This is a schedule of all recommendations where the target date for implementation has passed and either the recommendation has not been fully implemented, or the auditee has failed to provide information on whether it has been implemented.

Ref	Audit year	Department	Audit Name	Assurance	Recommendation	Priority (1/2/3)	Agreed Target date	Responsible Officer	Status/ Comments
1	2011/12	School	Queens Manor Primary School	Substantial	All members of the Governing Body and officers with financial decision making responsibilities should be reminded of the requirement to complete a declaration of interests. The outstanding declarations identified should be sought and the Register of Pecuniary Interests updated accordingly.	2	30/06/2011	Chair of Governing Body and Clerk	
2	2011/12	School	Queens Manor Primary School	Substantial	The virement sheet maintained should be signed by the Headteacher to evidence the approval of transfers of funds to various cost centres.	2	30/06/2011	Headteacher and School Administration Officer	
3	2011/12	School	Queens Manor Primary School	Substantial	A formal reminder should be sent to all members of staff who undertake financial administration duties to comply with the following requirements of the School Financial Procedures Manual: • Official purchase orders should be raised on SIMS where possible prior to any order being placed; • The required number of quotations should be sought for goods/services in excess of £1,500.	2	30/06/2011	Headteacher and School Administration Officer	

Ref	Audit year	Department	Audit Name	Assurance	Recommendation	Priority (1/2/3)	Agreed Target date	Responsible Officer	Status/ Comments
4	2010/11	School	Sir John Lillie Primary School	N/A	Official orders should be raised for both goods and services in line with Section D8 of Keeping Your Balance - Standards for Financial Management in Schools	2	30/06/2011	School Business Manager	
5	2010/11	School	Phoenix High School	Substantial	Formal appraisals should be introduced for all staff with financial management responsibilities.	2	31/03/2011	Headteacher	
6	2010/11	School	Larmenier and Sacred Heart	Substantial	Where goods, works or services are estimated to cost in excess of £10,000, three independent quotations should be obtained. The quotations should be retained for future reference in order to demonstrate that the School has sought value for money.	2	31/01/2011	Headteacher	
7	2010/11	School	Larmenier and Sacred Heart	Substantial	Staff should be reminded that VAT should only be reclaimed on invoices that state the supplier's VAT registration number.	2	31/01/2011	Headteacher	
8	2010/11	School	Queensmill School	Substantial	Declarations of pecuniary interests should be obtained for all Governors and staff with financial management responsibilities on an annual basis. The opportunity to declare interests should be provided at each Governing Body and Finance, Personnel and Premises Committee meeting. This may be added as a standing item to the agenda.	2	31/05/2011	Head teacher	

Ref	Audit year	Department	Audit Name	Assurance	Recommendation	Priority (1/2/3)	Agreed Target date	Responsible Officer	Status/ Comments
9	2009/10	School	Cambridge School	Substantial	Inventory records should be promptly updated to record all acquisitions and disposals of valuable and portable assets prior to the inventory being circulated for use. All assets should be indelibly and visibly security marked with the name of the school. Further, an annual inventory check should be undertaken, recorded, certified as correct and its results reported to the Governing Body.	2	17/05/2011	Business Manager	**Following delays in Asset Management System, Governor approval has been sought to delay until July, in order to coincide with School move. Next Governor's meeting to be held 17th May**
10	2009/10	School	Cambridge School	Substantial	The School should register the computer data with the Data Protection Registrar. Once registration is complete, the School should retain a copy of the certificate on site so as to demonstrate compliance with the Data Protection Act 1998 Further, the Governing Body should formally approve the Confidentiality Policy. Evidence of the approval should be documented in the minutes of the relevant meeting to which the policy was approved.	1	17/05/2011	Headteacher	**The School registered with the Data Protection in November 2009 and has a copy of the certificate on file. The Confidentiality policy is currently under review and will be submitted to the full governing body at the next meeting - 17/5/11**

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11	2009/10	School	Brackenbury School	Limited	Inventory records should be promptly updated to record all acquisitions and disposals of valuable and portable assets prior to the inventory being circulated for use. All assets should be indelibly and visibly security marked with the name of the school. Further, an annual inventory check should be undertaken and recorded, certified as correct and its results reported to the Governing Body.	2	31/05/2011	School Administration Officer	22/09/10 - Head teacher and the SAO at Brackenbury and we can confirm that all the 21 recommendations for Brackenbury school have been implemented. Implementation status updated as a result of follow up conducted in December 2010
12	2010/11	Community Services	Personal Budgets	Substantial	The Support Planning service specification detailing the expectations of the service and how the performance of the service will be measured should be finalised.	2	30/06/2011	Assistant Director – Adult Social Care	
13	2010/11	Community Services	Personal Budgets	Substantial	Full financial assessments should be subject to management review. Where it is considered that there are insufficient resources to undertake management reviews for all assessments, regular sample checks should be undertaken to gain assurance that assessment are being completed correctly. Evidence of these checks should be retained	1	30/04/2011	Finance Manager	

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14	2009/10	Community Services (HFBP)	Abacus IT Audit	Substantial	The Council should ensure that a formal reconciliation of data transferred to and from Abacus is carried out for each interface.	2	17/06/2011	Head Of Performance And Information Team, CSD & Finance Manager, CSD	Extension of 3 months agreed by IAM (20/5/10) due to recent change to Abacus SLA that meant HFBP is now responsible for implementation of this recommendation. 11/08/10 - KN - The Council have been given the tools to reconcile the data between Frameworki-Abacus-Cedar - they are now responsible for doing the reconciliation. No further action required from HFBP. Progress has been made, but further work is required on interface. LBHF & HFBP submitted development requirements to Corelogic – suppliers of FWI. WPR42346 Implementation date tba. (Report to CSD DMT Dated 20th October 2010) 18/03/11 - WPR scheduled implementation date revised by PM, new date 29/04/2011.
15	2010/11	Environment (HFBP)	CAMSYS	Substantial	The Council's ICT partners, HFBP Management should ensure that appropriate Business Continuity Plans and Disaster Recovery arrangements for corporate systems including tf.facility is defined and documented for the timely restoration of the system and service for staff in the event of an incident. Furthermore, the BCP and DR for tf.facility should be reviewed, tested and documented on an annual basis.	2	20/04/2011	Application Services Team Leader and System Administrator, HFBP	26/11/10 - CAMSYS not currently included in DR plans as part of Business Continuity.

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16	2010/11	Environment	Asset Management	Substantial	The Asset Management Strategy should be periodically reviewed, updated and approved by Cabinet (where changes are made). The Strategy should make reference to the Smartworking Programme and any other relevant plans and strategies related to asset and accommodation management.	2	31/03/2011	Assistant Director Building & Property	
17	2008/09	Environment	PCN Processing (ISA 315)	Limited	The contractor should be requested to report monthly on the performance indicators that were included in the contract and that cover all services provided.	2	01/04/2011	Parking Control Group Officer	This is now happening ***Follow-up finding 11/2/11 - Action still required -*** Management should liaise with the contractor to request that the monthly KPI report is issued separately from the monthly invoices to allow them to be received promptly. The results of these reports should then be discussed at the monthly meetings. {New implementation date of 31/3/11 agreed}
18	2008/09	Environment	PCN Processing (ISA 315)	Limited	The Unallocated Cash Payments report should be produced and cleared on a monthly basis. When amounts can not be allocated to specific cases, a note should be made against each case so that they can be identified in subsequent reports.	2	30/04/2011	Principal Control Officer	**Follow-up finding 11/2/11 - Action still required -** A report of all payments within the unallocated fund should be run on a periodic basis to identify long-standing unallocated payments. A policy should be developed that if a payment remains unallocated for a significant period of time (for example two years), it is written back to the Council's accounts. {New implementation date of 30/4/11 agreed}
19	2009/10	Finance & Corporate Services (HFBP)	Laptop and Mobile Asset Management and Security Audit	Substantial	A process should be established for periodically reporting and reviewing remote access logs to terminal servers. Items to be reviewed should include but not be limited to: • unsuccessful access attempts; and • access attempts to sensitive menu options.	2	30/04/2011	HFBP Group Security Manager/ H & F Information Manager	

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20	2009/10	Finance & Corporate Services	Corporate Information Management and Security	Substantial	Clear Desk Policy audits should be updated to include a requirement for business unit managers to undertake periodic Clear Desk audits.	2	31/03/2011	Information Manager	Progress has been made on all of these actions but they have encountered a 6 month delay due to extenuating circumstances. They are all key deliverables of the Information Management Strategy (Information Manager - 7 June 2010).
21	2009/10	Finance & Corporate Services (HFBP)	Data Storage and Backup Recovery Audit	Substantial	A process should be established for carrying out periodic test restores for back up data across all Council systems.	2	25/03/2011	Server Infrastructure Manager	16/12/2010 - Work order raised with HFBP Server Team to be scoped. 18/03/2011 - HFBP to discuss with H&F. Will need new infrastructure for these restores and confirm whether H&F would pay. End date to change to 25/03/2011
23	2009/10	Finance & Corporate Services (HFBP)	Citrix and VMware	Substantial	Management should assess the virtual computing environment security settings against the best practice security arrangements to formally agree the appropriateness of the settings applied and apply change controls to the agreed documented device build configurations.	2	31/01/2011	Client Server Infrastructure Manager(HFBP)/Senior Finance and Contract Monitoring Officer	21/03/11 - WO created and assigned to HFBP Server Team

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24	2010/11	Housing & Regeneration	Accessible Housing Register/ Housing Options - Project Management	N/A	A detailed benefits plan should be developed, including but not limited to the following: • Clearly documented aims and benefits (tangible and intangible) of the project; • Where appropriate, inclusion of when the benefits will be delivered and quantified volumes and targets to be achieved; • Details regarding the process and frequency of monitoring both during the project and after project completion; and • The process of reporting progress, particularly on dealing with delays to progress and issues arising, to the Project Board (or to senior management where the Board no longer meet).	1	15/04/2011	Project Manager (Occupational Therapy Team Manager)	Updated following follow up visit on 24/2/2011
25	2008/09	Housing & Regeneration	Capital Budgeting and Accounting	Substantial	Documented procedures should be established for capital accounting and budgeting. Any procedures established should be reviewed on a regular basis.	2	31/05/2011	Housing and Regeneration Finance Manager	Capital accounting procedures completed. CSRM will try to complete budgeting procedures by 31 December 2010. (Andy Lord, 14 May 2010) The capital accounting procedures have been completed but the budgeting procedures remain outstanding. With the pressures of MTFS and World Class Financial Management it is not currently possible to take someone off their regular duties for a week to write up the budget procedures. Implementation date change from 31/10/2009 to 31/12/2010 agreed by IAM 1/6/10 Housing & Regeneration Finance received this request on 7th April 2011. Due to resources within the team being devoted to closing the accounts, it is not anticipated that this task can be completed until the end of May 2011

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26	2008/09	Housing & Regeneration (H & F Homes)	Housing Rents	Substantial	In addition to monitoring the monthly aged debt analysis report there should be an independent review of a selection of individual debtor accounts to ensure that the action plans are appropriate and in accordance to debt policies.	2	11/04/2011	Head of Neighbourhood Services	This is an income management function which will be taken up with the Housing Services Managers. **(Update - January 2010)** *Partially Implemented* - A comprehensive review of the management of individual debtor accounts was carried out in June 2010 by the Audit Commission as part of their Inspection and reviews are carried out each month as part of each Senior Housing Officer's performance management work. The Rent Management Service Improvement Group is also introducing peer audits between offices, with the first audit of cases due to happen in March 2010. **Update - July 2010 -** Senior Income Officers carry out monthly case monitoring to check the escalation policy has been applied in line with the procedure within their own teams. When the new Income Team structure is put in place in September 2010 random audits will be completed by the Team Manager. **{Update - February 2011}** - A full audit of the top 300 rent arrears cases was carried out to see what actions were taking place and what actions the system was triggering in response to aged debt/ The results were not to the standard expected. Some systems glitches were identified and moreover the way in which Rents officers were using the system to track cases of aged debt was not correct. A system rebuild is currently underway to introduce new escalation policies that will more adequately prompt actions for aged debt. Key to this is retraining of all rents officers in the use of arrangements - with arrangements automatically prompting the Officers to cases where historic debt has been static or where the case is not reducing in line with agreements made. Training for all officers and managers begins 14th March and new escalation go live is scheduled for 11th April

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27	2010/11	Residents Services (HFBP)	Spydus Application Audit	Limited	The Council's partners for ICT managed services, Hammersmith & Fulham Bridge Partnership (HFBP) should perform a full evaluation of the systems and services provided to the Libraries, particularly in response to the Library Service having lost the Systems Librarian. Furthermore, to define and formally approve with the Library Service and implement a specific formal Service Level Agreement (SLA) with procedures established to monitor the service of in-house support and maintenance of the Spydus application and library services against the SLA.	2	01/03/2011	Deputy Head of Libraries (LBHF) and Head of Application Services (HFBP)	21/03/11 - Libraries SLA written but not signed off, needs to be update to take into account change in circumstances regarding H&F deciding not to replace Systems Librarian.
28	2009/10	Residents Services	Trade Waste - Financial Management and Debt Recovery	Substantial	Roles and responsibilities for trade waste debt recovery at both a departmental and corporate level should be formally defined, documented and communicated to staff. These should include as a minimum: • The role of the corporate debt recovery function; • The role of departmental recovery officers, • The way in which the two should interact, and • The circumstances under which exceptional action (such as legal action and write offs) should be instigated and the processes involved.	2	31/03/2011	AD for Finance And Resources	Corporate Income & Debt Management policy to be rewritten as part of World Class Financial Management Transformation Programme - this is a specific project stream of the main programme. Corporate Policy will then be translated to service policies as appropriate, one of which will be for Trade Waste. Work cannot commence on this until the WCFM project commences in January 2011, with a completion target of 31st March 2011.

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29	2009/10	Residents Services	Leisure Centre Contract Management	Limited	Formal agreement should be made between the Council and GLL on the frequency and amount of income to be paid for the Hammersmith Fitness and Squash Centre and Lillie Road Fitness Centre. Where an agreement is currently in place, a copy should be obtained.	1	31/03/2011	Community Sports Manager	There is formal agreement between the Council and GLL on the frequency and amount of income to be paid for the Hammersmith Fitness and Squash Centre and Lillie Road Fitness Centre. Implementation status updated as a result of follow up conducted in December 2010 GLL have not signed agreement letter sent.

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30	2008/09	Residents Services	CCTV Monitoring Unit	Limited	As part of good password controls, the following logical controls should be implemented in the new Meyertech solution: • Passwords are force changed every 30-90 days; • Password combination of alphabetic and numeric characters; • Password history is maintained to ensure that passwords are not recycled; • Default passwords are force changed on first entry; • Log off users if their computer is left unattended for a period of time; and Disabling or deleting accounts where there has been no activity for a period of time.	2	01/04/2011	Head of Emergency Services	New front end software environment will provide for these recommendations and will be implemented when new front end software has been sourced and purchased. 07/01/09 10/10/09 see above re recommendation will be completed on installation of front end. Target date end of March 09. PARTLY COMPLETE Update 06/04/09 Meyertech software now purchased Phase 1 of installation is now complete as above. Engineers' operation evaluation & training of operators currently being undertaken. On installation Fusion 2 - recommendation re automated password will be implemented, but this will not be completed until end of second quarter due to proposed expansion. Recommendation will be fully implemented as soon installation of Fusion2. August 09 update – Passwords x 4 – will be implemented on delivery of Fusion 2. Equipment purchased by Council and will be installed by 30/09/09. Slippage due to TVNP3 implementation and delay in TfL delivering BT circuits. Log of users – complete. UPDATE 19/10/09 – TVNP3 now installed and this project is being commissioned on the 21/10/09 by TfL. Meyertech now waiting upon GIS mapping tiles to install Fusion 2. Log of users also now installed in keyboard – if inactive after 15 mins. Recommendations moving in right direction – Meyertech to complete works by 16/11/09. (Adrian Price). (Implementation date changed to 16/11/09 - IAM (20/10/09)) Meyertech has been fully installed and the control room experienced glitches with the software. Fusion 2 has not been purchased due to unforeseen end of year budget constraints. Total costs with contingency £34.5k. This recommendation will now be fully achieved through other Sect.106 funding streams this financial year. Logical controls surrounding passwords will then be fully achieved. CCTV report to be submitted to EMT 8/9/10