

NOTICE OF MEETING

CORPORATE COMMITTEE

Monday, 9th July, 2018, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Isidoros Diakides (Chair), Dana Carlin (Vice-Chair), Dawn Barnes, Scott Emery, Barbara Blake, Eldridge Culverwell, Makbule Gunes, Mike Hakata, Liz Morris, Josh Dixon, Ishmael Osamor, Alessandra Rossetti, Yvonne Say and Daniel Stone

Quorum: 3

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (late items will be considered under the agenda items where they appear. New items will be dealt with at item)

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

To consider any requests received in accordance with Part 4, section B, Paragraph 29 of the Council's Constitution.

6. MINUTES (PAGES 1 - 4)

To consider and agree the minutes of the meeting held on 22nd March 2018.

7. TREASURY MANAGEMENT OUTTURN 2017/18 (PAGES 5 - 20)

8. ANNUAL INTERNAL AUDIT PLAN AND STRATEGY 2018/19 (PAGES 21 - 32)

9. END OF YEAR ACCOUNTS

Verbal Update

10. ANY OTHER BUSINESS OF AN URGENT NATURE

To consider any items admitted at item 3 above.

11. DATE AND TIME OF NEXT MEETING

24th July 2018

Philip Slawther
Principal Committee Coordinator
Tel – 020 8489 2615
Fax – 020 8881 5218

Email: philip.slawther2@gmail.com

Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 29 June 2018

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MINUTES OF THE MEETING OF THE CORPORATE COMMITTEE HELD ON THURSDAY, 22ND MARCH, 2018, 7.00 pm

PRESENT: Councillors Barbara Blake (Chair), Eddie Griffith (Vice-Chair), Gina Adamou, Charles Adje, Isidoros Diakides, Adam Jogee and Viv Ross

204. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

205. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received by Cllr's Engert & Berryman.

206. URGENT BUSINESS

There were no such items.

207. DECLARATIONS OF INTEREST

There were no declarations of interest

208. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no such items.

209. MINUTES

RESOLVED

That the minutes of the Corporate Committee held on 30 January 2018 be approved as a correct record and signed by the chair.

210. EXTERNAL AUDIT PLAN 2017/18

The Committee considered the report on the Audit Plan, presented by Leigh Lloyd-Thomas, BDO. The report set out the expected key issues to be covered by the external audit, the scope of the work, the level of materiality, Group matters, and the external auditors' statement of independence and fee summary. Mr Lloyd-Thomas explained the benchmark percentage for materiality and the Committee discussed the presented audit risk areas within the plan.

In particular the Committee focused on the area of the Council's sustainable finances. It was noted that the savings required to offset the identified funding gaps from 2019/20 to 2022/23 would present a significant challenge in the coming years.

Mr Lloyd-Thomas advised the Committee that they could contact him if there were other areas of audit risk that they wanted to suggest.

RESOLVED

That the content of the report be noted.

211. GRANTS REPORT 2016/17

The Committee considered the Grants Report 2016/17, presented by Leigh Lloyd-Thomas, BDO. The report summarised the main issues highlighted from the certification work of grant claims and returns for the year ending March 2017.

The Committee considered details of each of the 3 grant claims and returns focused on within the report – Housing benefit subsidy, pooling of housing capital receipts and teachers pensions. In relation to housing benefit subsidy it was noted that a large number of errors had been found and the Committee discussed the various benefit types affected by these errors. In response to the Committee's concern it was highlighted that a contributing factor was training and a considerable back log of claims but Mr Lloyd-Thomas assured the Members that improvements were gradually being made and felt confident that with time, training and a steady team this issue should improve. The Committee agreed that this was an area that they wanted to keep monitoring.

In response to a question regarding the retained right to buy funds Mr Lloyd-Thomas updated the Committee on management comments received subsequent to the publication of BDO's report. It was noted that the Housing Strategy team would be setting up two large scale housing delivery company's with the purpose of utilising the funds within the designated timescale so that these resources were not lost.

RESOLVED

That the Committee note the contents of the report for information

212. LOCAL GOVERNMENT OMBUDSMAN FINDING

The Committee considered the report as presented by Chris Liffen, Executive Director of Property at Homes for Haringey. Mr Liffen gave his apologies to the Committee and stated that Homes for Haringey accepted the errors in relation to the case.

After presenting details of the case it was noted that recommendations made by the Ombudsman had been accepted and would be actioned within 3 months of the date of the report. This included a further report to the Cabinet Member of Housing Regeneration & Planning.

The Committee raised its concerns over the clearly highlighted issues around complaints procedures and processes. Mr Liffen notified the Committee that changes had been implemented including the creation of a new senior role within its Mechanical & Electrical service, introduction of a new major incidents process along with new performance indicators. It was also noted that properties with similar water supply issues were not currently being let out.

The Committee was pleased that complaints and member enquires had been added to the internal audit plans of both the Council & Homes for Haringey for review in the next financial year. However when discussing the Ombudsman's recommendations in relation to compensation to Ms X it was commented that the suggested amounts were more of a refund for expenses incurred rather than compensation. It was suggested that an additional ex gratia payment be made considering the severity of the case. The Committee agreed that this was something that should be considered.

RESOLVED

That the Committee:

- Note the outcome of the Ombudsman's investigation contained in his report dated 31st January 2018.
- Accept the Ombudsman's Recommendations relating to the need to make compensatory payments to Ms X.
- Authorises officers to make compensatory payments to Ms X in accordance with the Recommendations made by the Ombudsman in his report. ***The Committee also agreed that there should be consideration as to whether an additional ex gratia payment was appropriate.***
- Notes the subsequent actions undertaken by Homes for Haringey to rectify the situation, and prevent a recurrence.

213. THE ANNUAL INTERNAL AUDIT PLAN AND INTERNAL AUDIT STRATEGY 2018/19

The Committee considered the report on the draft internal audit plan for 2017/18 and internal audit strategy, as presented by Vanessa Bateman, Interim Head of Audit and Risk Management. The report set out the way in which the internal audit plan was devised, the internal audit strategy and the proposed audit plan.

It was noted that there was an additional 10 extra areas of audit that had not been included on the plan but that work was being done on additional days that could be used to bridge the gap.

In response to a question regarding the proposed computer audit of the Shared Digital arrangements it was noted that work was being done with the Head of Audit of the other Councils on the 2018/19 plan. It was agreed that a summary of the draft plan and the proposed areas of work be presented to the Committee again at the first meeting of the new municipal year for the benefit of its new members.

Action: Head of Audit & Risk Management

RESOLVED

- That the Corporate Committee review and approve the Internal Audit strategy.
- That the Corporate Committee review and approve the Annual Internal Audit Plan for 2018/19.

214. ANY OTHER BUSINESS OF AN URGENT NATURE

The Chair and Vice Chair both received a vote of thanks from the Committee Members for their hard work throughout the year.

CHAIR: Councillor Barbara Blake

Signed by Chair

Date

Report for: Corporate Committee 9 July 2018

Item number:

Title: Treasury Management Outturn 2017/18

Report

authorised by: Jon Warlow, Director of Finance (S151 Officer)

Lead Officer: Thomas Skeen, Head of Pensions
thomas.skeen@haringey.gov.uk 020 8489 1341

Ward(s) affected: N/A

Report for Key/

Non Key Decision: Non Key decision

1. Describe the issue under consideration

- 1.1. The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that Authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end).
- 1.2. The Council's Treasury Management Strategy for 2017/18 was approved by Full Council on 27 February 2017.
- 1.3. This report updates the Committee on the Council's treasury management activities and performance in the year to 31st March 2017 in accordance with the CIPFA Treasury Management Code of Practice.

2. Cabinet Member Introduction

- 2.1. Not applicable.

3. Recommendations

- 3.1. That members note the Treasury Management activity undertaken during the year to 31st March 2018 and the performance achieved.
- 3.2. That members note that all treasury activities were undertaken in line with the approved Treasury Management Strategy: in particular the prudential indicators with fixed limits shown in appendix 1.

4. Reason for Decision

4.1. None.

5. Other options considered

5.1. None.

6. Background information

6.1. The Council's treasury management activity is underpinned by CIPFA's Code of Practice on Treasury Management ("the Code"), which requires local authorities to produce annually, Prudential Indicators and a Treasury Management Strategy Statement. CIPFA has defined Treasury management as: "The management of the local Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

6.2. The Code recommends that members are informed of treasury management activities at least twice a year. Formulation of treasury policy, strategy and activity is delegated to the Corporate Committee and this Committee receives reports quarterly.

6.3. However, overall responsibility for treasury management remains with Full Council and the Council approved the Treasury Management Strategy Statement and set the Prudential Indicators for 2017/18 on 27 February 2017. The Corporate Committee is responsible for monitoring treasury management activity and this is achieved through the receipt of quarterly reports.

6.4. Government guidance on local Council treasury management states that local authorities should consider the following factors in the order they are stated:

Security - Liquidity - Yield

6.5. The Treasury Management Strategy reflects these factors and is explicit that the priority for the Council is the security of its funds. However, no treasury activity is without risk and the effective identification and management of risk are integral to the Council's treasury management activities.

7. Contribution to Strategic Outcomes

7.1. None.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement

- 8.1. Interest rates earned on investments remain low and significantly less than the cost of new borrowing and therefore the strategy of minimising cash balances continued in 2017/18. Borrowing is taken when required for liquidity purposes with the preference being short term local authorities' loans, given the low interest rates these currently attract. Longer term borrowing is required as the Council's capital programme continues to grow, and the treasury team monitor interest rates daily to enable borrowing to be taken should rates fall to levels that are opportunely low. The ability to take advantage of lower interest rates via Local Authority borrowing, and via careful monitoring of the interest rate environment has resulted in savings on the treasury management budget, and will provide value for money for the Council in the longer term.

Legal

- 8.2. The Assistant Director for Corporate Governance has been consulted on the content of this report which is consistent with legislation governing the financial affairs of the Council. In considering the report Members must take into account the expert financial advice available to it and any further oral advice given at the meeting of the Committee.

Equalities

- 8.3. There are no equalities issues arising from this report.

9. Use of Appendices

- 9.1. Appendix 1 – Prudential Indicators

10. Local Government (Access to Information) Act 1985

- 10.1. Not applicable.

11. External Context and Economic Commentary and Outlook (from Haringey's Treasury Advisor, Arlingclose)

Economic background:

- 11.1. 2017-18 was characterised by the push-pull from expectations of tapering of Quantitative Easing (QE) and the potential for increased policy rates in the US and Europe and from geopolitical tensions, which also had an impact.
- 11.2. The UK economy showed signs of slowing with latest estimates showing GDP, helped by an improving global economy, grew by 1.8% in calendar 2017, the same level as in 2016. This was a far better outcome than the majority of forecasts following the EU Referendum in June 2016, but it also reflected the international growth momentum generated by the increasingly buoyant US economy and the re-emergence of the Eurozone economies.
- 11.3. The inflationary impact of rising import prices, a consequence of the fall in sterling associated with the EU referendum result, resulted in year-on-year CPI rising to 3.1% in November before falling back to 2.7% in February 2018. Consumers felt the squeeze as real average earnings growth, i.e. after inflation, turned negative before slowly recovering. The labour market showed resilience as the unemployment rate fell back to 4.3% in January 2018. The inherent weakness in UK business investment was not helped by political uncertainty following the surprise General Election in June and by the lack of clarity on Brexit, the UK and the EU only reaching an agreement in March 2018 on a transition which will now be span Q2 2019 to Q4 2020. The Withdrawal Treaty is yet to be ratified by the UK parliament and those of the other 27 EU member states and new international trading arrangements are yet to be negotiated and agreed.
- 11.4. The Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 0.25% in November 2017 to 0.50%. It was significant in that it was the first rate hike in ten years, although in essence the MPC reversed its August 2016 cut following the referendum result. The February Inflation Report indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening. Although in March two MPC members voted to increase policy rates immediately and the MPC itself stopped short of committing itself to the timing of the next increase in rates, the minutes of the meeting suggested that an increase in May 2018 was highly likely, although this did not occur.
- 11.5. In contrast, economic activity in the Eurozone gained momentum and although the European Central Bank removed reference to an 'easing bias' in its market communications and had yet to confirm its QE

intention when asset purchases end in September 2018, the central bank appeared some way off normalising interest rates. The US economy grew steadily and, with its policy objectives of price stability and maximising employment remaining on track, the Federal Reserve Open Market Committee (FOMC) increased interest rates in December 2017 by 0.25% and again in March, raising the policy rate target range to 1.50% - 1.75%. The Fed is expected to deliver two more increases in 2018 and a further two in 2019. However, the imposition of tariffs on a broadening range of goods initiated by the US, which has led to retaliation by China, could escalate into a deep-rooted trade war having broader economic consequences including inflation rising rapidly, warranting more interest rate hikes.

Financial markets:

- 11.6. The increase in Bank Rate resulted in higher money markets rates: 1-month, 3-month and 12-month LIBID rates averaged 0.32%, 0.39% and 0.69% and at 31st March 2018 were 0.43%, 0.72% and 1.12% respectively.
- 11.7. Gilt yields displayed significant volatility over the twelve-month period with the change in sentiment in the Bank of England's outlook for interest rates. The yield on the 5-year gilts which had fallen to 0.35% in mid-June rose to 1.65% by the end of March. 10-year gilt yields also rose from their lows of 0.93% in June to 1.65% by mid-February before falling back to 1.35% at year-end. 20-year gilt yields followed an even more erratic path with lows of 1.62% in June, and highs of 2.03% in February, only to plummet back down to 1.70% by the end of the financial year.
- 11.8. The FTSE 100 had a strong finish to calendar 2017, reaching yet another record high of 7688, before plummeting below 7000 at the beginning of 2018 in the global equity correction and sell-off.

Credit background:

- 11.9. In the first quarter of the financial year, UK bank credit default swaps reached three-year lows on the announcement that the Funding for Lending Scheme, which gave banks access to cheaper funding, was being extended to 2018. For the rest of the year, CDS prices remained broadly flat.
- 11.10. The rules for UK banks' ring-fencing were finalised by the Prudential Regulation Authority and banks began the complex implementation process ahead of the statutory deadline of 1st January 2019. As there was some uncertainty surrounding which banking entities the Authority would will be dealing with once ring-fencing was implemented and what the balance sheets of the ring-fenced and non ring-fenced entities would look would actually look like, in May 2017 Arlingclose advised adjusting downwards the maturity limit for unsecured investments to a

maximum of 6 months. The rating agencies had slightly varying views on the creditworthiness of the restructured entities.

- 11.11. Barclays was the first to complete its ring-fence restructure over the 2018 Easter weekend; wholesale deposits including local authority deposits will henceforth be accepted by Barclays Bank plc (branded Barclays International), which is the non ring-fenced bank.

Money Market Fund regulation:

- 11.12. The new EU regulations for Money Market Funds (MMFs) were finally approved and published in July and existing funds will have to be compliant by no later than 21st January 2019. The key features include Low Volatility Net Asset Value (LVNAV) Money Market Funds which will be permitted to maintain a constant dealing NAV, providing they meet strict new criteria and minimum liquidity requirements. MMFs will not be prohibited from having an external fund rating (as had been suggested in draft regulations). Arlingclose expects most of the short-term MMFs it recommends to convert to the LVNAV structure and awaits confirmation from each fund.

Credit Rating developments

- 11.13. The most significant change was the downgrade by Moody's to the UK sovereign rating in September from Aa1 to Aa2 which resulted in subsequent downgrades to sub-sovereign entities including local authorities.
- 11.14. Changes to credit ratings included Moody's downgrade of Standard Chartered Bank's long-term rating to A1 from Aa3 and the placing of UK banks' long-term ratings on review to reflect the impending ring-fencing of retail activity from investment banking (Barclays, HSBC and RBS were on review for downgrade; Lloyds Bank, Bank of Scotland and National Westminster Bank were placed on review for upgrade).
- 11.15. Standard & Poor's (S&P) revised upwards the outlook of various UK banks and building societies to positive or stable and simultaneously affirmed their long and short-term ratings, reflecting the institutions' resilience, progress in meeting regulatory capital requirements and being better positioned to deal with uncertainties and potential turbulence in the run-up to the UK's exit from the EU in March 2019. The agency upgraded Barclays Bank's long-term rating to A from A- after the bank announced its plans for its entities post ring-fencing.
- 11.16. Fitch revised the outlook on Nationwide Building Society to negative and later downgraded the institution's long-term ratings due to its reducing buffer of junior debt. S&P revised the society's outlook from positive to stable.

- 11.17. S&P downgraded Transport for London to AA- from AA following a deterioration in its financial position.

Other developments:

- 11.18. In February, Arlingclose advised against lending to Northamptonshire County Council (NCC). NCC issued a section 114 notice in the light of severe financial challenge and the risk that it would not be in a position to deliver a balanced budget.
- 11.19. In March, following Arlingclose's advice, the Authority removed RBS plc and National Westminster Bank from its counterparty list. This did not reflect any change to the creditworthiness of either bank, but a tightening in Arlingclose's recommended minimum credit rating criteria to A- from BBB+ for FY 2018-19. The current long-term ratings of RBS and NatWest do not meet this minimum criterion, although if following ring-fencing NatWest is upgraded, the bank would be reinstated on the Authority's lending list.

Local Authority Regulatory Changes:

- 11.20. Revised CIPFA Codes: CIPFA published revised editions of the Treasury Management and Prudential Codes in December 2017. CIPFA have clarified that these changes should be implemented from 2019/20, as the late publication in December 2017 meant that the vast majority of Authorities were unable to implement these for the 2018/19 year.
- 11.21. The 2017 Prudential Code introduces the requirement for a Capital Strategy which provides a high-level overview of the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Where this strategy is produced and approved by full Council, the determination of the Treasury Management Strategy can be delegated to a committee. The Code also expands on the process and governance issues of capital expenditure and investment decisions.
- 11.22. Haringey has an existing capital strategy, this will be refreshed in line with CIPFA guidance for the new capital strategy requirement, which will be published later in 2018. The capital strategy will be published before the 2019/20 financial year.
- 11.23. In the 2017 Treasury Management Code the definition of 'investments' has been widened to include financial assets as well as non-financial assets held primarily for financial returns such as investment property. These, along with other investments made for non-treasury management purposes such as loans supporting service outcomes and investments in subsidiaries, must be discussed in the Capital

Strategy or Investment Strategy. Additional risks of such investments are to be set out clearly and the impact on financial sustainability is to be identified and reported.

MHCLG Investment Guidance :

- 11.24. Changes to the Investment Guidance include a wider definition of investments to include non-financial assets held primarily for generating income return and a new category called “loans” (e.g. temporary transfer of cash to a third party, joint venture, subsidiary or associate). The Guidance introduces the concept of proportionality, proposes additional disclosure for borrowing solely to invest and also specifies additional indicators. Investment strategies must detail the extent to which service delivery objectives are reliant on investment income and a contingency plan should yields on investments fall.

MHCLG Minimum Revenue Provision (MRP):

- 11.25. In February 2018 the MHCLG (Ministry of Housing, Communities and Local Government) published revised Guidance on Local Government and Investments and Statutory Guidance on Minimum Revenue Provision (MRP).
- 11.26. The definition of prudent MRP has been changed to “put aside revenue over time to cover the CFR”; it cannot be a negative charge and can only be zero if the CFR is nil or negative. Guidance on asset lives has been updated, applying to any calculation using asset lives. Any change in MRP policy cannot create an overpayment; the new policy must be applied to the outstanding CFR going forward only.

MiFID II:

- 11.27. As a result of the second Markets in Financial Instruments Directive (MiFID II), from 3rd January 2018 local authorities were automatically treated as retail clients but could “opt up” to professional client status, providing certain criteria was met which includes having an investment balance of at least £10 million and the person(s) authorised to make investment decisions on behalf of the authority have at least a year’s relevant professional experience. In addition, the regulated financial services firms to whom this directive applies have had to assess that that person(s) have the expertise, experience and knowledge to make investment decisions and understand the risks involved.
- 11.28. Haringey has met the conditions to opt up to professional status and has done so in order to maintain its erstwhile MiFID II status prior to January 2018. The Authority will continue to have access to products including money market funds, pooled funds, treasury bills, and to financial advice.

12. Local Context

- 12.1. At 31/3/2018 the Council's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR), and shown in the Council's Statement of Accounts was £592.0m. The Council had actual borrowing of £365.4m and £45.9m of investments. The difference represents timing differences in cash received and paid, internal borrowing, i.e. the use of cash which represents reserves and balances rather than the externalising of debt, and the use of lease-type arrangements for the acquisition of assets.
- 12.2. The Council's current strategy is to maintain borrowing below the Capital Financing Requirement (CFR), this is referred to as internal borrowing.
- 12.3. The Council has an increasing CFR over the next 3 years due to the capital programme, but minimal investments which can be used to fund capital plan cashflows. The Council is likely to need to borrow over the forecast 3 year period.

13. Borrowing Strategy During the Year

- 13.1. At 31/03/2018 the Council held £307.4m of long term loans, (an increase of £36.8m on 31/3/2017).
- 13.2. The Council's chief objective when borrowing continues to be striking an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
- 13.3. For the majority of the year the "cost of carry" analysis performed by the Authority's treasury management advisor Arlingclose did not indicate value in borrowing **in advance** for future years' planned expenditure and therefore none was taken.

Borrowing Activity

Borrowing	Balance at 1 Apr 2017 £'000	Borrowing Raised £'000	Maturities £'000	Balance at 31 March 2018 £'000	Avg Rate %
Short term Borrowing					
- UK Local Authorities	76,400	282,000	300,400	58,000	0.35
Long Term Borrowing					
- PWLB	145,646	50,000	13,265	182,381	5.18
- LOBO	125,000	0	0	125,000	4.72
TOTAL BORROWING	347,046	332,000	313,665	365,381	4.26

13.4. The Council holds £125m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. £75m of these LOBOS had options during the 2017/18 financial year, none of which were exercised by the lenders. The Council acknowledges there is an element of refinancing risk even though in the current interest rate environment lenders are unlikely to exercise their options. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

14. Investment Activities

- 14.1. The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. Average investment balances were £25m in 2017/18.
- 14.2. The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles
- 14.3. The Council has sought to minimise its security risk by setting limits on each institution on the lending list. The Council has complied with all these limits during the financial year to date.
- 14.4. The economic environment remains uncertain, and given this background, the Council has kept cash investments to a minimum and short term. Money Market Funds continue to be used extensively as the portfolios are spread across a range of underlying investments to diversify risk. They also provide instant access enabling officers to take action quickly if there are any concerns about creditworthiness. The remainder of the Council's investments are held with the DMO (government agency).

Investment Activity

Investments	Balance at 1 Apr 2017 £'000	Investments Made £'000	Maturities £'000	Balance at 31 March 2018 £'000	Avg Rate /Yield %
Short term Investments (call accounts, deposits)					
- Banks & Building Societies	0	0	0	0	0
UK Government:					
- Deposits at Debt Management Office	10,000	747,240	721,295	35,945	0.19
- UK Local Authorities	0	10,000	0	10,000	0.75
Money Market Funds	8,575	340,455	349,030	0	0.24
TOTAL INVESTMENTS	18,575	1,097,695	1,070,325	45,945	0.25

*The balances shown above as at 1 April and 31 March represent a snapshot on a particular day, balances can move significantly from day to day dependent on the Council's cashflows at a point in time.

Credit Risk

- 14.5. The table below shows counterparty credit quality as measured by credit ratings on the final day of each quarter during the year. The table also shows the percentage of the in-house investment portfolio exposed to bail-in risk. Bail-in is the response to the government bail-outs in the global financial crisis, when a number of banks failed and received government bail-outs in 2008. Under bail-in, unsecured deposits made with certain financial institutions would be at risk, should the institution fail, and investors would lose a portion of their invested funds. The below table shows a snapshot at a point in time, and movements in the figures do not reflect changes in policy or strategy, but are indicative of the Council's cashflows on that particular date.

Date	Value Weighted Average - Credit Risk Score	Value Weighted Average - Credit Rating	Time Weighted Average - Credit Risk Score	Time Weighted Average - Credit Rating	Investments exposed to bail-in risk %
31/03/2017	3.49	AA	3.06	AA	46
30/06/2017	4.54	A+	4.54	A+	100
30/09/2017	4.39	AA-	4.39	AA-	100
30/12/2017	4.25	AA-	3.78	AA-	60
31/03/2018	3.14	AA	3.60	AA-	0

Scoring:

- Value weighted average reflects the credit quality of investments according to the size of the deposit
- Time weighted average reflects the credit quality of investments according to the maturity of the deposit
- AAA = highest credit quality = 1
- D = lowest credit quality = 26
- Aim = A- or higher credit rating, with a score of 7 or lower, to reflect current investment approach with main focus on security

Budgeted Income and Outturn

- 14.6. The UK Bank Rate had been maintained at 0.25% since August 2016, but was increased to 0.50% on 2 November 2017. Short-term money market rates have increased slightly, but not commensurately, and but remain at historically low levels.
- 14.7. Treasury Investments generated an average rate of 0.25%. The Council's investment income for the year totalled £63.5k against a budget of £136.5k.
- 14.8. Borrowing costs were £14.0m (£3.5m General Fund, £10.5m HRA) against a budget of £18.1m (£5.7m General Fund, £12.4m HRA). The underspend has occurred due to a number of factors, including: the current lower interest rate environment reducing interest costs for the Council, and delays in the capital programme's delivery.

15. Compliance with Prudential Indicators

- 15.1. The Council confirms compliance with its Prudential Indicators for 2017/18, which was set in February 2017 as part of the Council's Treasury Management Strategy Statement.

Treasury Management Indicator

- 15.2. The Council measures and manages its exposures to treasury management risks using the following indicators.
- 15.3. **Interest Rate Exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed were:

	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposure	100%	100%	100%
Actual	81%		
Upper limit on variable interest rate exposure	60%	60%	60%
Actual	19%		

- 15.4. Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.
- 15.5. **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing are:

Maturity structure of borrowing (U: upper, L: lower)	L	U	Outturn as at 31 Mar 2018
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under 12 months	0%	60%	19.1%
12 months & within 2 years	0%	40%	2.3%
2 years & within 5 years	0%	40%	5.4%
5 years & within 10 years	0%	40%	5.2%
10 yrs & within 20 yrs	0%	40%	4.7%
20 yrs & within 30 yrs	0%	40%	15.1%
30 yrs & within 40 yrs	0%	50%	25.1%
40 yrs & within 50 yrs	0%	50%	23.2%
50 yrs & above	0%	40%	0.0%

15.6. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

15.7. **Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. Given the policy of spending down cash balances and use of internal borrowing the Council does not expect to invest beyond 364 days in the medium term.

Appendix 1: Treasury & Prudential Indicators

No.	Prudential Indicator	2017/18 Original Indicator	2017/18 Outturn Position
CAPITAL INDICATORS			
1	Capital Expenditure	£'000	£'000
	General Fund	133,941	40,381
	HRA	68,901	38,966
	TOTAL	202,842	79,347
2	Ratio of financing costs to net revenue stream	%	%
	General Fund	2.18	1.41
	HRA	9.87	9.59
3	Capital Financing Requirement	£'000	£'000
	General Fund	374,671	343,306
	HRA	278,721	248,670
	TOTAL	653,392	591,976
4	Incremental impact of capital investment decisions	£	£
	Band D Council Tax	13.75	5.91
	Weekly Housing rents	0.20	0.00
5	Borrowing Limits	£'000	£'000
	Authorised Limit / actual debt	536,063	365,381
	Operational Boundary/actual debt	481,105	365,381

No.	Prudential Indicator	2017/18 Original Indicator	31-Mar-18
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6	HRA Debt Cap	£'000	£'000
	Headroom	56,442	78,868

7	Gross debt compared to CFR	£'000	£'000
	Gross debt	347,046	365,381
	CFR	653,392	591,976

8	Upper limit – fixed rate exposure	100%	80.9%
	Upper limit – variable rate	60%	19.1%

9	Maturity structure of borrowing (U: upper, L: lower)	L	U	31-Mar-18
	under 12 months	0%	60%	19.1%
	12 months & within 2 years	0%	40%	2.3%
	2 years & within 5 years	0%	40%	5.4%
	5 years & within 10 years	0%	40%	5.2%
	10 yrs & within 20 yrs	0%	40%	4.7%
	20 yrs & within 30 yrs	0%	40%	15.1%
	30 yrs & within 40 yrs	0%	50%	25.1%
	40 yrs & within 50 yrs	0%	50%	23.2%
	50 yrs & above	0%	40%	0.0%

10	Sums invested for > 364 days	£0	£0
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11	Adoption of CIPFA Treasury Management Code of Practice	√	√
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12	LOBO Adjusted Maturity structure of borrowing (U: upper, L: lower)	L	U	31-Mar-18
	under 12 months	0%	60%	46.4%
	12 months & within 2 years	0%	40%	9.2%
	2 years & within 5 years	0%	40%	5.4%
	5 years & within 10 years	0%	40%	5.2%
	10 yrs & within 20 yrs	0%	40%	4.7%
	20 yrs & within 30 yrs	0%	40%	12.3%
	30 yrs & within 40 yrs	0%	50%	14.2%
	40 yrs & within 50 yrs	0%	50%	2.6%
	50 yrs & above	0%	40%	0.0%

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Report for: Corporate Committee – 09 July 2018

Item number:

Title: Updated Annual Internal Audit Plan and Strategy 2018/19

Report authorised by : Assistant Director of Corporate Governance

Lead Officer: Minesh Jani, Head of Audit and Risk Management
Tel: 020 8489 5973
Email: minesh.jani@haringey.gov.uk

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** Non-key decision

1. Describe the issue under consideration

- 1.1 The Corporate Committee is responsible for reviewing and approving the annual internal audit plan as part of its Terms of Reference. The Corporate Committee approved the plan for 2018/19 in March 2018 but members asked that the new Committee be provided with a copy of the plan for information and ratification.
- 1.2 In order to facilitate this, an updated internal audit plan for 2018/19, together with the internal audit strategy, is provided for review and approval by the Corporate Committee.

2. Cabinet Member Introduction

- 2.1 Not applicable.

3. Recommendations

- 3.1 That the Corporate Committee notes the changes made to the plan since the start of the financial year, see 6.5 below.
- 3.2 That the Corporate Committee reviews and approves the updated Annual Internal Audit Plan for 2018/19.

4. Reasons for decision

- 4.1 Local authorities are required by law to maintain an internal audit function. In addition, The Accounts and Audit Regulations 2015 reinforce the statutory requirement and re-state the need for the Council to maintain an adequate and effective system of internal audit.
- 4.2 The annual internal audit plan is a key element in delivering the Council's statutory requirements. The Corporate Committee is responsible for ensuring that this is in place and approving the Council's Annual Internal Audit Plan.

5. Alternative options considered

5.1 Not applicable.

6. Background information

- 6.1 The methodology for developing the Internal Audit Plan focuses upon the quantification of the risks associated with achieving corporate and directorate objectives. At Haringey, the Internal Audit service is delivered by Mazars, who undertake the majority of the internal audit work in accordance with the contract in place, including IT and procurement audit. Following the introduction of Shared Digital, some assurances in 2018/19 and future years are likely to come from the Camden and Islington Audit Team. We are working with the Heads of Audit at Camden and Islington to develop an methodology to share common assurances.
- 6.3 The in-house corporate anti-fraud team is responsible for investigations into allegations of financial irregularity, pro-active and reactive corporate anti-fraud work, provision of advice on risk and controls and some grant certification work.
- 6.3 Appendix A contains the proposed annual audit plan for 2018/19, which is risk based and has been derived following consideration of: the Corporate Plan and related Priorities; organisational changes; risk registers; corporate programmes and projects; the Annual Audit and Inspection Letter; changes to legislation; and fraud investigation work completed in 2017/18.
- 6.4 This approach reflects current best practice requirements for internal audit and ensures that, over the life of the contract, the Council's key financial and non-financial systems and services will be appropriately reviewed according to risk. This approach also ensures that the Council operates a fully integrated internal audit and risk management process.
- 6.5 Appendix A also includes the audit strategy, which was used to deliver the Council's internal audit plan. The strategy complies with the statutory 2013 UK Public Sector Internal Audit Standards (PSIAS), which provide a consistent framework for internal audit services across the UK public sector.
- 6.6 The overall size and financial cost of the plan is unchanged however the following changes have been made to the contents of the audit plan since March 2018:
- Management have commissioned specialist advice with regards GDPR and will gain assurances from this work. The audit has been deferred to Q3.
 - The HR policies work will now cover three areas in the year and the timing has been adjusted for when this work needs to be completed.
 - Key Financial Controls and Grants and Loans work was completed as part of the 2017/18 audit plan as days became available.
 - Increased scope on New Homes Work and Specialist Team delivering required a revised budget.
 - Carry forward the School Admissions, High Needs Funding and High Cost Placement audits from 2017/18 to Q1 2018/19.
 - Gladesmore Secondary school not due for audit until 2019/20.

7. Contribution to strategic outcomes

- 7.1 Internal audit is an important element of the Council's assurance processes. The internal audit and counter-fraud teams make a significant contribution to ensuring the adequacy and effectiveness of internal control throughout the Council, which covers all Priority areas. The annual audit plan is a key element in ensuring the Council complies with its statutory responsibilities.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Finance and Procurement

There are no direct financial implications arising from this report. The work which will be completed by Mazars to undertake the annual audit plan in 2018/19 is part of the contract, which was re-let following Cabinet approval in January 2018 in accordance with EU regulations. The costs of this contract are contained and managed within the Audit and Risk Management revenue budgets, which are monitored on a monthly basis.

The Chief Finance Officer confirms that the presentation of the attached draft annual internal audit plan for approval by this Committee meets the Council's statutory requirement under the 2015 Accounts and Audit Regulations.

8.2 Legal

The Assistant Director, Corporate Governance has been consulted in the preparation of this report, and in noting that the plan and strategy follow best practice and industry standards respectively, confirms that there are no direct implications arising out of the report.

8.3 Equality

The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

As contracted providers of Haringey Council, the internal audit contractor is required to demonstrate a strong commitment to equality and fairness in their actions and work practices, and adherence to the Equality Act 2010. Ensuring that the Council has effective internal audit and assurance arrangements in place will also assist the Council to use its available resources more effectively.

9. Use of Appendices

Appendix A – Annual Internal Audit Plan and Strategy 2018/19.

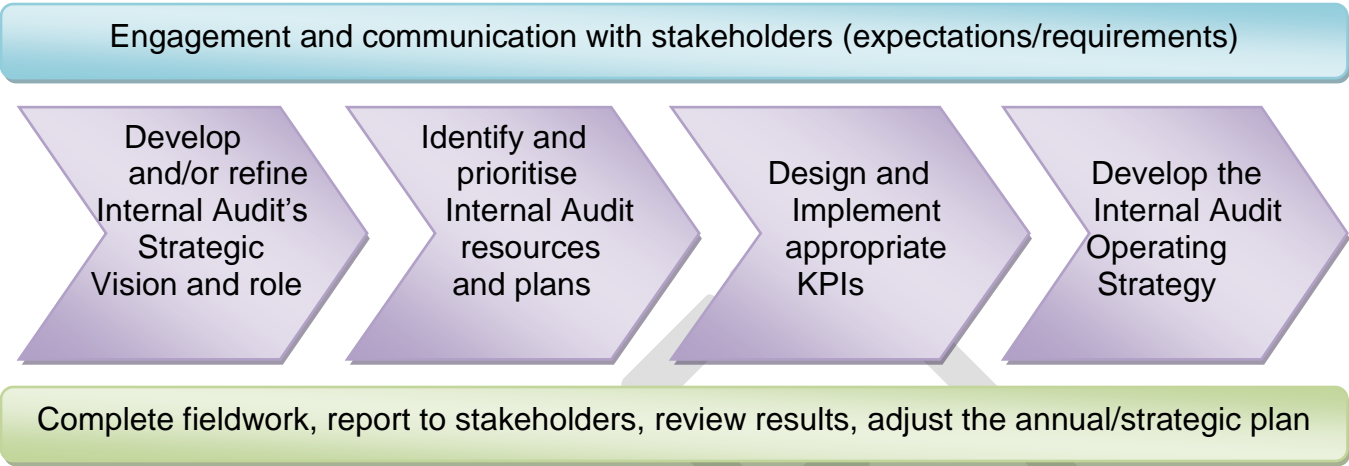
10. Local Government (Access to Information) Act 1985

Not applicable.

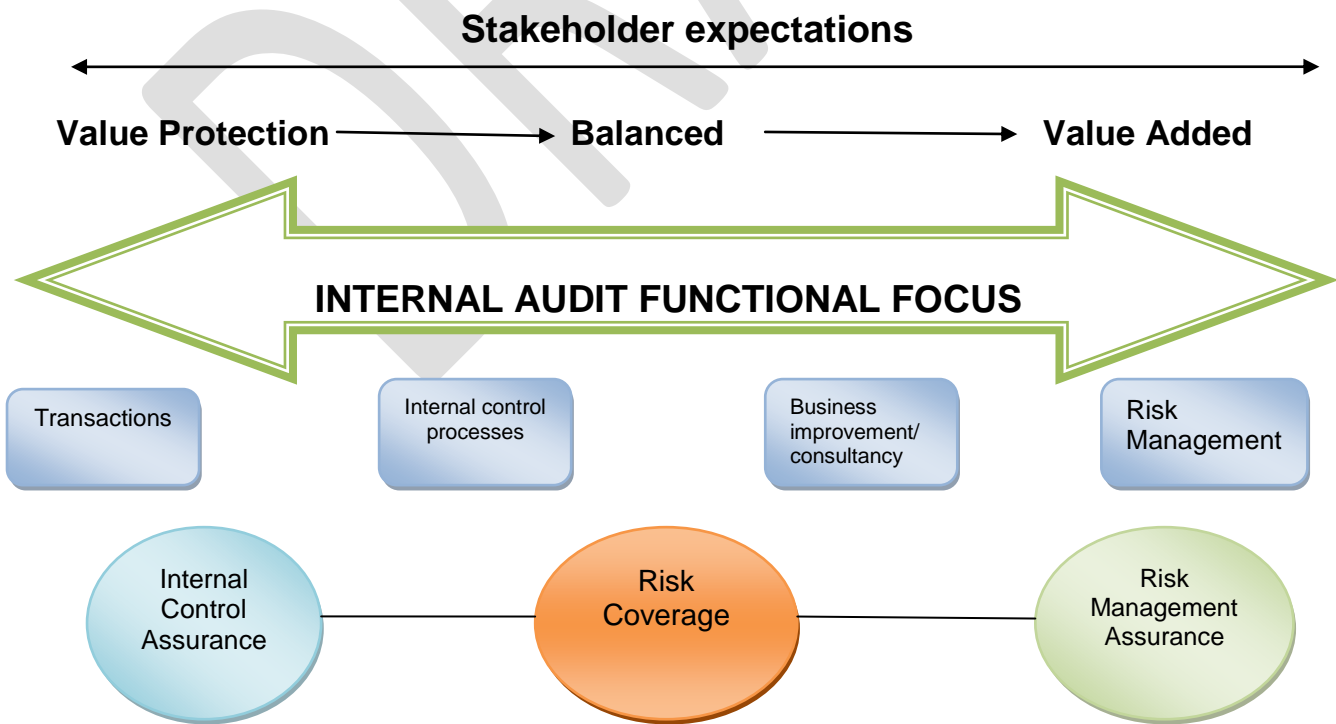
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Internal Audit Strategy – Introduction

Haringey’s internal audit function is driven by an appropriate strategy, rather than as a tactical response to operational issues, to minimise the risks that key strategic issues could be overlooked. Haringey’s framework has been developed to cover both strategic and tactical considerations and ensures that internal audit resources are used to provide the appropriate assurances for the organisation at any one time, as follows:



To create an effective internal audit function, internal audit’s key stakeholders will determine how the audit function delivers the desired value by focusing on e.g. risk management and control assurance; assessment of internal control effectiveness and efficiency; regulatory and corporate compliance assurance; developing awareness of risk and control across the organisation. Internal audit’s resources and plans are then aligned to the Council’s key business risks and operational and financial priorities as follows:



Internal Audit Objectives

Haringey's approach is designed to enable internal audit's remit to evolve and develop as the organisation's needs change over time. As stakeholder needs evolve, internal audit can focus on creating value through assisting with improvements in operational processes. As Haringey's risk appetite changes, internal audit's strategy and functional focus can move from internal control, to risk management, assurance.

The internal audit strategy sets out how the Council's Internal Audit service will be delivered, in accordance with the Internal Audit Charter. Internal Audit will provide independent and objective assurance to the Council, its members, the Chief Executive and Senior Leadership Team and to the Chief Financial Officer to support them in discharging their responsibilities under S151 of the Local Government Act 1972, relating to the proper administration of the Council's financial affairs. It is the Council's intention to provide a best practice, cost efficient internal audit service which fulfils the requirements of the statutory 2013 UK Public Sector Internal Audit Standards (PSIAS).

Internal Audit's Remit

Internal Audit will:

- Provide management and members with an independent, objective assurance and advisory activity designed to add value and improve the Council's operations;
- Assist the Corporate Committee to reinforce the importance of effective corporate governance and ensure internal control improvements are delivered;
- Drive organisational change to improve processes and service performance;
- Work with other internal stakeholders and customers to review and recommend improvements to internal control and governance arrangements in accordance with regulatory and statutory requirements;
- Work closely with other assurance providers to share information and provide a value for money assurance service; and
- Participate in local and national bodies and working groups to influence agendas and developments within the profession.

Internal Audit will ensure that it is not involved in the design, installation and operation of controls so as to compromise its independence and objectivity. Internal Audit will however offer advice on the design of new internal controls in accordance with best practice.

Service Delivery 2018/19

The internal audit service will be delivered by a 'mixed economy' of externally procured services under the direction of the Council's Head of Audit and Risk Management, supported by an in-house Corporate Anti-Fraud Team. Since the formation of Shared Digital some audit assurances in 2018/19 may come from the Camden and Islington. The Council participates in the London Audit & Anti-Fraud Partnership to work with other local authorities on a shared service basis. This includes appropriate: resource provision, joint working, audit management & strategy and a range of value added services.

The resources to deliver the internal audit and counter-fraud function have been assessed as adequate to fulfil the requirements of the PSIAS and ensure that the key risks of the Council are subject to an appropriate level of independent audit review.

Internal Audit Planning

Audit planning will be undertaken on an annual basis and audit coverage will be based on the following:

- Discussions with the Council's senior management, statutory officers and Priority Owners;
- The Council's Risk Registers and Corporate Plan;
- Outputs from other assurance providers; and
- Requirements as agreed with the council's external auditors.

The annual Internal Audit Plan is composed of the following:

- **Corporate Plan/Priority and Business Area Risk Based Audits:** Audits of systems, processes or tasks where the internal controls are identified, evaluated and confirmed through risk assessment process. The internal controls depending on the risk assessment are tested to confirm that they operating correctly. The selection of work in this category is driven by internal audit's and senior managers' risk assessment and may also include work in areas where the Council services are delivered in partnership with or by other organisations.
- **Key Financial Systems:** Audits of the Council's key financial systems on a continuous basis.
- **Probity Audit (schools/other establishments):** Audit of a single establishment. Compliance with legislation, regulation, policies, procedures or best practice is confirmed.
- **Computer Audit:** The review of ICT infrastructure and associated systems, software and hardware; including Shared Digital arrangements where applicable.
- **Contract and Procurement Audit:** Audits of the Council's procedures and processes for the letting and monitoring of contracts, including reviews of completed and current contracts.
- **Counter-Fraud and Ad-Hoc Work:** The in-house Corporate Anti-Fraud Team undertakes a programme of pro-active and reactive counter-fraud investigations. A contingency of audit days are also included in the annual audit plan to cover any additional work due to changes or issues arising in-year.

Follow-up

Internal Audit will evaluate the Council's progress in implementing audit recommendations against agreed targets for implementation. Progress will be reported to management and to the Corporate Committee on a quarterly basis. Where progress is unsatisfactory or management fail to provide a satisfactory response to follow up requests, Internal Audit will implement the escalation procedure as agreed with management.

Reporting

Internal audit reports the findings of its work in detail to local management at the conclusion of each piece of audit work and at the follow up stage. Summary reports are also provided to the Corporate Committee on a monthly basis and high level reports provided on a quarterly basis. This includes the Head of Internal Audit's annual report which contributes to the assurances underpinning the statutory Annual Governance Statement of the Council.

Internal Audit Plan 2018/19

The annual internal audit plan has been discussed and agreed with the Chief Executive; Senior Leadership Team; Priority Owners; and nominated clients for the work. The plan and strategy are submitted to the Corporate Committee for final approval and any significant changes to the annual internal audit plan and/or the internal audit strategy will be reported during the year to the Corporate Committee for formal approval.

The table below sets out the internal audit work to be completed by the external contractor. The total number of days to be delivered excludes audit work that will be completed as part of the corporate anti-fraud team's work.

The work planned aims to provide coverage across the value protection and value added requirements of the Council. The internal audit service has focused its annual plan to align it with the identified key risks within the Corporate Plan in order to provide assurance across the Priority areas. Assurance on Priority 5 key risk areas will be provided in part via internal audit's annual audit plan delivered via Homes for Haringey and the counter-fraud work plan.

Audit Area	Client	Quarter	Days
Corporate/Cross Cutting Risk Audits			
Information Governance / Government Data Protection Regulations	Director of Transformation and Resources	4- 3	15
* HR Policies	Assistant Director – SSC	4 3	20- 5
* <i>HR Policies – sickness</i>	<i>Assistant Director – SSC</i>	2	10
* <i>HR Policies – grievance and disciplinary</i>	<i>Assistant Director – SSC</i>	2	10
Establishment of Commercial Entities	Chief Executive / Director of Transformation and Resources	2	10
Debt Recovery	Director for Commercial & Operations / Chief Finance Officer	3	15
Complaints and Member Enquiries	Assistant Director – SSC	4	15
Sub-total – Corporate Risk Audits			80
Corporate Plan – Priority Risk Audits			
Priority 1 – Enable every child and young person to have the best start in life, with high quality education			
* <i>High Needs Funding</i>	<i>Director of Children's Services</i>	1	10
* <i>High Cost Funding</i>	<i>Director of Children's Services</i>	1	10
Child Sexual Exploitation	Director of Children's Services	3	15
Youth Justice (Asset Plus)	Director of Children's Services	2	10
Payments for Foster Carers	Director of Children's Services	1	15
* <i>School Admissions</i>	<i>Director of Children's Services</i>	1	10
Sub-total Priority 1			40 70
Priority 2 – Empower all adults to			

Audit Area	Client	Quarter	Days
live healthy, long and fulfilling lives			
Mental Capacity Assessments	Director of Adult Social Services	1	15
Delayed Transfer of Care	Director of Adult Social Services	2	15
Interface with Mental Health Trust	Director of Adult Social Services	3	10
Transitions	Director of Adult Social Services	4	15
Sub-total Priority 2			55
Priority 3 – A clean and safe borough where people are proud to live			
HPCS	Director for Commercial & Operations	1	15
Adam Platform	Director for Commercial & Operations	2	15
Sub-total Priority 3			30
Priority 4 – Drive growth and employment from which everyone can benefit			
Regeneration Projects & Programmes	Director of Regeneration Planning and Development	2 & 4	30
<i>* New Build Properties - advisory</i>	<i>Director of Housing and Growth</i>	<i>4 2</i>	<i>40 25</i>
Sub-total Priority 4			40 55
Corporate IT Audits			
SAP	Assistant Director Transformation and Resources	TBC	15
* Robotic Process Automation	Assistant Director Transformation and Resources	TBC	40
IT Contingency	Assistant Director Transformation and Resources	TBC	40 20
Sub-total – Corporate IT Audits			35
Contract and Procurement Audit			
Hayes	Assistant Director – SSC	2&4	20
Amey	Assistant Director Transformation and Resources	1	15
Sub-total – Contract Audits			35
Key Financial Systems (KFS)			
* Key Financial Controls	Chief Finance Officer	4	40
* Grants and Loans	Chief Finance Officer	4	40
Housing Benefit Overpayments	Assistant Director – SSC	1	10
Budget Monitoring & Control	Chief Finance Officer	3	15

Audit Area	Client	Quarter	Days
Teachers' Pensions contributions (Grant certification requirement)	Chief Finance Officer	1	5
Continuous Auditing			130
Operational Finance Control	Head of Operational Finance	1-4	
Cash Receipting	Head of Operational Finance	1-4	
Treasury Management	Head of Pensions	1-4	
Accounting & General Ledger	Head of Operational Finance	1-4	
Pension Fund Investment	Head of Pensions	4	
Accounts Receivable (Sundry Debtors)	Assistant Director – SSC	1-4	
Accounts Payable (Creditors)	Assistant Director – SSC	1-4	
Housing Benefits	Assistant Director – SSC	1-4	
Council Tax	Assistant Director – SSC	1-4	
NNDR	Assistant Director – SSC	1-4	
Payroll	Assistant Director – SSC	1-4	
Sub-total – Key Financial Systems			160
School Audits Risk Based Programme			
Primary Schools			
The Willow Primary	School Head Teachers	3	5
Chestnuts Primary	School Head Teachers	3	5
Devonshire Hill Primary	School Head Teachers	1	5
Earlham Primary	School Head Teachers	3	5
Earlsmead Primary	School Head Teachers	1	5
Highgate Primary	School Head Teachers	1	5
Risley Avenue Primary	School Head Teachers	2	5
St Francis de Sale Primary	School Head Teachers	1	5
St Ignatius Primary	School Head Teachers	3	5
St James C of E Primary	School Head Teachers	3	5
Stamford Hill Primary	School Head Teachers	3	5
South Haringey Infants	School Head Teachers	3	5
Rowland Hill Nursery	School Head Teachers	3	5
Secondary Schools			
Parkview Secondary	School Head Teachers	3	6
* Gladesmore Secondary	School Head Teachers		—6
Schools Governance and Finance	Assistant Director for Schools and Learning		20
Follow up of 2017/18 school audits	School Head Teachers		25
Sub-total – School Audits			116

Audit Area	Client	Quarter	Days
Follow up of Audit Recommendations			20
Admin and Management			40
Risk Management			15
Contingency			40-16
Total			727

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