

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	AUDIT COMMITTEE
Report of:	Assistant Director, Audit & Risk Management
Date of Meeting:	29th September 2020
Subject:	Birmingham Audit Annual Fraud Report 2019/20
Wards Affected:	All

- 1. Purpose of Report**
 - 1.1 The attached report updates the Audit Committee on how the Council has managed the risk of fraud during the period April 2019 to March 2020.
- 2. Recommendations**
 - 2.1 Members note the work undertaken during the year and draw assurance from the policies and procedures that are in place to prevent and detect fraud and error.
- 3. Background**
 - 3.1 The annual fraud report is a standalone report to summarise how the risk of fraud is being managed by the Council.
 - 3.2 The level of fraud across the UK economy and the public sector continues to increase and remains of national interest.
 - 3.3 Counter fraud and error work remains a priority for the Council and we continue to reinforce the 'zero tolerance' message.
 - 3.4 Processes and procedures are in place for the prevention and detection of fraud and error.
 - 3.5 The number of fraud and error referrals received has remained at a consistent level.
 - 3.6 Social housing and Council Tax exemptions / discounts continue to remain high risk areas. We have achieved positive results in these areas.

4. Legal and Resource Implications

4.1 The Internal Audit service is undertaken in accordance with the requirements of section 151 of the Local Government Act and the requirements of the Accounts and Audit Regulations 2015. The work is carried out within the approved budget.

5. Risk Management and Equality Impact Assessment Issues

5.1 Risk management forms an important part of the internal control framework that the Council has in place.

5.2 Equality Analysis has been undertaken on all strategies, policies, functions and services used within Birmingham Audit.

6. Compliance issues

6.1 Decisions are consistent with relevant Council Policies, Plans or Strategies.

7. Recommendations

7.1 Members are asked to note the content of this report.

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Birmingham Audit Annual Fraud Report 2019/20

29th September 2020

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1. Background

- 1.1 In common with other public bodies the Council has a duty to protect the public purse. The purpose of this report is to update the Audit Committee on national and local fraud issues that arose during 2019/20, and in particular the role played by Birmingham Audit in the investigation, prevention and detection of fraud.
- 1.2 The standards of governance required within the public sector are high, and controls within systems must be effective to minimise the risk of fraud and error. However, compliance with these controls can sometimes be an issue. During a period of change internal controls can become unstable and ineffective, so it is important that any increased risk of fraud is identified and appropriately managed. Birmingham Audit is tasked with the investigation of suspected fraud and error and the identification of any system or procedural issues that allow such incidents to occur. We identify how fraud or other irregularity has been committed and make recommendations to management to address weaknesses in controls to reduce the chance of recurrence in the future. We also assist management in taking action against those found to have perpetrated fraud and in the recovery of any losses.
- 1.3 There remains a high level of interest in fraud nationally. This is fuelled in part by publicity around new and emerging fraud risks and the necessity to make scarce resources go as far as possible. Birmingham Audit is therefore continually looking to enhance its counter fraud capability and develop new and innovative ways of identifying irregularities, whether this is the result of fraud, error, or procedural non-compliance.

2. Audit Committee

- 2.1 The Audit Committee has shown a keen interest in, and been supportive of, both proactive and reactive work within the Council to reduce levels of fraud and error. We regularly report on counter-fraud activity as part of our overall reporting on the work of the audit service. The Committee share the view that prevention, detection and deterrence are all important and have probed what actions management can take to prevent fraud entering the systems in the first instance.

2.2 Previously, the Audit Committee have received our self-assessment of the Council's performance in countering fraud against the Audit Commission publication 'Protecting the Public Purse'. We were able to report that the Council was performing well against the questions on the checklist, and we have done likewise in a subsequent self-assessment of our performance against the CIPFA Code of Practice on Managing the Risk of Fraud & Corruption (revised publication produced following the abolition of the Audit Commission). We participate in CIPFA's annual survey of Corruption and Fraud and take on board any best practice arising from the survey results. During the year we also contributed to the Local Government Fraud Strategy – Fighting Fraud Locally, and the Government review into the Risks of Fraud and Corruption in Local Government Procurement. We will continue to assess our performance to ensure that it is in line with expectations and align our resources and processes accordingly.

3. Resources for Counter Fraud Work

3.1 The Corporate Fraud Team (CFT) is a dedicated counter-fraud team within Birmingham Audit and is responsible for the investigation of suspected financial irregularities perpetrated against the Council, whether this is by employees, contractors or other third parties. The team identify how fraud or other irregularity has been committed and make recommendations to management to address any issues of misconduct, as well as reporting on any weaknesses in controls to reduce the chance of recurrence in the future. In addition, where criminal activity has been committed, the team will refer the matter to the police and help seek redress from the perpetrators. The team will also investigate any issues of procedural non-compliance which may have a financial or reputational impact on the Council. A specialist team within CFT was established in 2010 to specifically tackle 'application based' fraud, primarily related to Social Housing and Council Tax. An Intelligence Hub was also created to support the work of the team. The resources available for counter fraud activities have remained largely unchanged since 2016/17 which has allowed us to continue with both reactive and proactive investigations as well as exploring new initiatives through increased use of data analytics.

3.2 In recent years we have re-prioritised our work to concentrate on the more material cases, as well as putting greater emphasis on proactive work to try and identify and stop fraud and error. This has largely been achieved by enhancing our fraud monitoring capability to extract data from Council systems and develop analytical tests designed to detect fraud and error by flagging up any unusual patterns in transactions for further interrogation and investigation. This also helps to inform the routine audit assurance work in these key financial systems. We are continually looking to enhance our counter fraud capability and develop new and innovative ways of identifying irregularities, whether this is the result of fraud, error, or procedural non-compliance.

4. Raising Awareness

- 4.1 The overall stance on fraud by the Council is set by our Anti-Fraud and Corruption Policy, Fraud and Corruption Response Plan, and the Whistle Blowing Code. Revisions to the first two of these were approved by the Audit Committee in 2013/14, whilst a revised Whistleblowing and Serious Misconduct Policy was launched in 2015. Adopting a strategic response which commits to tackling fraud at all levels within the organisation, fits in line with the principles of good governance.
- 4.2 As part of our work in raising awareness of fraud throughout the Council we produce Fraud Spotlight, a bi-annual fraud bulletin covering topical fraud related issues. This is circulated throughout the City Council via the intranet, and a school specific version is distributed to all schools via the Schools Noticeboard. We also periodically issue alerts whenever we become aware of a fraud threat in a particular area, and review and revise corporate policies and procedures to respond to particular issues. We continue to explore the use of other media to help raise awareness of fraud as well as participating in local counter fraud networks to exchange examples of best practice.
- 4.3 During the year we were asked by the Adult Social Care Directorate to provide fraud awareness training to their managers. This was in part due to the occurrence of a number of significant employee frauds within the directorate. A series of four training workshops were delivered to train around 150 managers, which resulted in some very positive feedback and a number of referrals of potential fraud. We also use the directorate's staff newsletter to issue alerts and provide general advice on fraud related matters.
- 4.4 We continue to work closely with the Neighbourhoods Directorate to ensure that staff involved in dealing with housing applications and tenancy issues are aware of the risks of fraud in this area. We have also established a good working relationship with Revenues & Benefits in tackling Council Tax related fraud and dealing with any associated benefit issues which may arise from our investigations.
- 4.5 We continually look for innovative ways to raise awareness of tenancy fraud and during the year we participated in an interview with the Birmingham Mail to publish an article on the work that we do in this area <https://www.birminghammail.co.uk/news/midlands-news/scandal-housing-fraud-amid-birmingham-17057066>. We were also approached by a television company to participate in a programme that they were looking to produce on tenancy fraud, however this didn't materialise. We continue to publicise some of our successful prosecution outcomes to highlight the consequences of committing this type of fraud.

5. Levels of Fraud

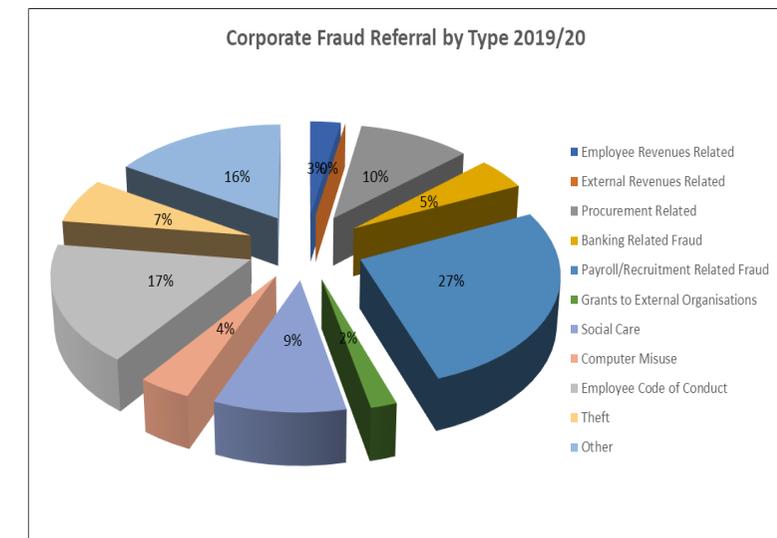
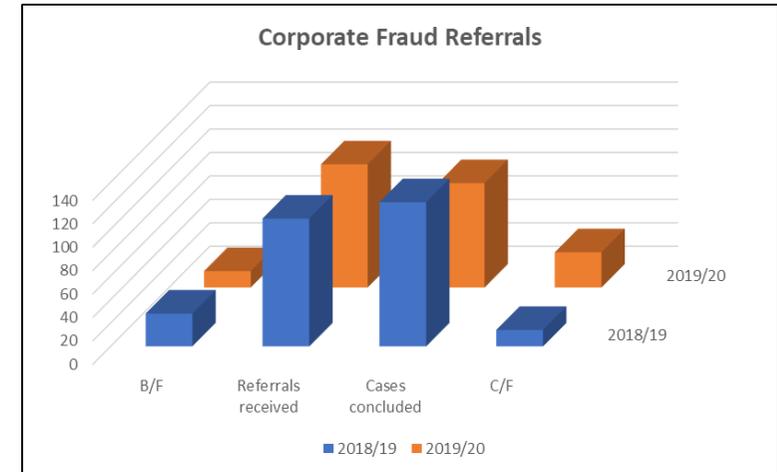
- 5.1 It is difficult to measure the level of fraud. Not all fraud is formally reported, some will go undetected and some will be prevented. In some cases, it is difficult to quantify a value. Similarly, some losses can be attributed to error, misinterpretation or poor management. A good example of this is contract management, where contractors seek to maximise their profits by exploring potential loopholes within contracts, or where a procurement process has been intentionally circumvented, resulting in items being supplied but not necessarily at the best price. The level of identified fraud in any particular year can vary significantly, depending on the nature and outcome of the cases investigated.
- 5.2 In 2017, a survey carried out by Experian estimated that the annual value of fraud across all sectors of the UK economy was £190 billion. This represents a massive increase on previous estimates from the now defunct National Fraud Authority (NFA), who in 2013, put the figure at £73 billion. The Experian survey estimates the level of fraud against the public sector as £40.3 billion, which again represents a significant increase in the previous estimate of £20.1 billion produced by the NFA.
- 5.3 It is difficult to place a monetary value on our anti-fraud activity during 2019/20, particularly in terms of our work in relation to prevention and deterrence. Some quantifiable losses which are identified through investigation may be recovered, and work on the associated system issues may prevent and deter further losses. During 2019/20, the level of fraud/error investigated by CFT totalled just over £235,000 (£865,000 in 2018/19). This excludes application based fraud (Social Housing and Council Tax) which is covered in Section 6 of this report.
- 5.4 During the year CFT received information in respect of 105 potential irregularities (109 in 2018/19) from a variety of sources. Referrals can cover a wide range of issues, some of which lead to major investigations requiring significant resource, whilst others are referred to the directorates to deal with. The Council's Financial Regulations place a responsibility on all employees to report suspicions of financial irregularity, and the revamped whistleblowing procedures have encouraged more staff to make disclosures. We regularly liaise with Legal Services to discuss the progress on those whistleblowing cases that are referred to us for investigation. We also receive information from various external sources, including members of the public, often using our dedicated Fraud Hotline. Additional referrals may arise when we raise awareness of a particular issue, or when we identify a specific issue through data matching exercises such as the National Fraud Initiative (NFI). During the year we received several referrals concerning potential breaches of the Staff Code of Conduct, which may not necessarily constitute fraud, but can nevertheless pose a potentially significant risk to the Council's reputation.

The table below summarises the reactive investigations activity of CFT (excluding Application Fraud) during the year:

	2018/19	2019/20
Number of outstanding investigations at the beginning of the year	28	14
Number of fraud referrals received during the year	109	105
Number of cases concluded during the year	123	89
Number of investigations outstanding at the end of the year	14	30

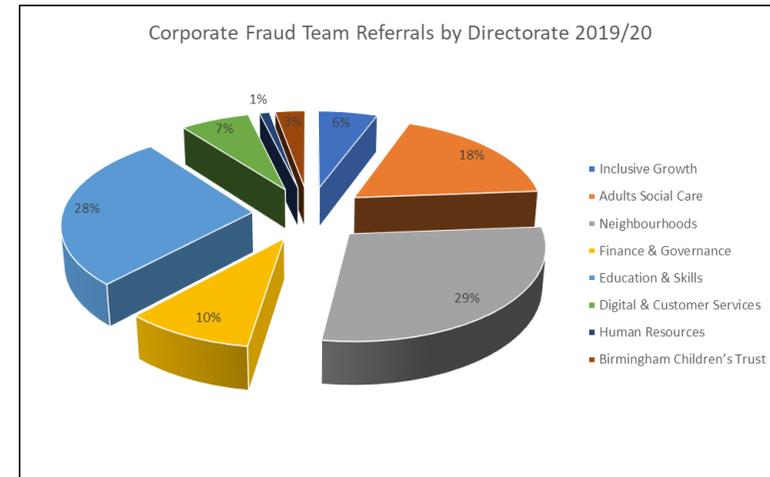
The referrals can be categorised by fraud type as follows:

FRAUD TYPE	NO. OF REFERRALS RECEIVED 2019/20
Employee Revenues Related Fraud, i.e. Council Tax, rents, benefits	3
External Revenues Related, i.e. Business Rates	0
Procurement Related Fraud, i.e. purchasing, contracts, creditor payments	11
Banking Related Fraud, i.e. payment diversion, cheques	5
Payroll/Recruitment Related Fraud, i.e. salary overpayments, false absenteeism, overclaimed hours, false employment history	28
Grants to External Organisations, i.e. support through grants, loans	2
Social Care, i.e. Direct Payments	10
Computer Misuse, i.e. password sharing, unauthorised systems access	4
Employee Code of Conduct	18
Theft	7
Other	17
Total	105



The referrals can be categorised by service area as follows:

SERVICE AREA	No. OF REFERRALS
Inclusive Growth	6
Adults Social Care	19
Neighbourhoods	30
Finance & Governance	10
Education & Skills	29
Digital & Customer Services	7
Human Resources	1
Birmingham Children's Trust	3
TOTAL	105



- 5.5 Each referral is assessed and a decision made as to whether an audit investigation is necessary or whether the matter is best left to local management to deal with. This enables us to concentrate our resources on the most urgent or high-profile cases. The split between different types of referral in any year can be affected by a number of factors, such as a particular proactive fraud exercise, fraud awareness initiative or corporate action. Some of the issues that are referred to us are not necessarily fraud, such as those involving Computer Misuse or breaches of the Employee Code of Conduct, but nonetheless, any procedural non-compliance can lead to fraud being committed and therefore we ensure these matters are investigated and dealt with appropriately.
- 5.6 We have previously reported on the high number of referrals relating to payroll overpayments. Failures to record absences or other events which affect pay (e.g. reduction in hours worked, accumulated long term sickness absence, maternity leave, contract termination etc.) last year gave rise to 17 salary overpayments of over £3,000 (30 in 2018/19), with a combined value of just over £100,000 (£250,000 in 2018/19). The circumstances surrounding each overpayment have been investigated to verify that the payments were not fraudulent and appropriate management action has been considered, particularly in respect of any Code of Conduct issues where it is established that the employee has failed in their duty to report the fact that they were being overpaid, or where managers have been negligent in their responsibilities. Although we have seen a reduction in the number of salary overpayment cases, it is still nonetheless disappointing that overpayments are still occurring, particularly when they arise as a result of managers failing to input a

termination date when an employee leaves, as this means payments continuing after the employee has left and requires additional resource in raising a debt to recover the overpayment. One of our proactive exercises, looking at Dormant Activity on Systems by Current Employees, is helping to identify salary overpayments at an early stage (see 5.10).

- 5.7 Although there were no significant emerging trends arising during the year, we have seen a rise in the number of social care related frauds reported to us. These were mainly in respect of Direct Payments and were reported to us either by members of the public or Adults Social Care staff. The increase in reports from the latter may in part be due to the programme of Fraud Awareness that we delivered to Adults Social Care (see 4.3). We continue to work with the Directorate in ensuring that a more robust approach is taken in relation to tackling potential fraud in this area.
- 5.8 During the year we were advised of two significant frauds involving schools. Our investigation in the first case identified a significant misappropriation of funds by a school employee, who subsequently resigned. The matter was referred to the police by the school. The second case arose as a result of an audit at the school, which was undertaken at the request of the Head Teacher following concerns about the school's financial position. The subsequent investigation has identified significant misappropriation of school funds by a senior employee. Investigations are continuing to establish the extent of the loss.
- 5.9 A number of investigations were undertaken during the year in relation to the misuse of Disabled Parking Permits (Blue Badges) by City Council employees. These cases are brought to our attention by the Parking Enforcement Team whenever they identify an offender who is a City Council employee, during their investigation. In such cases, although the fraud may not have been directly associated to the employee's work, it still nevertheless raises concern about their honesty and integrity and breaching the Staff Code of Conduct.
- 5.10 We have continued to enhance our capability in the use of data analytics and now periodically run reports from some of the main financial systems to proactively identify potential fraud and error. Utilising a Corporate Fraud Risk Assessment developed in the previous year, we have carried out proactive exercises looking at various transactions from both the Payroll and Accounts Payable systems. In addition, we have looked at patterns of attendance on the Borer Time Recording system, Purchase Card Expenditure, Staff Car Parking, Activity on Systems by Leavers, and Dormant Activity on Systems by Current Employees. These projects not only help to detect fraud and error, but also highlight areas of poor practice and procedural non-compliance. Through our liaison with other local authorities and professional bodies, we continually look to identify emerging fraud risks for inclusion in our programme of proactive work.

5.11 The team identify how fraud, or other irregularity, has been committed and make recommendations to management to address any issues of misconduct, as well as reporting on any weaknesses in controls to reduce the chance of reoccurrence in the future. In carrying out our investigations we have regard to the various outcomes available, whether this is internal disciplinary action against a Council employee, recovery of any funds, or referring the matter to the police for possible criminal action. We continue to work with Human Resources and Legal Services colleagues to ensure the best outcome for the Council.

6. Application Fraud

6.1 The re-prioritisation of our work in recent years in response to legislative changes and to reflect those areas seen as high risk, has seen more resources being committed to tackling application based fraud relating to Social Housing and Council Tax, both of which are commonly acknowledged nationally as being high risk areas. The CIPFA Fraud & Corruption Tracker estimated that in 2018/19, the value of Social Housing fraud across the UK was £135.6m (£216.1m 2017/18) and Council Tax related fraud was £30.6m (£26.3m in 2017/18).

Social Housing Fraud

6.2 During the year we have continued to work closely with the Neighbourhoods Directorate, to investigate and remedy all aspects of social housing fraud, including illegal sub-letting, non-residency, false applications and Right to Buy. We also continue to provide support in the use of the data warehouse to help them verify details submitted on housing / homeless / Right to Buy applications. Our primary objectives have always been:

- a) to recover social housing properties where investigations find that they are not being used as intended;
- b) to protect the gateway for social housing by preventing fraudulent applications entering the system

6.3 We continue to receive a high number of notifications relating to potential social housing fraud. Through our investigations, we recovered 59 Council and Registered Provider properties (64 in 2018/19) with a combined indicative value of £5,487,000*. The properties recovered are returned to the housing stock to enable those with a genuine need for social housing to be provided with a home. We also cancelled 667 housing applications prior to letting (212 in 2018/19) with a combined indicative value of £2,161,080**. This increase has largely been achieved through our All City Risking (ACR) initiative which

matches data contained in housing applications in near real time with other Council held data. This has been key to preventing scarce social housing being allocated to people that were not entitled. In addition, during the course of our work, we have located former tenants owing rent and have identified numerous anomalies in relation to Council Tax and Housing Benefit (see 6.9).

* Based on an indicative cost of £93,000 per property, source: Cabinet Office

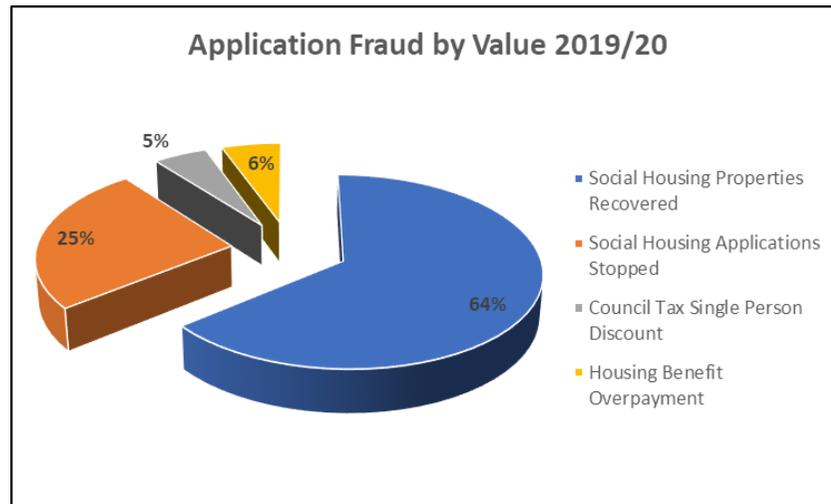
** Based on an indicative cost of £3,240 per application, source: Cabinet Office

- 6.4 A Prosecution & Sanctions Policy was approved by the Audit Committee in 2013 and legislation such as the Fraud Act 2006 and the Prevention of Social Housing Fraud Act 2013 can be used to prosecute offenders, whilst the Proceeds of Crime Act 2002 can be used to recover losses. Although prosecuting offenders and publicising successful convictions act as a valuable deterrent and helps raise awareness of the problem of tenancy fraud, it is a time-consuming process and is not always possible because of lack of evidence or documentation. We also support Housing in bringing civil proceedings to regain possession of properties where we have found evidence that the tenants are not using the property as their main home.
- 6.5 There are obvious social benefits in ensuring that only those with the greatest need are allocated social housing, but there is also a real financial saving from preventing and/or stopping social housing fraud, particularly in respect of providing temporary accommodation, and losing valuable housing stock through fraudulent Right to Buy applications. We will continue to work with the directorate to further develop work in this area.

Council Tax Fraud

- 6.6 Since April 2013, local authorities have been responsible for administering their own Council Tax Support schemes and need to ensure that safeguards are in place to minimise fraudulent claims. The Council Tax Reduction Schemes - Detection of Fraud & Enforcement (England) Regulations 2013 authorise the investigation of offences in relation to Council Tax Reduction Schemes and also create offences and enable penalties to be imposed in connection with these schemes. These are reflected in our Prosecution & Sanctions Policy which was approved by the Audit Committee in 2013.
- 6.7 Fraud relating to the Council's Council Tax Reduction Scheme, and other Council Tax exemptions are investigated by the team. We have previously encountered some legal and operational obstacles which have largely prevented us from applying sanctions against those who have committed Council Tax related fraud, so our response when fraud is identified is to ensure that the account is corrected, and revised Council Tax charges are levied. We have been working with Revenues & Benefits to automate the administration and application of fines and penalties through their systems.

6.8 We continue to identify fraudulent claims for Single Person Discount, as well as for some of the various Council Tax exemptions, such as those given to students, people in residential care homes, and cases awaiting probate to be granted. As a result of this, a total of £429,144 of adjustments in Council Tax liabilities were identified (£559,534 in 2018/19). In addition, during the course of our work, we identified Housing Benefit overpayments totalling £473,794 (£858,202 in 2018/19). The reductions from previous years figures are in part down to the introduction of ACR, which allows us to identify issues sooner.



7. Intelligence

7.1 We continue to enhance our capability by developing our data warehouse facility with the addition of more data sets, not only with Council data, but also those of our partners and neighbouring authorities. This provides us with a sophisticated data resource to enhance our intelligence function in assisting our investigations. We have extended access to the facility to a variety of frontline services across the Council as well as to our external partners, including law enforcement agencies, where it provides a comprehensive means of verifying information to help tackle crime and disorder. In Housing it has been embedded into their verification checks on applications and tenancy records, helping to combat social housing fraud. It is also used by Trading Standards, Taxi-licensing and Schools Admissions. By extending access to the data warehouse, we have been able to reduce the reliance on our intelligence function to provide verification checks.

7.2 The development of ACR allows us to identify potential fraud and error within 24 hours. This has been particularly effective in identifying fraudulent claims for Council Tax Single Person Discounts and fraudulent housing applications. As indicated above, the process has reduced the amount of fraud or error that needs a formal investigation as it will have been prevented or stopped almost as soon as it began. As a result, services that are being provided incorrectly can be stopped quickly, thus helping to preserve resources and reduce the level of fraud and error.

8. National Fraud Initiative (NFI)

8.1 During the year we continued work on circa 40,000 matches that we received from the NFI in January 2019. The NFI data match is a bi-annual exercise undertaken by the Cabinet Office which matches a variety of data across public bodies for the purpose of identifying fraud and error. The Cabinet Office does not expect all of these to be checked and provide guidance on which they recommend are investigated. Whilst the matches may be an indicator of fraud or error, in the vast majority of cases, the match can be attributed to outdated or incorrect data, but nevertheless still needs to be checked and if necessary, records put right. Due to resourcing, we have to pass the majority of these matches to the relevant service area for them to review, particularly those relating to Housing Benefit, Residential Care Homes and Housing Tenancies. The exercise has so far identified fraud and error of over £500,000, mainly in respect of Housing Benefit.

8.2 We have continued to have discussions with the Cabinet Office to seek ways of improving NFI, particularly as we have developed the capability to run our own matches on a more regular basis. New matches for NFI 2020/21 are expected early next year.

9. Management of Staff

9.1 We still receive a high number of referrals which relate to problems which would not have occurred if staff had been more effectively managed, or work processes better controlled. Failure to have in place robust procedures and working practices may result in reduced levels of internal control and place greater reliance on the monitoring of budgets and performance. It is important that managers understand their roles and responsibilities in this and not allow a culture where fraud and corruption can flourish. Similarly, it is important that staff follow procedures and adhere to the Code of Conduct, and when they don't, appropriate management action is taken.

- 9.2 We cannot stress enough the importance of staff following laid down policies and procedures. This helps the Council to minimise the risk of fraud and assists in protecting staff against allegations of impropriety. We continue to see cases where staff appear to be unaware of how their actions will seem when viewed independently. As a result, processes for decision making can appear to be flawed and lack transparency.
- 9.3 Managers throughout the City Council have a vital role in the prevention and detection of fraud and error. However, we still see examples of poor management practice in terms of procedural compliance as well as performing everyday duties such as recording and monitoring employee absence and attendance, inputting changes which affect employee's pay and checking and approving expenditure.

10. Impact of COVID-19

- 10.1 The impact of the COVID-19 restrictions were only becoming apparent at the end of the 2019/20 financial year, the period which this report covers. Nonetheless it was quickly realised that the imposition of the lockdown was going to severely impact on many aspects of our work, in particular the investigation of social housing fraud, which by its very nature, requires Investigators to spend a large proportion of their time visiting Council properties and interviewing tenants. Progressing Corporate Fraud investigations where it was necessary to interview employees or third parties, would also be similarly impacted.
- 10.2 In responding to this, and the need for all staff to work from home, we quickly re-positioned ourselves to undertake more desk based proactive work. Enquiries have had to be largely undertaken over the telephone, by e-mail or via Teams, which is not ideal but has still allowed us to progress cases, particularly those identified through ACR. Nevertheless, there will be a longer term impact in not being able to conclude some cases either through the legal or disciplinary process, which will become apparent in the performance data for 2020/21.
- 10.3 The pandemic, and the resultant response and support measures put in by the Government, are widely seen as an opportunity for individuals to commit fraud. The huge sums of financial support provided by the Government coupled with an urgent need to distribute funds through hastily arranged processes and systems, was always going to be seen as an ideal opportunity for fraudsters to take advantage. This has been borne out from the information that we have seen from law enforcement agencies across the country. However, we responded by having an early input into the planning for the distribution of the Government funding to support businesses and early indications are that the grant verification processes that we devised with

Revenues & Benefits, have largely prevented and deterred fraudulent applications for funding. We have nonetheless continued to work with both Revenues & Benefits and Inclusive Growth to investigate those applications which were deemed suspicious. We have also been proactive in issuing alerts of potential scams being perpetrated by fraudsters wishing to take advantage of the crisis.

11. Conclusions

- 11.1 Countering fraud and error remains a priority for the Council. We continue to work on reinforcing the message of 'zero tolerance' through prevention, detection and deterrence.
- 11.2 As part of our investigatory work we continue to highlight weaknesses in systems and procedures and make recommendations to assist management in addressing these issues. We therefore expect management to act decisively and implement our recommendations and if necessary, take robust action against employees who chose not to comply.
- 11.3 Whilst it is difficult to assess the Council's overall exposure to the risk of fraud and error, it is safe to say that there will always be an increased risk in those areas where systems are weak, or where controls are allowed to be circumvented. Managers must remain alert to this risk and take responsibility for assessing it within their business area by ensuring that robust procedures are in place, and are followed. This is more important than ever with fewer resources available.
- 11.4 Our continued commitment to tackle Social Housing fraud has not only delivered financial benefits to the Council, by freeing up scarce housing resources, it also provides huge social benefits by helping to ensure that these resources are allocated to those most in need.
- 11.5 Our commitment to enhancing our data analytics capability is key to identifying and stopping fraud and error by proactively identifying anomalies for further investigation.

- 11.6 The expansion of our data warehouse continues to provide benefits not only in terms of detecting and preventing fraud and error, but also in the effective delivery of Council services and helping to tackle crime and disorder.
- 11.7 We will continue to work to raise awareness of general and specific risks of fraud, and to ensure that everyone knows how to report their concerns.

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