

	Audit Recommendation	Action Taken as reported in Appendix 5 of March 2014 Executive Report	Further actions identified	Owner	October 2014 Update
<b>1</b>	<b>Appendix One</b>	<b>Investigation into the Procurement and Management of Impart Links</b>			
1.1	Whenever any major contract is due for renewal, the process for the retender and the procedures to be adopted should be appropriate to the nature and scale of the contract and the risks involved.	<p>Every opportunity, including SMT reports in recent years on Procurement, formal and informal training, email reminders, items on the intranet, is taken to remind Budget Managers of the need to plan ahead for all procurement activity and involve the Procurement Team to agree the procurement process.</p> <p>A report to January 2014 SMT entitled "Finance update – Procurement, Orders, Invoices and Contract Management" sought to remind officers across the Council of the procedures to be followed. Heads of service were charged with making sure the report was brought to all officers' attention, with assistance from a Big Button item on the Intranet.</p> <p>The new Procurement Team have been working with Budget Managers to update the Contracts Register and ensure there is mutual understanding of forthcoming tender activity, and appropriate plans for it. This work will be completed by the end of March.</p> <p>With the new Procurement Team in place, there will be greater emphasis on central co-ordination of procurement activity and compliance/enforcement</p>	<p>(1) Contract Register updated following discussions with Budget Managers. Instructions to be issued to SAMS.</p> <p>(2) SAMS to confirm Contract Register accurate and provide regular updates.</p> <p>(3) Budget Managers to plan all their procurement activity pro-actively in advance and discuss with Procurement Team.</p> <p>(4) Monitor resource/impact on Procurement Team of greater emphasis on central co-ordination of procurement activity and compliance/enforcement.</p>	<p>Procurement Officer/SAMS</p> <p>SAMS</p> <p>Budget Managers</p> <p>Head of Finance</p>	<p>Meetings held with Service and contract managers to update contract register. Meetings have provided basis for discussions on procurement requirements, forthcoming tenders, training needs etc.</p> <p>Updated Contracts Register being reviewed by Heads of Service. Instructions have again been issued to notify Procurement Team of any future changes.</p> <p>Discussed with Heads of Service and raised in SMT January and May 2014 reports. Plan of future procurement activity developing from Contracts Register updates.</p> <p>Procurement Team workload being assessed based on updated Contract Register, ensuring suitable involvement in all contract opportunities.</p>

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1.2	Whenever a contractor or consultant is on site in a situation where work is ordered as required as the job progresses, there should be regular monitoring, forecasting and reporting of activity, progress, cost and performance.	<p>The recent report to SMT (see above) reiterated some of the basics in contract management.</p> <p>The Budget Review process requires Budget Managers to monitor and forecast expenditure. This process is currently being strengthened by the introduction of additional cost centres, where appropriate, to isolate expenditure on specific contracts.</p> <p>Investigations are currently underway with the system supplier on the use of job cost codes within the General Ledger to assess whether this will assist in contract management. The initial investigations are hoped to be completed by the end of April.</p> <p>Further, specific, Contract Management training will be delivered during 2014/15. HR will be confirming dates shortly.</p>	<p>(5) Active contract management (detailed components of not listed here).</p> <p>(6) Identify relevant Contract Management Training needs for individual officers.</p> <p>(7) Contract Management Training to be arranged and attended.</p> <p>(8) Budget Managers and Accountants together to review each contract and how the contract spend is monitored against the contract, including how the relevant budget is held on Total, and review additional cost centre/codes required to assist manage contract budget more transparently.</p> <p>(9) Annual call off orders to be raised on Total for all contracts spanning full year.</p>	<p>Budget Managers</p> <p>SAMS/Procurement Team</p> <p>HR/Procurement Team</p> <p>Budget Managers /Accountants</p> <p>Budget Managers</p>	<p>Contract Management training provided by WCC for Property Services. Further contract management training being sourced by HR so as to roll out from January 2015 with communication prior to this date promoting the relevant training.</p> <p>Initial list of officers needing training identified as part of Contracts Register discussions and from Personal Development Plans. Training to be structured around Contract Management and Tender process/specifications. See 5.</p> <p>Considered within May 2014 SMT report. Budget Managers responsible for monitoring contract spend. Accountants assisting/advising on most appropriate use of Total to assist with this.</p> <p>Need for annual orders raised in May 2014 SMT report and within Order training.</p>

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			(10) Orders to be raised in advance of goods and services received.	Budget Managers	Officers informed within SMT reports and Order training.
1.3	As part of the overall financial management process it should be investigated if significant changes to orders can be identified and if orders are being used in an attempt to bypass the Code of Procurement Practice	<p>An email reminder was issued in December to all Senior Officers setting out the correct Order Processing arrangements that they are required to follow.</p> <p>Help and advice on ordering is already available from the FSTeam but this will be supplemented by formal training on the order process. This is currently being prepared with ICT Trainer to allow it to be rolled out to all appropriate staff during March/April 2014.</p>	<p>(11) Total system owner to consider risk, how orders can be changed and to confirm the definitive procedure.</p> <p>(12) Order processing training to be rolled out to all users of Total.</p>	<p>Principal Accountant (Systems)/HoF</p> <p>ICT Trainer/PA(Systems)/SAMS</p>	<p>Amended orders need to be authorised, requiring involvement of 2 officers. Order limits for individual officers held within Total. Order training provided to all users of Total.</p> <p>Intensive roll-out of Order training since April 2014, with courses to be provided on an on-going basis for new starters etc. On-line training being finalised.</p>
1.4	Whenever it is declared or evident that a member of staff, be they permanent or agency, has an interest or association of any kind with any organisation that the council conducts business with, they should not be involved in any way with any aspects of dealing with them if at all practicable	Reminders are issued periodically by Deputy Chief Executive to SMT/Senior Officers of the requirement to declare all interests, gifts and hospitality. Heads of Service authorise gifts, hospitality and register of interests.	(13) SAMS to remind their teams of requirement to declare interests and have arrangements in place to manage/monitor.	SAMS	Heads of Service reminded with May and September SMT reports.

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		Tightened procedures had already been put in place within Housing & Property Services to declare all possible interests and these had highlighted DS' links to IL. A discussion will be held with SMT in March on the learning points from this case and how better records can be maintained to demonstrate the integrity of the Chinese Wall between employees making such a declaration and any relevant contractors.	(14) Review and revise Employee Code of Conduct.  (15) Review and update Code of Corporate Governance	Audit & Risk Manager  Audit & Risk Manager	Updated Code presented to September 2014 Employment Committee.  Audit & Risk Manager to update following completion of CIPFA Certificate in Corporate Governance in October.
1.5	The remuneration arrangement for DS should be examined in the light of normal council procedures and the Head of H&PS' delegated authority and also the council's agreement with Comensura.	The decision was taken to end DS' employment in early December.  Prior to his employment ending he had reduced his hours to the equivalent of 3 days per week as per the terms of the Commensura contract and the additional top-up days paid via the consultancy budget had ceased.  The implications of the decision making in relation to the remuneration arrangements were included in the brief provided to WME who were conducting the separate investigation into potential disciplinary action.	(16) Instructions over use and management of Comensura to be issued to all managers.  (17) Active management of Comensura contract  (18) Management information from Comensua to be issued to SAMS	HR  HR  HR/SAMS	After agreement with Alt SMT and a review of the control and processes within Comensura we HR are now in the process of training the HR support team and preparing narrative to SMT regarding how they plan to administer this, this will be completed by end November with relevant communication taking place between now and this time.  See 16.  See 16. HR to issue information.

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		HR are reviewing the terms of the Comensura contract with Procurement. Instructions are planned to be issued to officers on the operation and management of posts recruited through Comensura. The instructions will detail such aspects as, when it is appropriate to use, what the rates/oncosts are, how to manage the hours, expenses, dealing with extensions over the initial period.	(19) Monitor/Review agency staff employed.  (20) Changes to appointments agreed by CMT (VARF) to be confirmed by CMT.	HR  CMT/SAM S	Review has shown how use of agency staff has reduced from 34 in April 2014 to currently 19.  Part of 16.

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<b>2</b>	<b>Appendix Two Issues</b>	<b>Investigation into the Procurement and Management of One Stop Asbestos Consultants and Services Ltd</b>			
2.1	Contracts should be appropriately signed and entered into.	<p>This issue was highlighted within the January report to SMT: 'Finance update – Procurement, Orders, Invoices and Contract Management'.</p> <p>The Procurement Team have been working with Budget Managers to ensure compliance. The recent discussions with all Budget Managers, still on-going, have highlighted some further action that is needed and this is now being undertaken.</p> <p>Copies of all new contracts are now held centrally with the Procurement Team, with the contract manager holding a duplicate working copy. This check has been introduced to ensure that in future all contracts are properly signed, correctly filed and accessible.</p> <p>It has already been established that a number of the major H&amp;PS contracts, let under the Open Book Accounting method in April 2013 remain unsigned. Officers within Property Services, Procurement and Legal are currently reviewing the position in regard to these contracts and agreeing the process required to ensure they are regularised.</p> <p>The Procurement Team are now ensuring that any new tender process includes a summary report that will be presented to the relevant Head of Service prior to signing the contract.</p>	<p>(21) Original signed contracts for all existing and new contracts in Contracts Register to be issued to Procurement, Departments to retain their own working copy.</p> <p>(22) Original signed contracts to be retained in central Deeds Store.</p> <p>(23) Unsigned contracts to be signed, working with Legal/Procurement.</p> <p>(24) "Summary Recommendation Report" to be issued for all tenders ahead of awarding contract.</p> <p>(25) Procurement Team to issue instructions on information requirements to enable Procurement to update the Register.</p>	<p>SAMS</p> <p>Procurement/DMC</p> <p>SAMS</p> <p>Budget Managers /Procurement.</p> <p>Procurement/SAMS</p>	<p>Requirement now for all signed copies to be held in Central Deeds Store. May SMT report reminded officers to retain their own management copies.</p> <p>Instruction for signed contracts to be held in Central Deed Store issued. Need to cross reference contracts submitted with Contracts Register held by Procurement.</p> <p>H&amp;PS actively progressing getting signed contracts in place with 5 of the 13 March 2013 now signed. Heads of Service reminded to ensure signed contracts are in place. Signed contracts in place for all contracts since August 2013.</p> <p>Requirement to be formalised within updated Code of Procurement Practice.</p> <p>See 1.</p>

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2.2	Tender documentation should be drawn up to make it clear what is and isn't expected to be covered by the prices submitted to ensure that there is no ambiguity.	<p>Requirement of clear tender specification. Procurement Team provide help/advice here, with further tender specification training planned. Procurement Team will challenge tender documentation, but it is the contracts managers who have knowledge of the services required to be specified.</p> <p>The Procurement Team are now involved in the procuring of all contracts and are responsible for uploading tender documents into the Intend Procurement System as part of the process for seeking tenders.</p>	<p>(26) Tender/specification writing training needs assessment (see 6.)</p> <p>(27) Tender/specification writing training (see 7.)</p>	<p>SAMS/Procurement Team</p> <p>HR/Procurement Team</p>	<p>HR sourcing suitable providers. See 5.</p> <p>See 5.</p>
2.3	Contracts / contractors should be appropriately managed. The relevant manager should familiarise themselves with the contract, enabling them to ensure that the contract is adhered to and payments are appropriate and are authorised accordingly.	This issue was also highlighted in the January report to SMT: 'Finance update – Procurement, Orders, Invoices and Contract Management'. Management referred to earlier. This included an explanation of the basics of contract management that need to be adhered to.	<p>See above 5.</p> <p>(28) Review Contract Management module of Intend and consider feasibility for WDC.</p>	<p>Procurement Manager</p>	<p>See 5.</p> <p>To be reviewed following update to Code of Procurement Practice and associated documents.</p>

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2.4	Legal advice should be sought regarding the current status of the 'contract' and the payments relating to the outstanding invoices and remaining contract period.	<p>Additional, specialist, Contract Management training will be delivered during 2014/15 as discussed within the main report. The Procurement Manager is working with HR to ensure this training is delivered as soon as possible.</p> <p>Legal advice was sought and a lengthy dialogue held with the contractor resulting in full and final settlement being agreed on 20 February 2014.</p>	<p>(29) Subject to 28, rollout Intend Contract Management module and implement.</p> <p>None.</p>	Procurement Manager/Budget Managers	See 28.
2.5	A decision should be taken with regards to how the council meets its asbestos management, whether this is by the resumption of the contract or by another appointment.	<p>The Council intends to bring the management of its asbestos contracts 'in-house'. CMT have approved the recruitment of a specialist asbestos surveyor post to manage external contracts, 'own' the asbestos register, and programme survey and removal works. The post is initially being recruited via Commensura pending the Stage 2 redesign of the Asset Management team within H&amp;PS when the intention will be to make this a permanent appointment.</p> <p>An OJEU compliant procurement exercise is underway to appoint a specialist asbestos contractor to undertake all survey and removal works.</p> <p>In the meantime the current interim arrangements to enable responsive survey and removal works to be undertaken via the main repair and void contract will be strengthened to ensure the Asset Register is reviewed, updated and maintained on a timely basis and programmed surveys and removals resume. The February Executive approved an exemption to the CoPP to allow an experienced contractor to be appointed and this contract is now in place.</p>	None.		



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<b>3</b>	<b>Appendix Three Issues</b>	<b>Independent Audit Review of Selection of H&amp;PS Contractors</b>			
3.1	The Head of Finance should arrange for a complete analysis to be undertaken of all payments to five named suppliers to provide assurance that all payments in respect of those contracts were examined during this audit.	This analysis will commence in April 2014, to be undertaken by a Senior Internal Auditor.	(30) Analysis completed and reported presented to Deputy Chief Executive. CMT to meet with relevant parties and future actions agreed.	DCE	
3.2	<p>The Head of Procurement should amend the CoPP to require decisions to extend contracts to be:</p> <ul style="list-style-type: none"> <li>- Subject to the same approval process that applied to the letting of the original contract and</li> <li>- Subject to a formal report that confirms satisfactory performance of the supplier concerned.</li> </ul>	<p>Formal review and update of all Procurement documentation currently underway, bringing in the requirements of the Social Value Act and the changes to the EU Procurement Regulations recently issued. Changes to the Code will be presented to the Executive. This is to be a 2014/15 Service Plan activity for which the detailed milestones are yet to be determined.</p> <p>As part of recent discussions with Budget Managers, some potential new requests for extensions to existing contracts have been identified, with appropriate actions, e.g. the need for a report to Executive to request an exemption from the CoPP as brought to the February Executive, agreed. Further reports will be brought to future Executive meetings if appropriate.</p>	(31) Formal review and update of all procurement documentation to be included within Service Plan 2014/15.	Procurement Manager	Documents being updated, aimed to go to SMT in October ahead of Executive in December.

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3.3	<p>The Head of Procurement should develop detailed guidance regarding quality/price assurance methodologies and circulate then to all concerned. Such guidance should include requirements for:</p> <ul style="list-style-type: none"> <li>- Price scoring methodologies to always be on a precise mathematical basis</li> <li>-Tender evaluation methodologies to always be fully described in the tender invitation documents</li> <li>-All tenders to always be evaluated strictly in accordance with the methodology described in the tender invitation documentation.</li> </ul>	<p>To be addressed as part of the review and update of the CoPP and all associated procurement documentation in line with new EU Regs, the Social Value Act and the Council's business requirements during 2014/15.</p> <p>The Procurement Team review all scoring matrices before agreeing a contract is let and ensure that this is in line with recognised best practice and recommend a contract can be signed by the relevant Head of Service.</p>	(32) To be addressed as part of the review and update of the CoPP and all associated procurement documentation (see 31).	Procurement Manager	Code of Procurement Practice being updated to go to December 2014 Executive.
3.4	The Audit & Risk Manager should undertake detailed examinations of the process associated with the letting of contracts to two named firms.	The review has now been largely completed. Working papers are in the process of being pulled together and it is expected that the findings will be reported to CMT during w/c 10 March 2014.	(33) Completed. Recommendations and findings to be addressed by H&PS.	H&PS	

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3.5	During the above the Audit & Risk Manager should ensure that all relevant documents are provided for examination. Any contracts entered into with the firms concerned should be examined and a full evaluation of payments made should be undertaken.	Covered in the above process.	As above, completed.		
3.6	<p>The Head of Procurement, in liaison with the Audit &amp; Risk Manager should:</p> <p>- Seek confirmation that services are no longer being provided by a named firm</p> <p>- Consider whether there is a need for the 'contract' with one other named firm to be subjected to formal market testing</p>	<p>In respect of the first contractor (PTL) a request for an exemption from the CoPP was approved by Executive in February. This has allowed PTL to be re-engaged in their previous role for a maximum period of 8 months. This timescale covers the OJEU tender period, allowing for any unanticipated slippage, and, potentially, a handover period to the new contractor if this is considered desirable.</p> <p>In respect of the second contractor, (Insuheat), all work has now stopped and no further orders will be placed with this company.</p> <p>Discussions are taking place with the Procurement Team to agree a plan going forward for the provision of this service.</p>	<p>(34) Exemption to CoPP agreed by Executive for the continued use of PTL until a new contract has been awarded.</p> <p>(35) Works ceased with Insuheat.</p>	H&PS	Following February 2014 report, further Exemption report to October 2014 Exec.

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3.7	The Audit & Risk Manager should pursue the submission of full details relating to the letting of contracts to 2 named firms	To be undertaken by the contract audit specialist from Contractauditline (CAL Ltd) alongside their further top level review referred to below.	(36) Details relating to the letting of these contracts to be collated by H&PS. Once collated A&RM will provide to CAL to undertake review.	H&PS	Review undertaken in March 2014 by Internal Audit and included as Appendix 6 within the March Executive report.
3.8	<p>During the above the Audit &amp; Risk Manager should ensure that:</p> <p>-All documents are provided for examination</p> <p>- Fully review all documents and, in liaison with the Deputy Chief Executive, decide whether either of the 2 contracts should be subjected to more detailed examinations around the contract extension criteria and quality/price scoring methodologies</p>	To be covered in the above process.	See 36.		See 36.

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3.9	In view of the findings of the top level review the Deputy Chief Executive, in liaison with the Audit & Risk Manager, should consider whether similar top level reviews should be undertaken of the processes associated with the letting of contracts to a further 8 named firms indicated as having received more than £100,000 inc VAT since 1/4/12	<p>CAL Ltd. have been commissioned to undertake this further review.</p> <p>The relevant documentation is currently being collected from the Delta Procurement system and manual records held within H&amp;PS and it is anticipated the audit will commence in April.</p> <p>Discussions held with CAL indicate that they do not anticipate that this further review will identify any 'new' issues but may identify further examples of issues already identified. In such a scenario, this may require further work to be undertaken, for example to ensure a specific contract is market tested.</p>	<p>(37) Procurement to access tender documentation from Delta relating to further contracts.</p> <p>(38) H&amp;PS to collate contract and other associated documentation.</p>	<p>Procurement Officer</p> <p>Asset Manager</p>	<p>Procurement data extracted from Delta and shared with Property Services.</p> <p>Asset Manager collating contract documents held by Property Services. Officers in Housing and Property Services are assembling the information they hold for the contracts in question and anticipate completing this exercise by 31st October 2014.</p>
<b>4</b>	<b>Appendix Four Issues</b>	<b>Key points / actions arising from investigation into allegations towards a former employee at Warwick District Council</b>			

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4.1	Ensure that officers that could have a responsibility for entering into contractual arrangements are afforded training, and or refresher training/updates at appropriate intervals and that the need to comply fully with the CoPP is reinforced to all those officers who may have the level of responsibility to let contracts.	<p>Training on procurement has been provided since 2008, with the use of both external trainers and the in-house Procurement Team. The latter have also provided drop in sessions, informal training and 'on the job' help and advice.</p> <p>Despite this, it is clear that a renewed emphasis on procurement training is now required.</p> <p>Current training needs being assessed to collate the procurement training being planned for 2014/15, as detailed in the main report.</p>	<p>(39) Training needs assessments. See 6 and 26.</p> <p>(40) Training programme to be put in place. See 7 and 26.</p>	<p>SAMS</p> <p>HR/Procurement</p>	<p>See 6 and 26.</p> <p>See 5, 6 and 26.</p>

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4.2	Consider whether there is a need to introduce a requirement to fully inform and update the appropriate officer (Line Manager/Procurement Manager) as part of any future training interventions into procurement practice. Assess whether there be any benefit in adding an additional `checking layer` at Head of Finance , even if this is just to have an awareness of what contracts are being sought at the initial procurement stage	<p>Training needs being assessed – see above.</p> <p>The current review of all procurement documentation (see above) will consider any need to review/change of procedures if necessary.</p> <p>Budget holders have responsibility to ensure their have adequate budget before commencing procurement activity, and planning their procurement activity in advance with the Procurement Team.</p>	<p>(41) Procurement Training (see 7 and 26) to ensure officers appreciate the importance of active contract management and updating their managers of potential issues.</p> <p>(42) Need for 1 2 1s and team meeting to consider procurement issues, ensuring managers are aware of any problems relating to contracts, current or potentially emerging.</p>	HR/Procurement	<p>See 5, 6 and 26.</p> <p>SMT reminded as part of May 2014 SMT report.</p>

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4.3	Consider the need for the exercise of any additional scrutiny (within fair and proper recruitment practices) of potential candidates where there could be connections with organisations who have involved with contracts/tenders etc with the Council. This could be something as basic as including a relevant question/section on WDC's application forms and through any recruitment agencies used by WDC.	The Deputy Chief Executive (BH) has raised this issue directly with the interim HR Manager and current recruitment practices will be reviewed. Any appropriate revisions to current practices will be discussed with the relevant Portfolio Holders as per recommendation 2. 4 and, if necessary, reported to Executive as per recommendation 2.5	See earlier points re training and declarations of interests.		



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4.4	Consider whether or not there could additional safeguards put in place to monitor staffing budgets, and their subsequent use to prevent any future scenario similar to that identified in Appendix One where 'top-up' payments were made from a non-staffing budget and 'investigate' further whether or not the use of such payments in respect of the former Asset manager amounted to a breach of financial regulations.	<p>Staffing budgets are ring-fenced and any proposal to vire from/to these budgets needs to be discussed and agreed with Finance. The Head of Finance will be issuing further instructions to budget managers on this issue during April.</p> <p>The current arrangements in respect of the Comensura contract are being reviewed by HR and Procurement. Updated instructions for managers on the arrangements for future appointments and for managing existing appointments will be issued by April.</p>	<p>(43) Clarification on use of staffing budgets to be issued.</p> <p>Instructions re Commensura – see 16.</p>	<p>HoF</p> <p>HR</p>	Clarification discussed within Budget Review Report October 2014.
4.5	Ensure that adequate management support is provided to staff at all levels to include, where appropriate, an opportunity to discuss matters relating to ongoing/upcoming procurement work and activity.	CMT have taken management action to ensure that those service areas currently operating without a Head of Service are directly managed by one of the Deputy Chief Executives, ensuring that regular 1-1s are held with relevant managers	(44) Review at 1 2 1s.	SAMS	SMT reminded as part of May 2014 SMT report.

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		The need to ensure procurement issues are discussed in 1-1s and that relevant staff are aware of the support available from their line manager and/or the Procurement Team in respect of any procurement or contract management issue will be reinforced at Senior Management Team and cascaded to other Senior Officers. This issue will also be reinforced through the training programme referred to above.	(45) Review and update service risk registers for procurement risks.	SAMS	SMT reminded as part of May 2014 SMT report.
4.6	Reinforce the need for early clarity to be established by the Procurement Manager as to who exactly has the overall responsibility for a specific contract/tender and ensure that any future contractual/tender management reporting lines are stated clearly within the confines of the ITT or other appropriate contractual documentation	In future the roles and responsibilities for the delivery of the project will be set out in the Project Plan and tendering process. This is being enforced by Procurement.	(46) Project plan to be in place for all procurement exercises.	SAMS	SMT reminded as part of May 2014 SMT report.

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4.7	Review the role of the Procurement Manager in ensuring that 'correct and acceptable' procurement procedures are followed, including a review of how contracts are awarded and then monitored after an award.	<p>The current system is that no order will be raised with any potential supplier until a formal contract has been signed by both parties.</p> <p>The Procurement Manager is strengthening existing procedures by introducing a 'Recommendation Report'. This will set out a summary of the procurement process followed, the evaluation of tenders (&amp; PQQ where applicable) and make the final recommendation with reasons. This will need to be signed off and agreed by the project team and relevant Head of Service before a formal award is made. This new process follows procurement best practice and gives an opportunity for questions and clarification discussions to take place.</p> <p>The contract register will, in future, be part of the e.tendering system – Intend- where contract review dates can be applied to contracts linking the review back to suppliers and procurement. This will bring benefits for contract monitoring in the procurement function with tighter controls and ownership for both the supplier and WDC.</p> <p>As set out above, Contracts Management training will be included within the 2014/15 Procurement training programme.</p>	(47) Review and reissue terms of reference/mission statement of Procurement function as part of review of all Procurement documentation (see 31) . This will clarify their role and responsibilities in procurement activities.	Procurement Manager	Part of current review of Code of Procurement Practice due to go to December Executive and associated documentation.