

AUDIT PANEL		
Report Title	Internal Audit update report	
Key Decision	No	Item No. 9
Ward	ALL	
Contributors	Executive Director for Resources	
Class	Part 1	Date: 22 June 2011

1. Purpose of the Report

- 1.1. This report presents members of the Audit Panel with a summary of:
- Internal Audit progress update since the last Audit Panel report
 - Performance of the Internal Audit contractor, and
 - Implementation of internal audit recommendations.

2. Recommendations

- 2.1. It is recommended that the Audit Panel note the content of this report.

3. Background

- 3.1. The client side of Internal Audit comprises an Interim Head of Audit and Risk and an Internal Audit Contract Manager.
- 3.2. They contract and supervise the Council's internal audit service provided by RSM Tenon. The internal audit contract is currently out to tender. Tenders will be returned in July. Evaluation and interviews will take place in July and August with a recommendation for appointment to the September Mayor & Cabinet Contract meeting. The new contract will therefore be in place from October 2011.
- 3.3. The contractor is responsible for completing all the internal audit reviews for the Council (non-schools and schools) and any consultancy or grant certification work as directed.

4. Internal Audit progress update

2009-10

- 4.1. The whole of the audit plan was completed to final report stage at the 31/03/11.

2010-11

- 4.2. The audit plan for 2010/11 is completed to final report stage with the exception of two reports :
- Procurement and Purchasing of Goods and Services – draft to be issued shortly
 - Use of BACS – draft issued 27/05/11
- 4.3. Further details on of the overview of the 2010/11 audit plan and the can be found in the Head of Audit and Risk Annual Report for 2010/11.

2011/12 Audit Plan

The table below summarises the number of audits by Directorate for the audit plan for 2011/12.

Lead Dir.	Original Audit Plan	Audit work added	Audits pulled	Current Audit Plan	Final reports issued	Report at draft stage	Work in progress	Work not yet due
RES	24			24			1	23
CUS	12	1	1	12	1		3	8
COM	5	2		7			2	5
REG	4	2		6			1	5
CYP	6			6			1	5
SCH	32			32		2	1	29
TOTAL	83	5	1	87	1	2	9	75

4.4. It shows :

- 14% of the plan is now in progress
- 3% of the plan has been completed to draft report stage and
- 1% of the plan has been completed to final report stage.

4.5. Since the Audit Panel approved the 2011/12 audit plan, there have been five additional audits requested and one audit that has been pulled from the plan. These are listed below:

Additional

Dir.	Audit Title	Comments
CUS	Homesearch	Requested by management for Q3
COM	Lewisham Park - Day Care Provider	Requested by management - to start ASAP.
COM	Learning Difficulties	Part of the Contract and Procurement Review
REG	Building Security	Part of the Contract and Procurement Review
REG	Highways	Part of the Contract and Procurement Review

Pulled

Dir.	Audit Title	Comments
CUS	Housing Applications	To be conducted in 2012/13

4.6. For 2011/12, there has been one audit finalised:

Dir.	Audits title	Final Issued	Assurance Level
CUS	Pest Control	06/05/11	Substantial

4.7. For a more detailed look at the audits planned for Q1& Q2 in 2011/12, please refer to Appendix 1. All key audits are due to take place in Q3 & Q4.

Limited and No Assurance Reports

- 4.8. Since the last Audit Panel report there have been seven Limited reports issued as at 17/05/11.
- Property Asset Management (2009/10)
 - Communication Design and Print (2009/10)
 - Information Security Management (2010/11)
 - Payment Card Industry (PCI) (2010/11)
 - Homecare Service (2010/11)
 - Direct Payments (2010/11)
 - Property Services – Post Room (2010/11).
- 4.9. For further details of these reports, please see Appendix 2.

5. Performance of the contractor

- 5.1. One of the ways that the performance of the contractor is measured is by Performance Indicators (PI's). These PI's and their associated targets were agreed with the contractor at the start of the year. They will be reviewed again once the new contract has been awarded (September 2011) to ensure that they are still relevant.
- 5.2. The 2011/12 results for the PI's are for April and May this year and are shown below.

No.	Performance Indicator	Target YTD May	Actual YTD to May	Variance (+/-)
1	Percentage of all draft reports issued against audit plan	0%	1.1%	+1.1%
2	Percentage of draft audit reports issued within 15 working days of the exit meeting	90%	100%	+10%
3	Percentage of final reports issued within 10 working days of agreed draft report	95%	100%	+10%
4	The average level of client satisfaction to be achieved (out of a score of 5)	4	n/a	n/a
5	Percentage of High & Medium recommendations made agreed by management.	95%	n/a	n/a

- 5.3. Three of the five PI's targets have been met or exceeded, with two not applicable at this point.
- P1 - has exceeded the target by 1.1% this was based on one report being issued. The target is based on the expected number of draft reports being issued by the end of May which is nil.
 - P2 - has exceeded the target by 10%. This is based on one draft report issued.
 - P3 - has exceeded the target by 10%. This is based on one final report issued
 - P4 - There have been no audit surveys returned for 2011/12 as at 13/06/11
 - P5 - There have been no High or Medium recommendations made as at 13/06/11

6. Implementation of internal audit recommendations

- 6.1. All High and Medium recommendations are followed up by internal audit as part of the audit process. Follow-up reviews are normally undertaken within six months of the final report being issued by the contractor. A monthly consolidated report is prepared for management to confirm the progress of the recommendations made.
- 6.2. The table below shows a summary the total number of recommendations followed-up since the last audit panel report up to the end of May. Details of the individual follow-up reviews issued since the last audit panel meeting can be found at Appendix 3.

	Implemented	In progress	Superseded	Not Implemented	Not Due	Total
High	-	-	1	-	-	1
Medium	31	3	4	7	1	46
TOTAL	66%	6%	11%	15%	2%	47

- 6.3. We have developed an in-house solution for tracking internal audit recommendations. The advantages of using this site are:
- all High and Medium recommendations made in final reports are recorded not just those judged as open by the final report, leading to more accurate management information
 - officers can access the site directly with no need for log-in and passwords
 - there is no annual cost for an additional software licence and support
 - improvement of exporting and editing the data for reporting purposes
 - the SharePoint format should be familiar to staff, and
 - more control over the information we hold.
- 6.4. At the follow-up review any recommendations that have been closed by management but judged not to be implemented in full by the auditor, will be reopened on the SharePoint site. This is to enable management to continue to monitor the progress of the recommendation until it is implemented in full.
- 6.5. A summary of overdue recommendations that have not been implemented within the agreed timescales by management, or have had their implementation date changed more than twice, can be found in Appendix 4. There are currently 32 overdue recommendations and nine recommendations where the implementation date has changed twice or more.
- 6.6. At the Audit Panel's request, we invite officers to attend the meeting to explain the current position of recommendations overdue or with multiple date changes.

7. Update on Key Risks

- 7.1. The annual risk management maturity review undertaken by internal audit for 2010/11 concluded that the Authority continues to be 'Risk Managed'. This is the fourth point on a five point scale and is the level Internal Control Board expects to be maintained.
- 7.2. At the last Audit Panel when reviewing the Risk Management Strategy the Panel requested to be updated on the key corporate risks, changes and actions being taken to mitigate them.

7.3. The current red (most significant) risks in the corporate risk register are

Corporate Risk Register – Extract		
Corporate priority	Risk title	Current risk status (RAG)
Inspiring efficiency effectiveness and equity	Failure of central ICT infrastructure	Red
Inspiring efficiency effectiveness and equity	Litigation risks	Red
Inspiring efficiency effectiveness and equity	Financial failure & fraud/loss – inability to maintain a balanced budget	Red
Inspiring efficiency effectiveness and equity	Inadequate provision for unforeseen expenditure	Red
Inspiring efficiency effectiveness and equity	Inability to maintain corporate estate	Red
Protection of Children; Caring for Adults and Older People	Avoidable death or serious injury to client or employee	Red
Inspiring efficiency effectiveness and equity	Employee relations	Red

- 7.4. The ICT infrastructure risk reflects the cost and service disruption risks. Work to complete the archiving of storage combined with change support for moves to SharePoint 2010 to alleviate demands on server resources continues. The Council also continues to monitor the resolution of issues with regard to the resilience of the telephony system.
- 7.5. The Litigation risk reflects the cost and reputation risk arising from historical events and the risk of legal challenge to savings proposals. The position is constantly monitored.
- 7.6. The level of savings required over the next three years will take considerable leadership focus to deliver. Managing the organisational changes required to achieve these savings while keeping a focus on maintaining performance in service delivery will be challenging. The Council have set a legal budget for 2011/12.
- 7.7. The inadequate provision risk has been raised following the latest actuarial valuation of the Pension Fund. The results of the valuation are being built into the Council's strategic budget planning.
- 7.8. Concerns around the maintenance of the school estate have increased the risk rating.
- 7.9. The risk of avoidable death or serious injury to a client or employee will continually be rated red due to the potential severity should an event occur. Regular and ongoing management action and review continues in respect of safeguarding.
- 7.10. The employee relations risk has been escalated from Amber to Red due to the staffing implications of the savings proposals. The situation is subject to regular and ongoing review, staff consultation processes and engagement with the unions.

8. Legal Implications

- 8.1. There are no legal implications arising directly from this report.

9. Financial Implications

- 9.1. There are no financial implications arising directly from this report.

10. Equalities Implications

10.1. There are no equality implications arising directly from this report.

11. Crime and Disorder Implications

11.1. There are no crime and disorder implications arising directly from this report.

12. Environmental Implications

12.1. There are no legal implications arising directly from this report.

13. Background Papers

13.1. There are no background papers.

If there are any queries on this report, please contact the Interim Head of Audit and Risk on 020 8314 9114 or email at david.austin@lewisham.gov.uk

Appendix 1 – Progress of the Audit Plan for 2011/12

Resources Audits – Sorted by final reports issued, draft reports issued and work started - Key Audits in Bold

Lead Dir.	Audits title	Due	F/W Started	Draft Issued	Final Issued	Assurance Level	Comment
RES	Public Sector Transparency Board	Q1	08/04/11				
RES	Control of Expenditure	Q1					
RES	Procurement / Contract VFM	Q1					
RES	Implementation of Fixed Asset System	Q2					
RES	Implementation of Payroll system (ResourceLink)	Q2					
RES	Implementation of HR System - PHRIS	Q2					
RES	HR - Thematic Review	Q2					
RES	Project Management Monitoring Capacity	Q2					
RES	Performance Indicators for LA's	Q2					
RES	Cyber Threats	Q2					
RES	Mutual Organisations	Q2					

Customer Services Audits – Sorted by final reports issued, draft reports issued and work started - Key Audits in Bold)

Lead Dir.	Audits title	Due	F/W Started	Draft Issued	Final Issued	Assurance Level	Comment
CUS	Pest Control	Q1	24/04/11	14/04/11	06/05/11	Substantial	
CUS	Trading Standards	Q1	24/03/11				
CUS	Street cleaning	Q1	05/04/11				
CUS	Complaints, Compliments and Suggestions.	Q1	13/04/11				
CUS	Brockley PFI (Major Suppliers)	Q1					
CUS	Implementation of NNDR system	Q1					

Appendix 1 – Progress of the Audit Plan for 2011/12

Community Services Audits – Sorted by final reports issued, draft reports issued and work started - Key Audits in Bold

Lead Dir.	Audits title	Due	F/W Started	Draft Issued	Final Issued	Assurance Level	Comment
COM	Personal Budgets	Q1	07/03/11				
COM	Lewisham Park Housing Association (Day Care Provider)	Q1	18/05/11				(Additional Audit Requested)
COM	Increased shared role with NHS over public health and adult social care	Q1					
COM	Supporting People Service Plan	Q1					
COM	Learning Disabilities Contract	Q1					

Regeneration Audits – Sorted by final reports issued, draft reports issued and work started - Key Audits in Bold

Lead Dir.	Audits title	Due	F/W Started	Draft Issued	Final Issued	Assurance Level	Comment
REG	Security of Town Hall / Laurence House	Q1	23/03/11				
REG	Croydon & Lewisham Street Lighting PFI	Q1					
REG	Regeneration of Lewisham	Q2					
REG	Highways Contract	Q1					
REG	Building Security	Q1					

CYP Audits – Sorted by final reports issued, draft reports issued and work started - Key Audits in Bold

Lead Dir.	Audits title	Due	F/W Started	Draft Issued	Final Issued	Assurance Level	Comment
CYP	Provision of School Places	Q1	18/03/11				
CYP	Children Social Care	Q1					

Appendix 1 – Progress of the Audit Plan for 2011/12

Lead Dir.	Audits title	Due	F/W Started	Draft Issued	Final Issued	Assurance Level	Comment
CYP	CONTROC system - joint review	Q1					
CYP	School IT Security	Q1					
CYP	Play Capital Determination Grant	Q1					

School Audits – Sorted by final reports issued, draft reports issued and work started

Lead Dir.	Audits title	Due	F/W Started	Draft Issued	Final Issued	Assurance Level	Comment
SCH	Brockley Primary	Q1	16/05/11	06/06/11			
SCH	St William of York Primary	Q1	23/05/11	06/06/11			
SCH	Chelwood Nursery	Q1	08/06/11				
SCH	Elfrida Primary	Q1					
SCH	Perrymount Primary	Q1					
SCH	St Margarets Lee CE Primary	Q1					
SCH	Baring Primary	Q2					
SCH	Childeric Primary	Q2					
SCH	Dowderry Primary	Q2					
SCH	Gordonbrock Primary	Q2					
SCH	Holy Trinity Primary	Q2					
SCH	St Bartholomews Primary	Q2					
SCH	St John Baptist Primary	Q2					

Appendix 2 - Limited and No Assurance Audit Reports

Audit Name, Date of Issue and Opinion	No of Recs. Made		Scope of the Review
Property Asset Management (2009/10 audit plan) Issued 10/03/11 (RES) Limited	High	2	This review covered the following areas :
	Medium	5	System for identifying properties for which the authority is responsible, process & systems in place to maintain properties to an acceptable standard and compliant with property legislation.
	Low	0	Key Findings <ul style="list-style-type: none"> • The Council does not currently have a comprehensive register of all property for which it has a responsibility to maintain. • There is no uniform or corporate approach to nominating responsible managers to undertake property related management duties within the buildings, or to ensuring that those nominated officers have received training and guidance in undertaking their duties. • There is no single body within the Council with responsibility for ensuring that all Council owned/managed buildings are maintained to an appropriate standard in accordance with property related regulations and legislation
Managers Comments	<p>The Council currently maintains property asset details on a number of systems, the main ones being for the Corporate and Schools estates. In addition, Directorates, in particular Community Services and part of Customer Services, maintain their own records for assets managed and maintained locally.</p> <p>For the Corporate and Schools estate procedures are in place for identifying responsible managers and ensuring that statutory maintenance responsibilities are met and training is provided where required. Oversight of all the Council's property asset interests is the responsibility of the Director of Programme Management and Property.</p> <p>A property asset management systems project is underway that will rationalise the systems and processes and move to a single system that will provide more effective management of all the Council's property assets. The conclusions and actions from this project will address the control issues raised from this audit.</p>		

Appendix 2 - Limited and No Assurance Audit Reports

Audit Name, Date of Issue and Opinion	No of Recs. Made		Scope of the Review
Communication, Design and Print Issued 31/03/11 (RES) Limited	High	2	This review covered the following areas :
	Medium	9	Selection of suppliers from the framework agreement, assessments undertaken of the framework contractors and the framework extension period.
	Low	3	Key Findings <ul style="list-style-type: none"> • At the time of the review, neither the original framework, variation to the framework, nor framework criterion could be produced. • Communications need to agree all non framework design and print referrals prior to the contract being placed; • The procurement route and length of contract for the “Home Search” magazine needs to be agreed; • For large orders of printing, a mini competition should be held with framework suppliers to ensure the Council is achieving Best Value; • All information concerning the holding of contract information or detail needs to be in accordance with best practice; • Communications should formally notify each of the suppliers under the Design and Print Framework that the agreement has been extended; • Review of the compliance and document trail related to the design and print framework needs to be undertaken to ensure that relevant documents are held and that the framework is appropriately compliant. • The Council have prepared clear guidance to staff over the placing of print work with external companies. The Communications Department appears not to have sufficient support from the Finance Department - this is evident in that they do not fully understand the available coding parameters available to them and • The procurement process appears to be insufficient in its current state to enable managers to effectively control suppliers used for procurement.
Managers Comments	The Communication, Design and Print framework contract is currently being relet. This process will conclude over the summer of 2011. The controls for improvement recommended by this audit will be put in place for the new framework.		

Appendix 2 - Limited and No Assurance Audit Reports

Audit Name, Date of Issue and Opinion	No of Recs. Made		Scope of the Review	Key findings
Information Security Management Issued 24/03/11 (RES) Limited	High	0	This review covered the following areas : The security of data and personal information to unauthorised persons in relation to the Tribal Synergy, Logotech Terrarius assets register, eXpress Election and Management and Trapeze Routewise Transport systems	
	Medium	14		
	Low	0	Key findings <ul style="list-style-type: none"> • Current policies are not published on the intranet accessible to all users • A generic security standard should be defined for business information systems • System Owners should evaluate actual controls against the standard • Network account lockout settings should clearly defined in the Password Security Policy and implemented • Document access control procedures should be produced for Tribal database • Assess the risk of unauthorised use of Tribal School Access Module 	
Managers Comments	The Service responsible for this are of activity has just completed the transition to a new contract and full reorganisation of its structure, including strengthening the Information Management Security team from June 2011. This delayed action on some control improvements and these are now being picked up and addressed.			

Appendix 2 - Limited and No Assurance Audit Reports

Audit Name, Date of Issue and Opinion	No of Recs. Made		Scope of the Review
Payment Card Industry Issued 14/04/11 (CUS) Limited	High	1	This review covered the following areas: Compliance against the Payment Card Industry security standard.
	Medium	7	
	Low	0	<p>Key Findings</p> <ul style="list-style-type: none"> • Overstated the degree of compliance to RBS WorldPay requirements in first return • PCI compliance is not integrated into the information management compliance framework and no effective management structure defined • Legacy hardcopy receipts/records and media containing cardholder data from earlier non-PCI compliant systems have not been securely destroyed • No detailed work plan has been produced identifying outstanding tasks, owners and timetable for completing PCI compliance activities. • No detailed records are available to demonstrate compliance with PCI requirements and support the SAQ submission. • Failure to achieve or maintain PCI compliance is not identified in the Customer Services Directorate or Corporate risk registers. • No Council wide PCI awareness training programme has been delivered on the secure handling of payment card data • Current change control procedures do not focus sufficiently on the risk of changes affecting the PCI compliance status for the Council. Enabling of call centre voice recording without the involvement of the PCI Lead indicates this control is not effective.
Managers Comments	Seeking PCI compliance accreditation is initially a two step process and then a case of continuing monitoring. This review was conducted between steps one and two in the initial compliance process. The second step for PCI compliance is due to be reported on by the end of June 2011. This allows for completion of any gaps identified in step one and implementation of the additional checks for step two. The work is well in hand to meet the June 2011 deadline for achieving the necessary compliance in this area.		

Appendix 2 - Limited and No Assurance Audit Reports

Audit Name, Date of Issue and Opinion	No of Recs. Made		Scope of the Review
Property Services – Post Room Issued 15/04/11 (REG) Limited	High	3	This review covered the following areas:
	Medium	3	Adherence to the procedures and processes in place, that the postal policy is used across the authority and personal use of the postal service restricted.
	Low	0	<p>Key Findings</p> <ul style="list-style-type: none"> • Limited focus on Pricing in Proportion policy created avoidable increased costs • New drive needed to integrate the Cleanmail System to reduce costs. • No existing organisational policies were found to be in place to determine the use of First Class, Second Class, Recorded, Special Delivery or International Delivery services. • No evidence was provided for a corporate postal policy for users of the mail room service. • Personal mail can be relatively easily submitted into the Council's postal system by both members of the Mail Room staff and employees across the organisation • Franking Machine procedures and controls can be updated to prevent misconduct, and to further mitigate the risks for misconduct
Managers Comments			

Audit Name, Date of Issue and Opinion	No of Recs. Made		Scope of the Review
Homecare Services Issued 14/03/11 (COM) Limited	High	2	This review covered the following areas: The written procedures for Homecare, the criteria of the service, periodic assessment of users, the homecare visiting roster, risk assessment for service users, signing in and out procedures, CRB checks and budget monitoring.
	Medium	3	
	Low	1	<p>Key Findings</p> <ul style="list-style-type: none"> • The Home Care Staff Guidelines did not reflect all current systems and processes. • Delivery Monitoring Reports, signed Customer Service Agreement documents and risk assessment forms for clients were not consistently held on client's files in the sample reviewed by Internal Audit. • Home Care Workers are not consistently using the CM2000 visiting monitoring system. • In the sample selected by Internal Audit, one Officer did not have the required CRB clearance and management within the Homecare Service were not aware of this fact.
Managers Comments			

Appendix 2 - Limited and No Assurance Audit Reports

Audit Name, Date of Issue and Opinion	No of Recs. Made		Scope of the Review
Direct Payments Issued 14/04/11 (COM) Limited	High	2	This reviewed covered the following areas: The take up of direct payments in the borough, procedures for direct payments, assessments for direct payments, service user agreements and financial monitoring.
	Medium	4	
	Low	0	<p>Key Findings</p> <ul style="list-style-type: none"> • The procedure notes and process maps for the Self Directed Support system including the Direct Payment process have not been updated to reflect best practice. • There is currently no Direct Payment co-ordinating role to ensure that all documentation for the set-up, administration and cessation of current Direct Payment users is checked, securely retained and readily accessible. • It was found that for a sample of Direct Payment users that were tested during this review annual social worker reviews are not always undertaken at the scheduled time. • A database to record the return of financial monitoring returns from clients whose Direct Payments are paid directly into their bank accounts was not being maintained. • Individual Direct Payment client holding accounts have not been monitored from the second quarter of the 2010/11 financial year. • Unused client monies have not been recovered from Direct Payment users with holding accounts in 2010/11.
Managers Comments			

Appendix 3 - Follow Up Reviews Conducted Since the Last Audit Panel

Dir.	Audit Name	Original Audit Opinion	Final Report date	Rec Cat.	Implemented	In Progress	Superseded	Not Implemented	Not Due Yet	Total Recs
RES	Schools Outsourced Payroll	Satisfactory	23/09/10	H						6
				M	4	1			1	
RES	Schools Outsourced Pensions	Satisfactory	16/09/10	H						5
				M	2		2	1		
RES	Purchase Cards - Issuing & Mngmt of cardholders	Substantial	09/08/10	H						2
				M	2					
CUS	Licensing, Issue, Review and Enforcement	Substantial	15/07/10	H						1
				M	1					
CUS	Abandoned Vehicles	Satisfactory	11/08/10	H						3
				M	2			1		
CUS	Park Management Contract	Substantial	27/08/10	H						1
				M	1					
COM	Supported Housing - Extra Care	Satisfactory	05/07/10	H						3
				M	3					
COM	Youth Offending Team	Substantial	19/07/10	H						1
				M	1					
COM	Linkline	Substantial	27/07/10	H						1
				M	1					
COM	Drug and Alcohol Action Team	Substantial	13/08/10	H						1
				M			1			
REG	Door-2-Door Changing Mechanism	Satisfactory	01/07/10	H						3
				M	1			2		
CYP	Children's Residence Orders	Substantial	24/09/10	H						2
				M	2					

Appendix 3 - Follow Up Reviews Conducted Since the Last Audit Panel

Dir.	Audit Name	Original Audit Opinion	Final Report date	Rec Cat.	Implemented	In Progress	Superseded	Not Implemented	Not Due Yet	Total Recs
SCH	Sandhurst Jnr School	Substantial	05/07/10	H						2
				M		1	1			
SCH	Stillness Jnr School	Substantial	08/07/10	H						1
				M	1					
SCH	Myatt Gardens Sch	Satisfactory	09/07/10	H						3
				M	1			2		
SCH	John Stainer School	Substantial	23/07/10	H						1
				M	1					
SCH	Torridon Jnr School	Satisfactory	08/07/10	H						3
				M	2			1		
SCH	Catford High School	Limited	08/07/10	H			1			7
				M	5	1				
SCH	Stillness Infant School	Substantial	24/09/10	H						1
				M	1					
Total No.					31	3	5	7	1	47
Percentage					66%	6%	11%	15%	2%	

Appendix 4 – Overdue Recommendations and Recommendations Two or More Changes of Date

Dir	Name of Audit	Final Report Date	Opinion	High O/Due	Medium O/Due	No. Recs 2+ Changes	Comment
RES	Benefits Realisation for the Early Change Project	16/02/11	Satisfactory		1		
RES	DPA / FOIA	Pre 2009	Limited		1	1	Date changed 3 times
RES	SharePoint	25/01/10	Satisfactory	-	-	2	Date changed 2 times
RES	Information Security Management 09/10	01/10/11	Limited			1	Date changes 2 times
RES	Information Security Management 10/11	24/03/11	Limited		4		
COM	Community Mental Health (SLAM)	Pre 2009	Limited		1	1	Date Changed 5 Times
COM	Direct Payments 10/11	29/03/11	Limited		1		
COM	Client Contributions for Res & Dom Care	29/05/10	Satisfactory	-	-	1	Date changed 3 times
CYP	Youth Service	16/12/10	Satisfactory	2			
CYP	Family Support and Intervention	04/12/09	Satisfactory	-	-	2	Date changed 2 times
REG	Door2Door Charging Mechanism	01/07/10	Satisfactory		1		Reopened after Jan F/up Report
REG	Transport Programme - TFL Funding	26/11/10	Satisfactory		3		
REG	Highway Maintenance	03/05/08	Limited	-	-	1	Date changed 8 Times
SCH	Horniman Primary School	24/06/10	Satisfactory		1		Reopened after Dec F/up report
SCH	Lee Manor School	22/02/11	Satisfactory		3		
SCH	Myatt Garden School	25/06/10	Satisfactory		3		
SCH	Rangefield School	21/03/11	Satisfactory		1		
SCH	Rathern School	09/12/10	Satisfactory		3		
SCH	Rushey Green School	08/12/10	Satisfactory		3		
SCH	St Augustine's School	03/12/10	Limited		3		
SCH	Torridon Junior School	08/07/10	Satisfactory		1		Reopened after Jan F/up report
				2	30	9	