Places for London Integrated Assurance and Audit Schedule – Work in Progress   **Appendix 1**

Priority	Topic	Evidence of Need	Type	Lead	Status	Objectives
1	Revenue collection/debt management	• Debt recovery activities are an important part of managing the revenue stream. • There have been increasing levels of arrears in recent years.	Internal Audit	Internal Audit (IA)	Complete	• To provide assurance over the effectiveness and adequacy of the debt collection process.
2	Due diligence process (new tenants)	• Tenants need to be financially secure so that they do not default on rent payments. They need to be fully vetted to ensure this is the case. • A new vetting process was introduced over a year ago and has yet to be tested for effectiveness.	Internal Audit	IA	Complete	• To provide assurance on the adequacy and effectiveness of the due diligence process for bringing new tenants on board.
3	Management of Voids	• To maximise income commercial and residential properties should be occupied at all times to maximise income. • There needs to be an effective process in place to minimise the period of time that properties are left empty between tenants.	Internal Audit	IA	Ongoing	• To provide assurance on the adequacy and effectiveness of the arrangements in place to manage voids.

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4	Southwark over-station development (OSD) – Operational scope	• Any delay to works to relocate/remove operational infrastructure could impact the delivery programme for the OSD.	Targeted	Project Assurance (PA)	Ongoing	• To assess potential risk to the OSD programme.
6	First line assurance	• First line assurance proposals continue to be delivered, including the introduction of a Programme Management Office.	Targeted	PA	Ongoing	• To assess the appropriateness of the proposed improvements to first line assurance.
7	Continuous assurance activities	• A number of functions and strategies are developing. • There are a number of large, complex development programmes and sites.	Continuous	PA	Ongoing	• To assess progress and key decisions and highlight areas for targeted assurance.