review of reports required to support residential and community care contracts will take place during September.

Department Name: Communities and Place



Directorate		DCC Communities & Place		
Job Name		External Funding		
Risk Rating		Moderate Risk		
Recommendation Number		Rec 2 Rec3		
Responsible officer		Principal Accountant		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
The methodology for calculating and monitoring loan repayments and producing the Derby Enterprise Growth Fund cash flow statement was complex, convoluted and time intensive involving a number of spreadsheets with interdependencies that were prone to human error.	<p>We recommend that the methodology for updating the Derby Enterprise Growth Fund cash flow spreadsheet should be reviewed and simplified to make it less time consuming and less prone to human error.</p> <p>We suggest that the Finance and Regeneration teams work in consultation, with the view to sourcing a multifunctional system that would generate an updated cash flow statement.</p>	31/07/2017	(blank)	

The spreadsheets used to calculate and monitor loan repayments and produce an up-to-date cash flow statement contained formula driven cells that had not been locked down and protected from unwanted changes and tracked changes was not activated on the spreadsheets..

We recommend that if a spreadsheet system continues to be used the following controls should be adhered to:

- Protection: the spreadsheet should be password protected and cells should be locked down to avoid formulae from being changed and deleted.
- The 'Track changes' facility should be enabled in order to identify any additions and amendments made to the spreadsheet.

• Change Control: To maintain data integrity, any spreadsheet changes to formulas, format and function should require written approval. All control activities need to be documented.

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- Protection: the spreadsheet should be password protected and cells should be locked down to avoid formulae from being changed and deleted.
- The 'Track changes' facility should be enabled in order to identify any additions and amendments made to the spreadsheet.

• Change Control: To maintain data integrity, any spreadsheet changes to formulas, format and function should require written approval. All control

31/07/2017 (blank)



activities need to be documented.



Anti-Fraud Assurance

Directorate		DCC Anti-Fraud & Corruption		
Job Name		Registrars		
Risk Rating		Moderate Risk		
Recommendation Number		2		
Responsible officer		Senior Registration Services Officer		
Control Issue	Recommendation	Action Date	Revised Action Date	Status Update Comments
There was no formal, documented procedure in place to control the use and security of birth, marriage and death certificates.	We recommend that the Registration Services Manager should ensure that all staff are aware of their responsibilities with regard to certificate stock control. A formal stock procedural guidance document should be produced that defines what stock should be included in the process, what details should be recorded, when and by whom.	31/08/2017	31/10/2017	All staff are well aware of their responsibilities with regard to stock handling and control. All are aware of the guidance available on the GRO registrar's website. The staff meeting was delayed due to other operational issues arising. We are still in the process of constructing a more formal stock guidance document. I would hope to have this in place by the end of October."