

AUDIT AND GOVERNANCE COMMITTEE

24 June 2016

CORPORATE ASSURANCE MAP 2016/2017 – UPDATE

Report of the Head of Assurance, Procurement and Projects

1. Purpose of Report

- 1.1 To enable the Audit and Governance Committee to consider the updated Corporate Assurance Map based on assurances gathered from a range of sources and work undertaken by the audit, risk and assurance service during the year; and the performance of Internal Audit.
- 1.2 For completeness, the report covers Internal Audit's key performance measures. The report covers work undertaken for the Council and Council owned companies.

2. Description of Decision

- 2.1 The Audit and Governance Committee are asked to note the report and consider the updated Corporate Assurance Map (the Map).

3. Background

- 3.1 In March 2016 the Committee approved the proposed Corporate Assurance Map for 2016/17 and the plans of work for Internal Audit and Risk & Assurance.
- 3.2 A key feature of the integrated assurance framework is to co-ordinate assurance that could be provided by other sources within the Council and external sources and consider if there are any gaps or duplication in the assurance provided.

4. Updated Corporate Assurance Map

- 4.1 The updated Corporate Assurance Map, as at 25th May 2016, is shown overleaf.
- 4.2 The Map also shows assurance received in relation to the Council's wholly owned companies, Sunderland Care and Support Ltd and Sunderland Live Ltd.

Corporate Assurance Map

Assurance Position (Cumulative)		2016/17									
		1st Line	2 nd Line							3 rd Line	
		Management Assurance	Other Internal Assurance Activity							Internal Audit	External Assurance
			Legal Services	Financial Resources	Programmes and Projects	Performance	ICT	HR & OD	Business Continuity	Risk and Assurance	
Strategic Risk Areas											
Current Risk	Residual Risk										
People										X	
Place										X	
Economy										X	
Organisational				X						X	X
Corporate Risk Areas											
Customer Focus / Service		X				X				X	X
Legality			X							X	
Service / Business Planning		X				X				X	X
Programme and Project Management		X			X					X	
Partnerships		X								X	X
Business Continuity Planning		X							X	X	
Procurement		X								X	
Relationship and Contract Management		X								X	
Financial Management		X		X						X	X
Human Resource Management		X						X		X	
Information Governance		X	X							X	X
Performance Management		X				X				X	X
Asset Management		X								X	
ICT Strategy and Delivery							X			X	
Fraud and Corruption		X									X
Risk Management (Service Delivery)		X								X	
Schools		X		X						X	
Wholly Owned Companies											
Sunderland Care and Support Ltd		X		X		X				X	X
Sunderland Live Ltd		X		X		X				X	

Key: X=activity planned, White=no coverage, **Green**=full / substantial assurance, **Amber**=moderate assurance, **Red**=limited / no assurance

Strategic Risk Areas

- 4.3 The top section of the Map relates to the strategic risks identified in the Strategic Risk Profile. The Profile is attached at Appendix 1. Given the longer term nature of these risks the current risk rating is shown (i.e. what would be the level of risk if no actions were taken to manage the risks), and the residual risk level (i.e. the level of risk taking into account ongoing actions and planned actions). Progress against each of the mitigating actions is assessed with the lead officers and assurance levels determined.
- 4.4 A refresh of the Strategic Risk Profile has been started with the Executive Management Team and shall be concluded alongside the production of an updated Corporate Plan for 2016/17.

Assurance from Internal Audit

- 4.5 The audits to be carried out this year and the detailed results of Internal Audit work are shown at Appendix 2, with the summary outcomes shown on the Map. Appendix 2 shows all of the opinions, including those from previous years, which have been considered in determining the overall assurance level. Those audits shown in grey are those in previous year's where it became not appropriate to complete the audit at that time or in that way.

Assurance from Risk and Assurance Team

- 4.6 Areas that the Risk and Assurance Team are currently involved in are shown at Appendix 3. Much of their work is ongoing over a period of time, however, where ongoing assurance can be provided from their work this is shown on the Map. Assurance work within the last quarter has included:
- Support to the development of alternative service delivery vehicles such as Sunderland Care and Support Ltd and place based services.
 - Major capital schemes such as the New Wear Crossing and the development stage of the SSTC Phase 3 and the International Advanced Manufacturing Park.
 - Delivery of the Children's Services Improvement Plan and preparation for Ofsted visits.
 - Risks in relation ICT business objectives and the future of the service.
 - Implementation of the Intelligence Hub.
 - Replacement of the SWIFT ICT system.
 - Information Governance.
 - Adults Safeguarding Board.
 - Governance arrangements and procedures at Sunderland Care and Support Ltd and Sunderland Live Ltd.
- 4.7 Since the last meeting of the Committee the Council has completed the Department for Health's Information Governance Toolkit, and has achieved a Level Two for social care data (with and action plan), as required. The Risk and Assurance Team are continuing to support further improvements and sit

on the Strategic and Operational Information Governance Groups to support embedding the improvements across the Council. The next stage is to work towards Level Three and improve the consistency of compliance with the standards. Improvements in the level of compliance are required in order to improve the level of assurance from Internal Audit from Limited to Moderate.

Assurance from others within the Council

- 4.8 Assurance provided from others within the Council is shown in the Corporate Assurance Map.
- 4.9 Provision for all on-going financial pressures, including Children's Safeguarding, has been made within the budget planning for 2016/2017 and delivery of the savings plans is being closely monitored through the Implementation Board.
- 4.10 The assurance level from the Projects and Programme area has moved from Amber to Substantial following the introduction of new corporate standards and compliance checks that have confirmed that the standards are being followed.

Assurance from Management

- 4.11 Arrangements are in place to obtain assurance from service management in a number of areas. Members will note that the majority of risk areas are shown as having substantial assurance.

Assurance from External Sources

- 4.12 The Map includes assurance from relevant external sources. The results of the external reports in relation to the ICT Unit is shown as Limited Assurance being provided against both the Business Continuity and ICT key risk areas in the Corporate Assurance Map. An officer is attending the committee meeting to provide an update in relation to these arrangements

Overall

- 4.13 All overall assurance levels remain the same.

5. Internal Audit Performance

- 5.1 The performance in relation to targets set for Internal Audit is shown at Appendix 4.
- 5.2 Performance is on target for all KPI's apart from the percentage of medium risk recommendations implemented for the Council and Schools is shown below:

Area	Implementation Rate
Council services	84%
Schools	82%

6. Conclusions

- 6.1 This report provides an update on the assurance provided in the Corporate Assurance Map, work ongoing in relation to the Internal Audit and Risk & Assurance Teams and performance targets for Internal Audit.
- 6.2 Results of the work undertaken so far during the year have not highlighted any issues which affect the overall opinion that the Council continues to have in place an adequate system of internal control, except for the arrangements in place for services for children in need of help and protection, children looked after and care leavers, and the effectiveness of the local safeguarding children board.

7. Recommendations

- 7.1 The Audit and Governance Committee are asked to note the report and consider the updated Corporate Assurance Map.

Strategic Risk Profile

People

Desired Outcomes

A city where everyone is as healthy as they can be and enjoys a good standard of wellbeing

A city with high levels of skills, educational attainment and participation

A city which is, and feels, even safer and more secure

A city that ensures people are able to look after themselves wherever possible

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
PE 1 Failure to ensure appropriate health and wellbeing services to children and adults, in response to financial pressures	Fiona Brown, Director of People Services / Gillian Gibson, Public Health Director	2x4 = 8	2x4 = 8	<ul style="list-style-type: none"> Implement the Health and Wellbeing Strategy to: <ul style="list-style-type: none"> Target prevention and early intervention Build capacity and reduce dependency to help individuals to be more independent and self-sustaining Manage demand by empowering customers to take up viable alternatives to council services Coordinate and implement public health campaigns and promotional activities working with relevant external public health related organisations <p>Progress</p> <ul style="list-style-type: none"> Health and Wellbeing Board has responsibility for delivering the Health and Wellbeing Strategy Delivery plan for the Health and Wellbeing Strategy Continuing to integrate approach. Consideration being given to an integrated commissioning approach with Health Joint Strategic Needs Assessment completed and signed off by the Health and Well Being Board People Services plan on a page in place Better Care Fund agreement in place Priority spend on those services that have the greatest impact on health 	2x3 = 6

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
				<ul style="list-style-type: none"> Partnership work ensuring that every contact counts CCG making every contact count 	
PE 2 We fail to encourage more people to help themselves and communities to come up with local solutions	Sarah Reed, Assistant Chief Executive	3x3 = 9	3x3 = 9	<ul style="list-style-type: none"> As a Community Leadership Council we will strengthen self-help capacity in our communities Deliver the Voluntary Community Sector Relationship Transition project Implement the Community Resilience Plan, Health and Wellbeing Strategy and Strengthening Families Strategy to develop asset based approaches to increase independence and self-reliance Through the "PEOPLE" strand of communications deliver an integrated campaign, which encourages people to help themselves <p>Progress</p> <ul style="list-style-type: none"> Continuing to develop the approach to being a Community Leadership Council Voluntary Community Sector project complete, it developed an approach that aligns engagement with the VCS and day to day service delivery Community Resilience Plan being implemented in parts across all partners. Arrangements for monitoring of progress and effectiveness need to be developed Enhanced area arrangements and ASDMs Proactive work on supporting people affected by benefits changes and the benefits cap 	1x3 = 3
PE 3 Despite improvement, a range of health indicators across the city continue to be below national averages including levels of child and adult obesity, rates of breastfeeding and levels of teenage pregnancy	Fiona Brown, Director of People Services / Gillian Gibson, Public Health Director	3x3 = 9	3x3 = 9	<ul style="list-style-type: none"> Deliver the Public Health improvement responsibilities Progress the delivery plan and performance management to address improvement in health indicators <p>Progress</p> <ul style="list-style-type: none"> Plan on a page for the People Directorate in place but needs refreshing given new management arrangements for Children's Services 	2x3 =6

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
				<ul style="list-style-type: none"> Progress on overarching indicators to be reported to Health & Wellbeing Board Board to challenge other under performing indicators University to review methods of measuring progress as to how things are being done differently People Services plan on a page includes Activity Policy Education and Skills Strategy includes what 'great schools' look like, including healthy eating and activity Joint Venture agreement for Leisure includes targets for increasing activity levels Integrating work with CCG Better health improvement with planning work Palantir evidence based approach Review of licencing policy 	
PE 4 Economic conditions will mean that our interventions to help people, particularly young people, to gain employment will not be as effective as intended	Fiona Brown, Director of People Services	3x3 = 9	3x3 = 9	<ul style="list-style-type: none"> Extend employment opportunities for people out of work and to ensure job progression and mobility for those people in work through the implementation of the Sunderland Employment Strategy Continue to deliver (and develop) early intervention and prevention practices to support young people who are a risk of becoming NEET Maximise learning opportunities afforded by the Youth Contract and by 3rd sector providers to young people requiring most support, to move them towards employment opportunities. The Economic Leadership Board to continue to improve the links between schools and employers Extend the environmental apprenticeship scheme across other Streetscene services <p>Progress</p> <ul style="list-style-type: none"> NEET interventions continue via work of Locality/Connexions team members. This is being supplemented through People Board initiatives North East Leadership Board (Combined Authority) has been set up to deliver the shared ambitions of the seven 	2x3 = 6

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
				<p>councils to accelerate economic growth; focusing on skills, transport and inward investment, giving the area a stronger voice nationally and internationally</p> <ul style="list-style-type: none"> • “Work Discovery” which is now in its third year, was established through business leaders working directly with schools, supported by the Council, providing students with greater knowledge of job opportunities • Education and Skills Strategy launched which prepares young people for employment and successful careers, but no delivery plan in place 	
PE 5 The current skill levels of young people and adults are not sufficient to meet the current and future needs of the economy	Fiona Brown, Director of People Services	3x3 = 9	3x3 = 9	<ul style="list-style-type: none"> • Implement the Sunderland Skills Strategy to consider employer demand and the skills needed to fill any expected shortages or gaps within the growth sectors • Implement the Family, Adult and Community Learning Strategy which outlines the priorities and principles necessary to meet the learning needs of adults and families • The Education Leadership Board to continue to Improve links between schools and employers • Set up the Combined Authority whose remit will include regional skills issues <p>Progress</p> <ul style="list-style-type: none"> • Education Leadership Board is in place with stakeholder involvement, i.e. employers, training providers, college/university, schools and nurseries, Council officer. • Combined Authority in place from April 2014 • FACL continues to have increased participation and improved level of accredited course participation. • North East Leadership Board (Combined Authority) to deliver the shared ambitions of the seven councils to accelerate economic growth; focusing on skills, transport and inward investment, giving the area a stronger voice nationally and internationally • The Economic Leadership Board has established 3 Result Groups including Sector Growth and Skills, 	2x3 = 6

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
				<ul style="list-style-type: none"> providing a greater focus on skills on a city wide basis The North East Local Enterprise Partnership (NELEP) has been chosen by government as one of only three LEPs across the country to pilot innovative new approaches to skills development funding to help boost local jobs and business growth. NELEP will work jointly with the Skills Funding Agency to develop the skills model Judgment of 'Good' received from the recent FACL OFSTED inspection Education and Skills Strategy launched which prepares young people for employment and successful careers, delivery plan being developed 	
PE 6 Increasing poverty levels and community cohesion issues arising out of welfare reforms and economic conditions	Sarah Reed, Assistant Chief Executive	3x3 = 9	3x3 = 9	<ul style="list-style-type: none"> Continue to deliver the Welfare Reform "Social Fund" Prepare for the introduction of "Universal Credit" Implement the Community Resilience Delivery Plan Continue to implement the Child and Family Poverty Strategy Deliver the Strengthening Families project Develop and implement a delivery plan for the Access to Housing Strategy <p>Progress</p> <ul style="list-style-type: none"> Uncertainty remains over the impact of introduction of "Universal Credit" Strengthening Families approach being used to address poverty and cohesion issues an being positively supported by the intelligence service Opportunity that devolution deal brings to work with individuals with needs Intelligence evidence based approach to ensure effective targeting and exploration of new tools to help people affected 	2x3 = 6
PE 7 Implementation of the Health & Wellbeing Strategy	Fiona Brown, Director of	1x3 = 3	1x3 = 3	<ul style="list-style-type: none"> Implement the Health and Wellbeing Strategy, delivery plan and performance management arrangements 	1x3 = 3

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
may not effectively target the most vulnerable groups resulting in widening inequalities	People Services / Gillian Gibson, Public Health Director			<ul style="list-style-type: none"> Continue to liaise with the Clinical Commissioning Group and GPs to gain a better understanding of vulnerable groups Develop an asset based approach to delivery, making better use of assets that already exist in families and communities <p>Progress</p> <ul style="list-style-type: none"> Health and Wellbeing Board monitor the actions to reduce inequalities. The Design Principles that underpin the approach to health and wellbeing includes Equity – providing access to excellent services dependent on need and preferences that are also based on evaluated models People Services plan on a page to be refreshed given new management arrangements for Children's Services Benefits co-ordination with Gentoo regarding people with complex needs 2 GP federations established to co-ordinate communications with GPs in the City Continue collaboration and wider scope between Council and CCG work 	
PE 8 Failure to align partner services to ensure we have a city that is safe and secure	Sarah Reed, Assistant Chief Executive	2x2 = 4	2x2 = 4	<ul style="list-style-type: none"> Continue to deliver the Safer Sunderland Partnership's delivery plan: tackling alcohol, drugs, domestic violence, violent crime, anti-social behaviour, safety and feelings of safety and re-offending Apply the Strengthening Families approach to support people out of offending <p>Progress</p> <ul style="list-style-type: none"> The multi-agency Strengthening Families Programme is starting to record success in reducing offending Negative Ofsted report received and improvement plan being developed by external Commissioner Integrated locality based teams being established Evidence based approach to target issues such as organised crime and sexual exploitation 	1x2 = 2

PLACE

Desired Outcomes

An attractive, modern city where people choose to invest, live, work and spend their leisure time.

A responsible, well looked-after city that is adaptable to change.

A well connected city.

A city where cultural identity and vibrancy act as a significant attraction

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
PL 1 The Local Development Framework is not adopted thereby restricting development opportunities for the City	Alison Fellows, ED of Commercial Development	2x4 = 8	2x4 = 8	<ul style="list-style-type: none"> Develop the LDF (Local Plan) to ensure it meets the required Government criteria <p>Progress</p> <ul style="list-style-type: none"> Local Plan is being developed in line with government criteria. However adoption of Local Plan is expected to be late 2017/18. Development will not stop in the meantime however. Internal Project Board set up to oversee delivery of Plan and ensure work is adequately resourced. Area Action Plan to be developed in respect of the IAMP site - work is programmed and managed via IAMP governance arrangements. Additional resource being sourced and implemented 	1x4 = 4
PL 2 Failure to deliver our place-shaping activities in a coordinated manner (including economic housing and transport investments)	Alison Fellows, ED of Commercial Development	2x3 = 6	2x3 = 6	<ul style="list-style-type: none"> Adopt an ambitious, developer/investor friendly Core Strategy (Land Use Plan) that will guide high quality future physical development that is synonymous with a modern, vibrant, aspirational city Develop and implement the Sunderland Housing Strategy Develop and implement City Transport Strategy Set up the Combined Authority that will have responsibility for the creation of an area wide integrated transport authority and preparation of a 	1x3 = 3

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
				<p>local transport plan</p> <ul style="list-style-type: none"> Utilise all available funding opportunities to improve infrastructure e.g. Regional Growth Fund <p>Progress</p> <ul style="list-style-type: none"> Combined Authority (NECA) set up to <ul style="list-style-type: none"> Provide leadership and a united voice on key strategic transport issues. Link strategic transport planning with economic priorities. Provide strong representation on transport issues of national significance including rail, strategic road network and our ports. Provide more effective co-ordination enable improvement to the area's public transport network. Offer the best framework to maximise and manage devolution of transport funding. SCC input into formal NECA workteams being co-ordinated through officer group with regular reporting and meetings. Funding secured for New Wear Crossing - construction commenced and progressing on schedule Funding secured for scoping of the IAMP development and work duly programmed City Transport Strategy has been developed – to be approved Summer 2016 City Housing Strategy in development Capital programme for 2016/17 agreed and being implemented Potential capital pipeline developed, to focus horizon scanning for external funding opportunities - ongoing 	
PL 3 Delivery of capital investment priorities is too slow to realise opportunities available	Alison Fellows, ED of Commercial	Score 2x3 = 6	Score 2x3 = 6	<ul style="list-style-type: none"> Development of a Local Asset Backed Vehicle (LABV) to deliver accelerated regeneration and economic development activity 	1x3 = 3

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
	Development			<ul style="list-style-type: none"> Continue to support the development of priority areas including: <ul style="list-style-type: none"> Vaux site Sunniside Seaburn <p>Progress</p> <ul style="list-style-type: none"> Realignment of St Mary's Way and development of city centre square completed, which will support development of the Vaux Site and City Centre. New Washington Leisure Centre opened. Creation of the LABV should expedite the delivery of investment priorities, including the Vaux site – LABV now fully operational and working on 3 key sites (Vaux, Seaburn, Chapelgarth) Vaux planning application for Building 1 and site-wide infrastructure submitted January 2016 and now approved – construction commences July 2017 Planning application for Chapelgarth now submitted – committee date being scheduled Planning applications for Seaburn and Chapelgarth also due to be submitted Spring 2016 Capital programme planning and governance reviewed and new arrangements implemented, linked to funding processes Other planning applications for the development of key city centre sites expected in early 2016 - planning application for new hotel on Keel Square submitted May 2017; other sites on schedule Masterplanning work being developed on other key city areas e.g. Holmeside, Minster Quarter, Sunniside, Sheepfolds College Holmeside campus under construction, due for opening Sept 2016 Sunniside delivery arrangements under discussion with HCA and Siglion 	

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
PL 4 Inability to stimulate sufficient inward investment for development projects, particularly in relation to the City Centre	Andrea Winders, ED of Enterprise Development	2x3 = 6	2x3 = 6	<ul style="list-style-type: none"> Promote the City nationally and internationally as a place to invest, through the Make it Sunderland campaign Private sector partners to develop a Business Improvement District proposal providing resources that will contribute to physical improvement in the city centre <p>Progress</p> <ul style="list-style-type: none"> Sunderland BID Limited has been established in the form of an independent, not-for-profit company controlled by the private sector. The Board membership currently stands at 17 who are elected from businesses and city stakeholders. The Board is responsible for ensuring projects are delivered on time and within budget. A small operational team is now in place to support Ken Dunbar, the first Chief Executive of the new BID Company. The company has have developed a business plan to invest at least £3.4 m in the city centre over the next 5 years Make it Sunderland campaign continues to promote investment in the City Inward investment secured in respect of The Bridges, Sunnyside Leisure and a new hotel complex. 	1x3 = 3
PL 5 The City's infrastructure does not provide appropriate access and movement for all, including those with restricted mobility	Fiona Brown, Director of People Services	2x2 = 4	2x2 = 4	<ul style="list-style-type: none"> Continue to engage with Nexus to develop Community Transport, taking into consideration the market and the commercial viability of transport routes Engage with the Voluntary and Community sector to provide access for people with restricted mobility (e.g. volunteer drivers) <p>Progress</p> <ul style="list-style-type: none"> On-going engagement with NEXUS in relation to community transport. Government funding in respect of community transport may be reduced 	2x2 = 4

Risk Description	Risk Owner	Score Feb 2016 LxI	Current Score May 2016 LxI	Mitigation and progress to reduce current score	Residual Score LxI
				<ul style="list-style-type: none"> • Active Travel Plan • Refreshing All Age Friendly City Policy • City Transport Strategy has been developed – to be approved 	
PL 6 Fail to agree and implement a Cultural Strategy and associated action plan	Fiona Brown, Director of People Services	2x2 = 4	2x2 = 4	<ul style="list-style-type: none"> • Develop Cultural Strategy and implementation plan <p>Progress</p> <ul style="list-style-type: none"> • Cultural Partnership formed to bring a wider base to the development of the strategy • Cultural Strategy being launched • Heritage lottery schemes being progressed • Fulwell Mill – the Activity Centre has been transferred to Sunderland North Community Business Centre (SNCBC) under a 3 year lease and they will develop a Business Plan for the Centre, which will also include future funding options for the Mill. • Monkwearmouth Station – discussions with Sunderland AFC are on-going as to the potential for them taking on the building. An options paper has been produced • Museum and Heritage Service Vision – a vision document has been produced for submission to Arts Council England to enable accreditation to be secured for the Museum and Winter Gardens and options for the future delivery of the Museum are being considered 	1x2 = 2

ECONOMY

Desired Outcomes

A national hub of the low carbon economy

A prosperous and well connected waterfront city centre

An inclusive city economy for all ages

Risk Description	Risk Owner	Score Feb 2016 Lxl	Current Score May 2016 Lxl	Mitigation and progress to reduce current score	Residual Score Lxl
EC 1 The increased costs of university fees and restricted access to appropriate learning opportunities will dissuade some young people from attending HE and skills levels will not increase as quickly as anticipated	Fiona Brown, Director of People Services / Andrea Winders, ED of Enterprise Development	2x3 = 6	2x3 = 6	<ul style="list-style-type: none"> Education Leadership Board to promote the benefits of higher education North East Local Enterprise Partnership (NELEP) to support the promotion of higher education <p>Progress</p> <ul style="list-style-type: none"> NELEP and the Education Leadership Board continue to promote the benefits of higher education Council, schools, colleges and the NE Chamber of Commerce are engaged to strengthen ties between education and business in the city 	2x3 = 6
EC 2 The City doesn't attract inward investors because of a lack of sites / finance	Alison Fellows, ED of Commercial Development / Andrea Winders, ED of Enterprise Development	2x3 = 6	2x3 = 6	<ul style="list-style-type: none"> Development of a Local Asset Backed Vehicle (LABV) to leverage private sector funding and investment in the City Allocation of appropriate employment sites through the LDF process <p>Progress</p> <ul style="list-style-type: none"> Funds secured in respect of the Enterprise Zone – phase 1 complete, phase 2 under way City Deal has been signed, providing funding to begin planning the development of the 100-hectare International Advanced Manufacturing Park (IAMP) EZ utilising Local Growth Fund and ERDF funding LABV expected to deliver investment for priority areas (see PL3 above) EZ applications submitted in respect of Port and IAMP Housing Strategy in development – applications now approved 	2x3 = 6

Risk Description	Risk Owner	Score Feb 2016 Lxl	Current Score May 2016 Lxl	Mitigation and progress to reduce current score	Residual Score Lxl
				<ul style="list-style-type: none"> Review of SCC owned sites in progress SCC site disposal programme underway Regular meetings of public sector partners across City to review separate assets and potential for combined projects Working on proposition for potential public services Hub on Vaux site 	
EC 3 The more highly qualified/skilled people in the City will leave to find suitable work outside of the region, reducing the proportion of highly qualified/skilled people living in the City	Alison Fellows, ED of Commercial Development / Andrea Winders, ED of Enterprise Development	3x3 = 9	3x3 = 9	<ul style="list-style-type: none"> Continue to deliver the Make It Sunderland campaign that sets the direction for our efforts to attract employment opportunities to the city, across a wide range of sectors Implement a Housing Investment Plan that ensures we have the right range and types of housing, in the right locations, to retain existing residents and attract new people into the City <p>Progress</p> <ul style="list-style-type: none"> Housing Strategy in development SCC internal Housing Board set up to provide co-ordination and assurance See comments at EC2 above re sites/assets Housing Development Plan to be developed and included in the Housing Strategy Make it Sunderland campaign continuing to attract jobs and investment into the City 	2x3 = 6
EC 4 Inability to deliver on the New Wear Crossing in line with the planned timescales	Alison Fellows, ED of Commercial Development	2x3 = 6	2x3 = 6	<ul style="list-style-type: none"> Complete the procurement phase and deliver the construction phase of the New Wear Crossing <p>Progress</p> <ul style="list-style-type: none"> Construction phase for the new bridge has commenced and is progressing on schedule Contract management strategy and governance arrangements in place, including detailed reporting and assurance arrangements 	2x3 = 6

Risk Description	Risk Owner	Score Feb 2016 Lxl	Current Score May 2016 Lxl	Mitigation and progress to reduce current score	Residual Score Lxl
EC 5 Fail to ensure plans are in place to support carers, people with disabilities and mental health issues into or to maintain employment	Fiona Brown, Director of People Services	2x4 = 8	2x4 = 8	<ul style="list-style-type: none"> Continue to engage with Remploy, who provide sustainable employment opportunities for disabled people and those who experience complex barriers to work Continue to support the Carers Strategy Group <p>Progress</p> <ul style="list-style-type: none"> On-going engagement with Remploy and the Carers Strategy Group Sunderland Carers Centre successful in bid to run the Independent Supporters Programme in Sunderland Implementation of the Care Act improves the assessments of carers for adults and young carers 	1x4 = 4
EC 6 Pace and scale of regeneration in the City Centre does not satisfy economic prosperity ambitions	Alison Fellows, ED of Commercial Development and Andrea Winders, ED of Enterprise Development	2x4 = 8	2x4 = 8	<ul style="list-style-type: none"> Progress development opportunities, e.g. Vaux site, City Square, Sunnyside Support the Business Improvement District proposal <p>Progress</p> <ul style="list-style-type: none"> Keel Square completed Sunderland BID Limited has been established in the form of an independent, not-for-profit company controlled by the private sector. The company has developed a business plan to invest at least £3.4 m in the city centre. LABV set up with the development of the Vaux Site as one of its priority objectives City Centre has undergone ambitious programme of place shaping to open up a range of investment sites, including opening of Keel Square and realignment of St Mary's Way to support the regeneration of the former Vaux site and the wider city centre Construction started on the new Sunderland College campus on the Holmeside site due to open September 2016 City Centre investment corridor Phase 1 work under way in High Street West 	1x4 = 4

Risk Description	Risk Owner	Score Feb 2016 Lxl	Current Score May 2016 Lxl	Mitigation and progress to reduce current score	Residual Score Lxl
EC 7 Partners do not have a coordinated approach to supporting, developing and attracting business to the City	Andrea Winders, ED of Enterprise Development	2x2 = 4	2x2 = 4	<ul style="list-style-type: none"> Continue to support the Business and Innovation Centre which provides a joint approach for business support Implement the Enterprise and Innovation Strategy Continue to develop the North East Local Enterprise Partnership (NELEP) Enterprise Zones <p>Progress</p> <ul style="list-style-type: none"> University has secured funding to develop a Business Support centre Software Centre and Washington centre providing incubation and business space with business support activity Sector growth and Results group of the Economic Leadership Board tasked with simplifying business support in the city 	1x2 = 2

ORGANISATION

Desired Outcomes

Achieving Community Leadership.

Delivering High Quality Services That Are Led By Our Customers' Needs

Ensuring Value for Money and Productive Use Of Resources

Risk Description	Risk Owner	Score Feb 2016 Lxl	Current Score May 2016 Lxl	Mitigation and progress to reduce current score	Residual Score Lxl
OR 1 The Council and the community may not have the required skills and capacity to deliver the City's priorities	Sarah Reed, Assistant Chief Executive	3x3 = 9	3x3 = 9	<ul style="list-style-type: none"> Focus upon strengthening local self-help capacity, In order to meet our aspirations as a Community Leadership Council Utilise workforce planning to develop and transfer skills across the council Deliver the Voluntary and Community Sector Relationship Transition project <p>Progress</p> <ul style="list-style-type: none"> VCS project completed having developed an approach that aligns engagement with the VCS and day to day service delivery Both workforce planning and transformation projects are progressing which have/will allow the Council to become more flexible in the use of the Council's human resources Future priorities require individuals and communities to become more self-supporting 	2x3 = 6
OR 2 Lack of pace, leadership, innovation and commitment resulting in inability to achieve the required outcomes	Sarah Reed, Assistant Chief Executive	2x4 = 8	2x4 = 8	<ul style="list-style-type: none"> Develop the role of a Community Leadership Council to be more intelligent in setting relevant and focused priorities Deliver the Business Transformation Programme Deliver Alternative Service Delivery Models <p>Progress</p> <ul style="list-style-type: none"> Role of Community Leadership Council developing Sunderland Care & Support Ltd set up in December 2013. Leisure JV live on 1st June 2015 	1x4 = 4

Risk Description	Risk Owner	Score Feb 2016 Lxl	Current Score May 2016 Lxl	Mitigation and progress to reduce current score	Residual Score Lxl
				<ul style="list-style-type: none"> Further iteration of the Transformation programme is being developed along with the development of the Council's plan for 2020 	
OR 3 Council does not secure the required savings	Barry Scarr, Interim Director of Corporate Services	2x4 = 8	2x4 = 8	<ul style="list-style-type: none"> Agree MTFS (in context of Community Leadership Council) Agree Service Area efficiency targets and monitor progress <ul style="list-style-type: none"> Deliver the Business Transformation Programme Deliver Alternative Service Delivery Models Deliver the Workforce Planning project <p>Progress</p> <ul style="list-style-type: none"> MTFS in place Actions being progressed to deliver 2015/16 savings Five year budget planning approach being developed involving a fundamental review of all services which will provide the necessary intelligence aligned to strategic aims to allow Members to prioritise savings proposals as funding becomes clearer for future financial years Plans for 2016/17 in place which will be monitored through the Improvement Board. 	1x4 = 4
OR 4 Failure to collect, analyse and use intelligence to enable customer insight to inform decision making	Sarah Reed, Assistant Chief Executive	2x3 = 6	2x3 = 6	<ul style="list-style-type: none"> Development and delivery of the Intelligence Hub Strategic planning and service redesign to reflect the needs and preferences of our customers and communities <p>Progress</p> <ul style="list-style-type: none"> Intelligence Hub is now in the deployment phase with specialist resources available to support the introduction of the intelligence approach 	1x3 = 3

Risk Description	Risk Owner	Score Feb 2016 Lxl	Current Score May 2016 Lxl	Mitigation and progress to reduce current score	Residual Score Lxl
OR 5 Employee engagement falls as a result of ongoing significant changes	Sue Stanhope, Director of HR & OD	2x3 = 6	2x3 = 6	<ul style="list-style-type: none"> Continue to monitor and intervene in areas where employee engagement is showing signs of diminishing Performance Clinics held with CX and all Directors will identify any areas of concern <p>Progress</p> <ul style="list-style-type: none"> Position continues to be monitored via information obtained from employee surveys, consultations and feedback from unions. There is a degree of uncertainty in the Workforce with the ongoing future financial savings that are required 	1x3 = 3

Appendix 2

Detailed Internal Audit Coverage

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
Customer Focus	Community and Family Wellbeing - Governance Arrangements	L	Customer Services Network	M	Community and Family Wellbeing		Better Care Fund			Moderate
	Out of Area Placements	L			Adoption Service		Transformational Change Programme		A review of the programme delivery arrangements including the arrangements for consultation with service users	
	Web Content Development	M			Multi Agency Safeguarding Hub		Leaving Care Grants		A review of the controls in place to manage monies due to young people leaving care.	
	Crisis Loans / Social Fund	S			Safeguarding and Quality Assurance Unit		Bereavement Services		Review of proposed changes to service systems and procedures	
					Commissioning	L				
					Accounting / General Ledger	S				
					Personal Budgets	L				
Legality					Constitution	M	Employment Clearances		A review of the arrangements for ensuring that relevant staff have clearances from the Disclosure and Barring Service, and that social workers' practising certificates are kept up to date	Substantial

[illegible]

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
			Sunderland Partnership							
Business Continuity and Emergency Planning	HHAS Business Continuity Planning	M	Corporate Business Continuity Planning	M	Emergency Planning	S	Business Continuity Planning		An audit of the BCP arrangements in People Services	Moderate
Procurement	Derwent Hill	M	Commissioning	L	Commissioning	L	Agency Workers - Off contract spend		A review of the reasons and arrangements for recruiting agency workers without using the contracted supplier.	Moderate
	Out of Area Placements	L	Contract Management	M	Revenue Procurement	M				
	Revenue Procurement	S	Capital Procurement	S						
Relationship and Contract Management	Streetlighting PFI Contract Management	M	Commissioning	L	Commissioning	L	Highways Contract Monitoring		A review of the arrangements for monitoring highways construction projects	Moderate
	Events Company Contract Management	M			Contract Management - Sunderland Care and Support	M	Leisure Services Management		Review of the management and monitoring arrangements for the delivery of the leisure contract.	
					LABV	L				
					Capital Programme Funding and Monitoring Benefits Realisation	S L				
Financial Management	EFA / SFA Funding	S	EFA / SFA Funding	S	EFA / SFA Funding	S	EFA / SFA Funding		Grant certification	Substantial

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
	Local Transport Capital and Integrated Transport Grants	S	Local Transport Capital and Integrated Transport Grants	S	Local Transport Capital and Integrated Transport Grants	S	Local Transport Capital and Integrated Transport Grants		Grant certification	
	Troubled Families Performance Reward Grant	L	Troubled Families Performance Reward Grant	M	Troubled Families Performance Reward Grant	L	Troubled Families Performance reward Funding		Grant certification	
	DECC Fuel Poverty Grant	M	Contaminated Land Grant	S	Personal Budgets	L	Sport for Life Grant		Grant certification	
	Growing Places Funds 2, 3 and 7	S	Benefit Cap Advisors Grant	S	Financial Verification of Leavers from the Direct Payments Scheme	S	Disabled Facilities and Social Care Capital Grants (replaces Sunderland a City by the Sea grant for which there is no audit requirement)		Grant certification	
	Clusters of Empty Homes Grant	S	Adoption Reform Grant	S	Port Income	M	Big Coastal Communities Grant		Grant certification	
	Out of Area Placements	L	Commissioning	L	Commissioning	L	SSTC2		Grant certification	
	Foster Care Allowances	M	Port Governance Arrangements	M	Corporate Service Planning Arrangements	S	Leaving Care Grants		A review of the controls in place to manage monies due to young people leaving care.	
	Charging for Non Residential Adults Care Services	S	LEP Accountable Body Arrangements	S	Personnel Administration Arrangements		Adult Social Care Contributions		Audit of the Benefits Assessment Team's calculation of clients' contributions	

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
			Personal Budgets / Direct Payments	M	LABV	L	Port Fuel System		A review of the systems for issuing and controlling fuel stocks.	
	Direct Payments	L	Accounting / General Ledger	S	Accounting / General Ledger	S	Transformational Change Programme		A review of the programme delivery arrangements including the arrangements for consultation with service users	
	34 Schools	S	32 Schools	S	18 schools	S	Agency Workers - Off contract spend		A review of the reasons and arrangements for recruiting agency workers without using the contracted supplier.	
	SAP Organisation Structures	S	SAP Organisation Structures		Capital Programme Funding and Monitoring Benefits Realisation	L	Payroll		Audit of the controls in the payroll processing and payments systems.	
	SAP HCM Monitoring of Multiple Employee Positions	L	Mobile Phones Contract	L	BACS Processing	S	Asset Register / Capital Accounting		Audit of the arrangements for accounting for the Council's capital assets	
	BACS Processing	S	BACS Processing	S	Cash Receipting	S	Income		Audit of the Accounts Payable and Periodic Incoem systems	
	Cash Receipting	S	Cash Receipting	S	Accounts Payable	M	Accounts Payable		An audit of the system for making payments to creditors	
	Payroll	M	Payroll	M	Accounts Receivable	S				
	Council Tax	S	Council Tax - Valuation	S	Periodic Income	S				
	Business Rates	S	Business Rates - Valuation	S	Benefits Administration	S				

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
	Accounts Payable	S	Accounts Payable	M	Business Rates - Liability	S				
	Accounts Receivable	S	Accounts Receivable	S	Business Rates - Revised Billing	S				
	Aquatic Centre	S	Periodic Income	S	Enforcement Section	S				
	Benefits	S	Benefits Administration	S	Payroll	M				
	Council Tax Support Scheme	S	Recovery of Benefit Overpayments	M	Revenue Procurement	M				
	Operational Asset Management	M	Elections Hardware Grant	S	Autism Innovation Grant	S				
	Asset Register / Capital Accounting	S	Cash in Transit / Parking Services Income	M	Agency Workers (Unplanned)	N				
	Building Maintenance	N			Go Smarter to Work Grant	S				
	Capital Programme Funding and Monitoring	S								
	Treasury Management	S								
	External Funding	S								
	External Funding - Support to Partners / VCS	M								
	Insurance Claims Handling	S								

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
	Council Tax Support Scheme	S								
	Local Business Rates Scheme	S								
	Crisis Loans / Social Fund	S								
	Derwent Hill	M								
	Events Company Contract Management	M								
Human Resource Management	SAP Organisation Structures	S	SAP Organisation Structures		SAP Organisation Structures	M	SAP Organisation Structures		A review of the controls surrounding the Organisation Structure as recorded on SAP	Moderate
	Monitoring of Multiple Employee Positions	L	Corporate Training and Development Arrangements	L	Induction Procedures	M	Ethos		A review of the proposed arrangements for spinning out HR & OD services.	
	Corporate HR Management	M			Code of Conduct / Whistleblowing	M	Agency Workers - Off contract spend		A review of the reasons and arrangements for recruiting agency workers without using the contracted supplier.	
					Personnel Administration Arrangements		Payroll		Audit of the controls in the payroll processing and payments systems.	
					Agency Workers (Unplanned)	N	Employment Clearances		A review of the arrangements for ensuring that relevant staff have clearances from the Disclosure and Barring Service, and that social workers' practising certificates are kept up to date	

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
							Personnel Administration Arrangements		A review of the administrative processes relating to, for example, recruitment, starters, leavers, honoraria etc	
Information Governance	Corporate Information Governance Arrangements	L	Corporate Information Governance Arrangements	L	Corporate Information Governance Arrangements	L	Corporate Information Governance Arrangements		Reviews of data security.	Limited
			Multi Agency Safeguarding Hub		Multi Agency Safeguarding Hub					
					Use of Email	L				
Performance Management	Operational Asset Management	M	Corporate Performance Management Arrangements	M	Multi Agency Safeguarding Hub		Coprorate Performance Management Arrangements		A review of compliance with the new performance management framework, and verification of performance data	Moderate
	Community and Family Wellbeing - Governance Arrangements	L	Community and Family Wellbeing - Governance Arrangements		Community and Family Wellbeing		Adults Services Performance Management		Review of data quality	
					Capital Programme Funding and Monitoring Benefits Realisation	S L				

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
					Safeguarding and Quality Assurance Unit					
Asset Management	Derwent Hill	M			LABV	L	LABV Client Arrangements		A review of the implementation of the the Siglion client arrangements	Moderate
	Technology Forge	L			Corporate Asset Management	M	Asset Register / Capital Accounting		Audit of the arrangements for accounting for the Council's capital assets	
	Operational Asset Management	M					ICT Technology Allocation Process		Implementation of new policy on allocation of ICT equipment, mobile phones etc	
	ICT Asset Management	M								
	Asset Register / Capital Accounting	S								
ICT Strategy and Delivery	ICT Asset Management	M	Physical and Environmental Controls	S	Cyber Security	L	ICT Technology Allocation Process		Implementation of new policy on allocation of ICT equipment, mobile phones etc	Moderate
			Mobile Phone Contract	L						
Fraud and Corruption	Counter Fraud Testing		Counter Fraud Testing	M	Financial Verification of Leavers from the Direct Payments Scheme	S	140 days for targeted counter fraud work			Substantial
	National Fraud Initiative Case Investigations		National Fraud Initiative Case Investigations	S	BACS Processing	S				
	Direct Payments	L	Schools Counter Fraud Checks	S	Cash Receipting	S				
			Personal Budgets	M	Accounts Payable	M				
	BACS Processing	S	BACS Processing	S	Accounts	S				

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions		2016/17 Audits / Opinions		Scope of 2016/17 Audit	Overall Opinion
					Receivable					
	Cash Receipting	S	Cash Receipting	S	Periodic Income	S				
	Payroll	M	Payroll	M	Benefits Administration	S				
	Council Tax	S	Council Tax - Valuation	S	Business Rates - Liability	S				
	Business Rates	S	Capital Procurement	S	Enforcement Section	M				
	Benefits	S	Benefits Administration	S	Payroll	M				
	Accounts Payable	S	Accounts Payable	M	Revenue Procurement	M				
	Accounts Receivable	S	Accounts Receivable	S	Agency Workers (Unplanned)	N				
			Periodic Income	S						
			SAP Organisation Structures							
			Cash in Transit / Parking Services Income	M						
Risk Management			Port Governance Arrangements	M						Substantial
Schools	34 schools, 5 full, 25 substantial, 3 moderate, 1 limited	S	30 schools completed to date - 24 substantial, 5 moderate, 1 limited	S	18 schools 15 completed to date, 13 substantial, 2 moderate	S	31 schools in plan - 11 schools completed to date - 8 substantial and 3 moderate	S		Substantial

Other Clients

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions			Scope of 2016/17 Audit	Overall Opinion
Sunderland Care and Support	Direct Payments	L	Governance Arrangements	L	Community Equipment Store	M			
			Farmborough Court	S	Grace House Partnership	M			
			Financial Procedures in Residential and Daycare Units (Establishment Visits)	L	Reablement	M			
					Governance Arrangements	M			
					Unit Costing				
	Procurement Arrangements	S	Management and Security of Service Users Monies - Compliance with Procedures	S					
	Risk Management Arrangements	L							
	Information Management Arrangements	S							
	Transaction Testing	S							
Sunderland Live	Governance Arrangements	M	Airshow Income - Transaction Testing	M	Airshow Income - Transaction Testing	L			

Key Risk Area	2013/14 Audits / Opinions		2014/15 Audits / Opinions		2015/16 Audits / Opinions			Scope of 2016/17 Audit	Overall Opinion
	Verification of Expenditure and Income Transactions	M	Income	L	Procurement				
			Event Management	L	HR Management				
					Information Governance				

Risk and Assurance Activity

Area of activity	Work ongoing
Strategic Risk Profile	A review of the strategic risks affecting the Council was agreed with EMT. The risk areas have been categorised into People, Place, Economy and Organisational. Mitigating actions have been agreed and progress is being monitored and reported in Appendix 1. A review of the profile has been started in line with the development of the next Corporate Plan.
Supporting Executive Directors and Heads of Service to manage risks	Activity is ongoing to aid the management of risks through services, programmes and key projects and partnerships. This will be linked to mitigating actions in the Strategic Risk Profile where appropriate.
Support to Schools	An assurance framework for schools is in place and updated with key officers within the People's Directorate. A number of Academies have also bought in the risk service.
Service Reviews (including alternative service delivery models), Programmes and Projects (including ICT)	<p>Major projects / service reviews being supported include:</p> <ul style="list-style-type: none"> • Sunderland Care and Support Ltd. • Intelligence Hub • ICT – various activity • Adult Social Care • Safeguarding – Childrens and Adults • Replacement of the SWIFT ICT system • City Deal and Enterprise Zones • New Wear Crossing construction and SSTC Phase 3 • Information Governance • Place based services • Sunderland Live Ltd.

Appendix 4

Internal Audit - Overall Objectives, Key Performance Indicators (KPI's) and Targets for 2016/17

Efficiency and Effectiveness			
Objectives	KPI's	Targets	Actual Performance
1) To ensure the service provided is effective and efficient.	1) Complete sufficient audit work to provide an opinion on the key risk areas identified for the Council 2) Percentage of draft reports issued within 15 days of the end of fieldwork 3) Percentage of audits completed by the target date (from scoping meeting to issue of draft report) 4) Cost per £m Turnover	1) All key risk areas covered over a 3 year period 2) 90% 3) 80% 4) Lower than average within CIPFA Benchmarking Club	1) On target 2) Ahead of target — 100% 3) Ahead of target – 100% 4) On target - £496 v £865 average
Quality			
Objectives	KPI's	Targets	Actual Performance
1) To maintain an effective system of Quality Assurance	1) Opinion of External Auditor	1) Satisfactory opinion	1) Achieved
2) To ensure actions agreed by the service are implemented	2) Percentage of agreed high, significant and medium risk internal audit recommendations which are implemented	2) 100% for high and significant 90% for medium risk	2) Significant – on target – 100% Behind target - Medium 84% (excluding schools)
Client Satisfaction			
Objectives	KPI's	Targets	Actual Performance
1) To ensure that clients are satisfied with the service and consider it to be good quality	1) Results of Post Audit Questionnaires 2) Results of other Questionnaires 3) Number of Complaints / Compliments	1) Overall average score of better than 1.5 (1=Good and 4=Poor) 2) Results classed as 'Good' 3) No target – actual numbers will be reported	1) On target – 1.0 to date 2) Non undertaken 3) 2 compliments 0 complaints

