

GMCA Audit Committee

Date: 15 November 2023

Subject: Audit Action Follow up

Report of: Sarah Horseman, Deputy Director Audit and Assurance, GMCA

PURPOSE OF REPORT

This report advises Audit Committee of the progress made in implementing the agreed actions from internal audit assignments.

RECOMMENDATIONS:

Members are asked to review the progress of the implementation of Internal Audit actions.

CONTACT OFFICERS:

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Equalities Impact, Carbon, and Sustainability Assessment:

N/A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS:

N/A

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution?	No	
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No	
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

1 Introduction

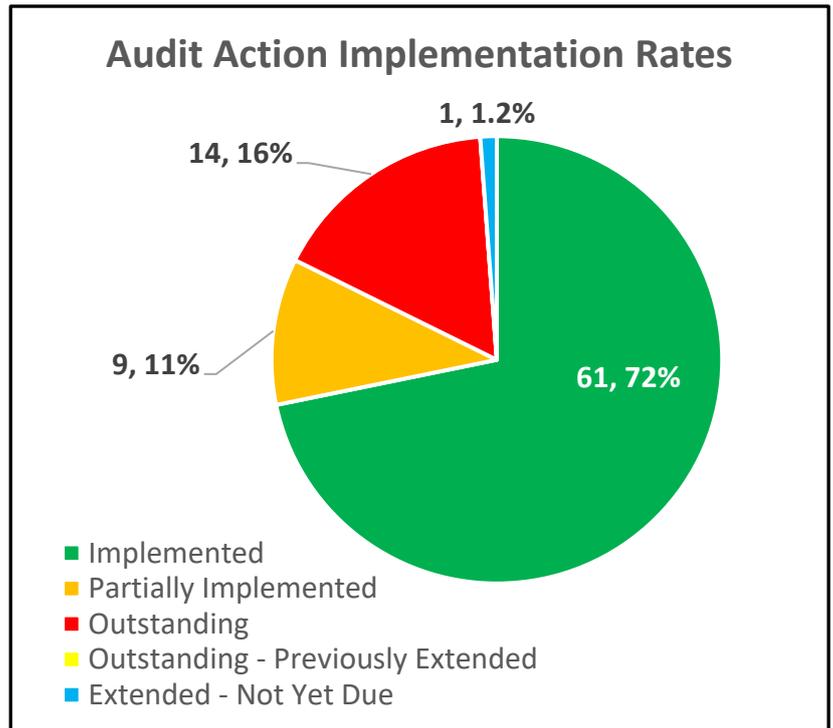
- 1.1 The GMCA Internal Audit Plan comprises a range of audits agreed by Senior Leadership Team and Audit Committee. Each audit assignment concludes with the issue of an audit report and agreed actions for implementation. Each action has a named responsible officer and an agreed target implementation date.
- 1.2 Internal Audit has responsibility for the follow up of all audit actions and reporting to Audit Committee on progress made.
- 1.3 This report provides an overview on the status of outstanding of Internal Audit actions.

2 Agreed Process

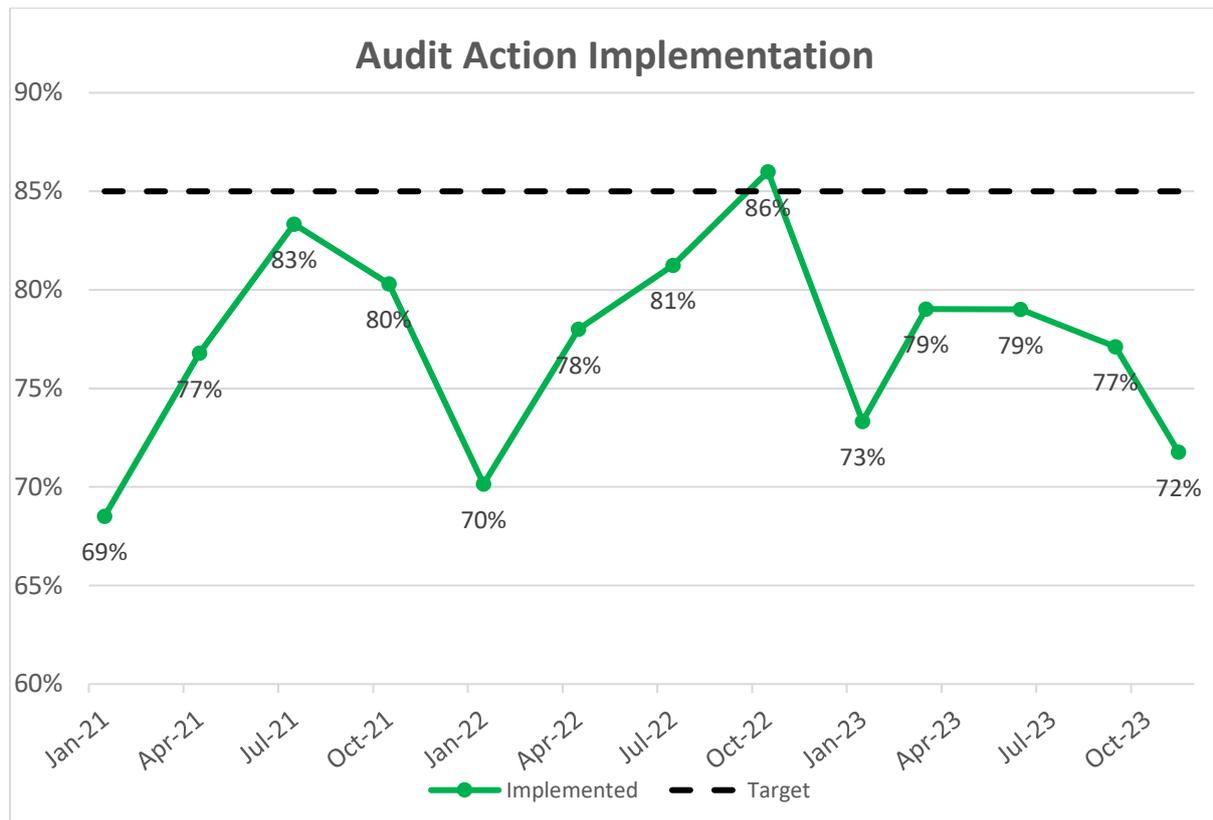
- 2.1 It is the responsibility of management to implement audit actions on time and provide updates for the tracker. To aid facilitation of this, Internal Audit maintains the action tracker which is shared with risk owners to capture updates on progress of outstanding actions.
- 2.2 GMCA Senior Leadership Team retains responsibility for overseeing the timely implementation of all audit actions and assessing the impact on risk.

3 Current Status

3.1 As of November 2023, **72%** of Internal Audit actions due in the last 2 years have been implemented, against the target rate of 85%.

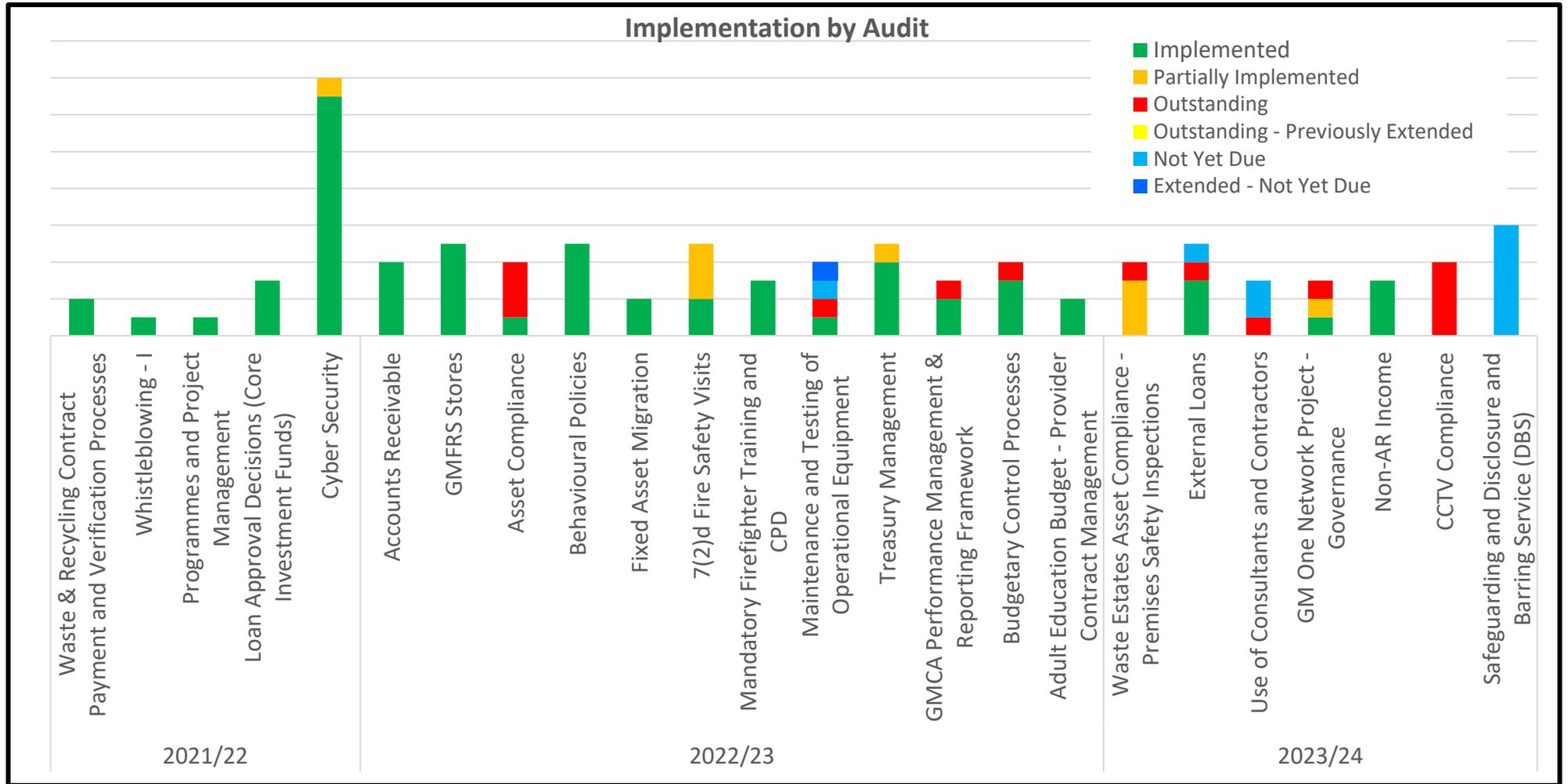


3.2 The chart below shows that implementation rates have dropped slightly on those previously reported in September 2023.



4 Analysis of Audit Actions – by Audit

4.1 The chart below shows the status of implementation of audit actions by audit.



- 4.2 Since our last report, thirteen outstanding actions are now considered fully implemented. Thirteen new actions have become due relating to Audit reports previously shared with Audit Committee.
- 4.3 Several actions remain outstanding from the GMCA Estates Asset Compliance and CCTV Compliance audits, and management have requested extended time to implement these. There is an ongoing Estates workstream review being conducted by the new Interim Head of Estates and we will await the outcome of this to understand the priority improvement actions required for the service.
- 4.4 ICT/Digital There is one outstanding management action relating to IT disaster recovery arrangements. While this action has not yet been fully implemented arrangements have been moved on since the Cyber Security audit. This has been considered as part of the most recent IT threat and vulnerability review and new actions agreed that reflect the current position and current best practice as such the outstanding Cyber Security action will be superseded by the remediation plan for Threat and Vulnerability Management.
- 4.5 GM One network Project actions has one outstanding remaining action around seeking to utilize more senior GM engagement and sponsorship to help promote and publicise this flagship project and the attraction of new partners.
- 4.6 Details of all overdue actions and management updates on progress have been included at **Appendix A** to allow Members opportunity to consider and comment on these.

5 Analysis of Audit Actions – by Risk Rating

5.1 The table below shows the status of audit actions by the risk rating of the associated audit finding.

Action Status	Total	Critical	High	Medium	Low
Implemented	61	1	9	33	18
Partially Implemented	9	0	2	5	2
Outstanding	14	0	6	4	4
Not Yet Due	10	0	2	5	3
Extended - Not Yet Due	1	0	1	0	0
Outstanding - Previously Extended	0	0	0	0	0
Total	95	1	20	47	27

5.2 The total number of actions being tracked this quarter is 95. Sixteen completed actions over two years old have been removed from the tracker in the current period.

5.3 Any actions that are over two years old but have not been fully implemented will remain on the tracker until these have been completed and reported as implemented for at least one period.

Status of Overdue Actions at 31 October 2023

The list is sorted and colour coded by the “age” of each audit action.

Due date	Audit	Overall Audit Opinion	Action (Summary)	Risk rating	Status	Update for Committee
Sep-22	Programmes and Project Management	Reasonable	Project Management Framework	Medium	Superseded	This action has been incorporated into SLT workstreams which are looking at the wider governance framework of the organisation. We will continue to monitor this via involvement in the workstreams.
Jan-23	7(2)d Fire Safety Visits	Reasonable	Implement QA process for 7(2)d visits	Medium	Partially Implemented	Dip test sampling has commenced. Guidance has been published in the OI policy. Underlying assurance policy is drafted, awaiting publication.
Jan-23	7(2)d Fire Safety Visits	Reasonable	Review resource for OI policy	Medium	Partially Implemented	Backlog of OIS visits cleared through temporary resource on fixed term contracts which have now concluded. Developing projections for resourcing future visits.
Jan-23	7(2)d Fire Safety Visits	Reasonable	Develop KPIs to support consistent management of performance	Low	Partially Implemented	Guidance is now complete not yet rolled out to all boroughs.
Mar-23	Asset Compliance	Limited	Reprocure statutory compliance contracts	High	Outstanding - Extend to Jan 24	Proposed to extend to January 24 in line with ongoing review of the Estates function.
Mar-23	Asset Compliance	Limited	System to record fire alarm (and other onsite) tests	Low	Outstanding - Extend to Jan 24	

Due date	Audit	Overall Audit Opinion	Action (Summary)	Risk rating	Status	Update for Committee
Mar-23	Asset Compliance	Limited	Procedure notes to be developed that explain use of BWO estates	Low	Outstanding - Extend to Jan 24	
Mar-23	Cyber Security	Reasonable	Align BCPs to IT capabilities	High	Partially Implemented	Number of tasks undertaken which have moved the organisation forward but still work to be done, the recent Threat and Vulnerability Management Audit will pick up actions which are now to be taken forward so this action is likely to be superseded by those once the remediation plan is completed.
Jul-23	Treasury Management	Reasonable	Schedule of Treasury Management Training	Low	Partially Implemented	Members received training in June 2022 but a future programme of scheduled training is yet to be finalised and discussions are ongoing over the format of this.
Jul-23	Maintenance and Testing of Operational Equipment	Limited	Station Maintenance Records	High	Outstanding - Extend to Jan 24	It has now been agreed that the new asset management system Papertrail will be rolled out to stations allowing one form of inventory and maintenance records which can be centrally accessed by all. This will be done in Phase 2 of the project which will complete by June 2024.
Sep-23	External Loans	Reasonable	Completion of responsibility matrix	Low	Outstanding	Under development.
Sep-23	Budgetary Control Processes	Reasonable	Service Engagement and Training	Medium	Outstanding - Extend to March 24	A training programme has been put together and is currently being reviewed and refined with rollout to staff expected by March 2024.

Due date	Audit	Overall Audit Opinion	Action (Summary)	Risk rating	Status	Update for Committee
Sep-23	GM One	Reasonable	Inclusion of GM One risks in GMCA risk register	Medium	Partially Implemented	Methodology for how risks will be reported and incorporated into the GMCA risk register have been agreed and will be formally enacted from the November 2023 board meeting onwards.
Sep-23	GM One	Reasonable	Promotion of the GM One Network	Medium	Outstanding	A number of individual tasks have been undertaken in this area but there is more work required to embed a suitable pathway going forward, work is ongoing in this area though.
Sep-23	Waste Assets	Limited	Completion of safety risk assessments	High	Partially Implemented	All required risk assessments have now been identified and the majority completed, the final few assessments are expected to be completed and reviewed by the end of November 2023.
Sep-23	Waste Assets	Limited	Maintenance Schedules to be developed	Medium	Partially Implemented	A draft maintenance schedule has been created and is currently going through the review process to ensure all elements have been completed. We expect this to complete by November 2023.
Sep-23	Waste Assets	Limited	Compliance Monitoring and Reporting (Cat A sites)	Medium	Partially Implemented	An initial review has been completed to identify all work recently undertaking, work in ongoing with Suez to ensure that all required monitoring is included and to determine how results of these checks will be shared going forward.
Sep-23	Waste Assets	Limited	Record actions arising from compliance checks and follow up	Low	Outstanding	This action will follow on from completion of the risk assessments and maintenance schedules. We expect work to have

Due date	Audit	Overall Audit Opinion	Action (Summary)	Risk rating	Status	Update for Committee
						progressed on this by the end of the Calander year.
Oct-23	CCTV compliance	Limited	Publish up to date CCTV Policy	High	Outstanding - Extend to Jan 24	Extended to Jan 24
Oct-23	CCTV compliance	Limited	Complete inventory of CCTV Assets	High	Outstanding - Extend to Jan 24	Extended to Jan 24
Oct-23	CCTV compliance	Limited	DPIA for GMFRS CCTV assets	High	Outstanding - Extend to Jan 24	Extended to Jan 24
Oct-23	CCTV compliance	Limited	Installation of all relevant signage	Medium	Outstanding - Extend to Dec 23	Extended to Dec 23
Oct-23	Use of consultants	Limited	Develop procedure for appointing consultants	High	Outstanding	Awaiting update
Oct-23	Performance Management	Reasonable	Align Business Planning and Budgeting activities	Medium	Outstanding	Awaiting update