

REPORT DECISION

MEETING: AUDIT COMMITTEE
DATE: 2nd JUNE 2020
SUBJECT: INTERNAL AUDIT PLAN 2020/21
REPORT FROM: INTERIM DEPUTY CHIEF FINANCE OFFICER
CONTACT OFFICER: LISA KITTO

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TYPE OF DECISION: Non key.

FREEDOM OF INFORMATION/STATUS: **NOT FOR PUBLICATION** by virtue of Paragraph 14 of Part 1 of Schedule 12(a) to the Local Government Act 1972 (exempt information relating to any action taken, or to be taken, in connection with the prevention, investigation or prosecution of crime).

SUMMARY: This report sets out the context of the Internal Audit Service and explains the approach to the compilation of the 2020/21 internal audit annual plan. The annual plan is incorporated at Annex 1 to the report.

OPTIONS & RECOMMENDED OPTION Members are asked to:

- Note the contents of the report
- Approve the annual audit plan for 2020/21;

IMPLICATIONS:

Corporate Aims/Policy Framework: Yes

Financial Implications and Risk Considerations:

There are no financial implications arising from this report.

Statement by the Joint Chief Finance Officer (S151 Officer):

The internal audit plan is a statutory requirement.

Equality/Diversity implications:

None.

Considered by Monitoring Officer:

Yes

Are there any legal implications?

No

Staffing/ICT/Property:

There are no direct resource implications arising from the report.

Wards Affected:

The work of Internal Audit impacts on all of the Council's wards and Township Forums.

Scrutiny Interest:

None

TRACKING/PROCESS

DIRECTOR: Mike Woodhead

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
	✓Chair		
Scrutiny	Cabinet	Committee	Council
		Audit 2/06/2020	

Internal Audit Plan

2020/21

“Providing assurance on the management of risks”

Internal Audit Plan 2020/2021

“Providing assurance on the management of risks”

This document sets out the Internal Audit Plan 2020/2021 for Bury Council. These services are provided by the Internal Audit Service of Corporate Core - Finance Directorate. This document complements the Audit Charter and the Council’s Risk Management Framework. In accordance with current best practice the role of the audit committee is to review and approve the internal audit plan.

The Role of Internal Audit

All organisations face risks in every aspect of their work: policy making, decision taking, action and implementation, regulation and spending, and making the most of their opportunities. The different types of risk are varied and commonly include financial risks, IT risks, supply chain failure, physical risks to people, and damage to the organisation’s reputation. The key to the Council’s success is to manage these risks effectively.

The Council has a statutory responsibility to have in place arrangements for managing risks; The Accounts and Audit Regulations 2015 state that a local authority is responsible for ensuring that its financial and operational management is effective and that it has a sound system of internal control which facilitates the effective exercise of its functions and includes arrangements for the management of risk. The Regulations require accounting systems to include measures to ensure that risk is appropriately managed.



The requirement for an internal audit function is also contained in the Regulations which require the Authority to:

“Undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.”

The Council has delegated its responsibilities for internal audit to the Joint Chief Finance Officer (S151 Officer).

Definition of Internal Auditing

“Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”

The key word in the definition is assurance, the role of audit is not to identify or investigate alleged irregularities, it is to provide assurance to the organisation (the Chief Executive, Executive Directors, Directors and the Audit Committee) and ultimately the taxpayers that the authority maintains an effective control environment that enables it to manage its significant business risks. The assurance work culminates in an annual opinion on the adequacy of the Authority’s governance, control and risk management processes which feeds into the Annual Governance Statement.

Different parts and levels of an organisation play different roles in managing risk, and the interplay between them determines how effective the organisation as a whole is in dealing with risk. The Institute of Internal Auditors uses a “three lines of defence” model to explain internal audit’s unique role in providing assurance about the controls in place to manage risk:

Figure 1: Three lines of defence model

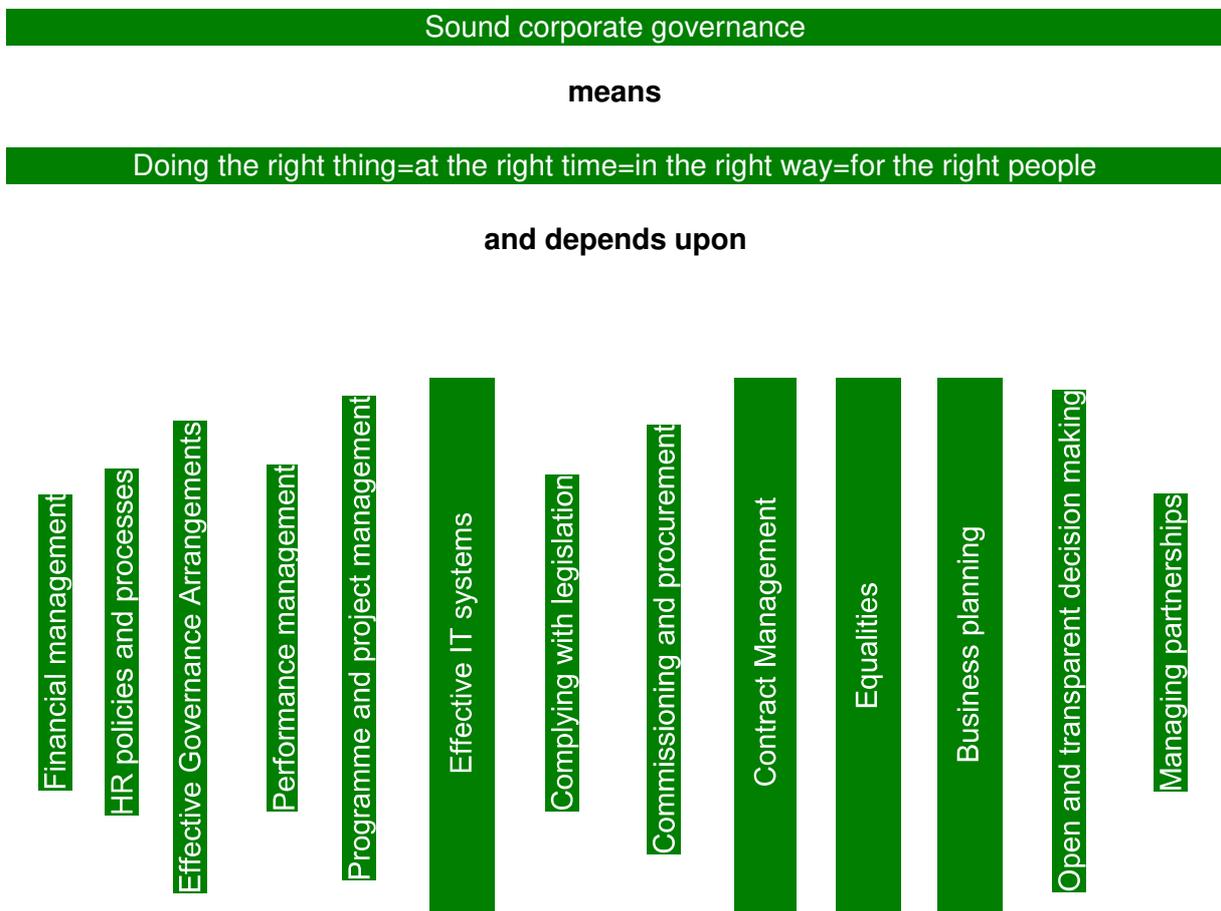


The management of risks is the responsibility of every manager. Sitting outside the processes of the first two lines of defence, audit’s main roles are to ensure that the first two lines of defence are operating effectively and advise how they could be improved.

We develop and then deliver a programme of internal audits to provide independent reasonable assurance to senior management and members that significant risks are being addressed. To do this, we will evaluate the quality of risk management processes, systems of financial and management control and governance processes and report this directly and independently to the most senior level of management. In accordance with regulatory requirements most individual assurance assignments are undertaken using the risk based systems audit approach and are not usually designed to identify potential frauds.

The focus of our work continues to be primarily key corporate processes although the 2020/21 audit plan is being developed to also have a focus on high level risks and change processes. Audits of this nature are a more effective use of limited resources are key to providing the appropriate assurance to the Council that its overall governance, control and risk management arrangements remain effective.

Figure 2: Key corporate processes



We give an opinion on how much assurance systems give that significant risks are addressed. We use four categories of opinion: Full, Substantial, Moderate and Limited assurance.

A report, incorporating an agreed action plan, will be issued for every audit.

The results of audits are also reported to the Council's Audit Committee. Audit reports have recently been updated and a new template will be used for all audits in 2020/21. To assist managers in prioritising areas for improvement, recommendations are classified as: Fundamental, Significant and Merits Attention.

Vision, purpose and values

A professional, independent and objective internal audit service is one of the key elements of good governance in local government.

As a modern effective risk and assurance service we aim to:

- Act as a catalyst for improvement and provide insight on governance, control and risk management;
- Influence and promote the ethics, behaviour and standards of the organisation;
- Develop a risk aware culture that enables customers to make informed decisions;
- Be forward looking; and
- Continually improve the quality of our services.

A key driver of this strategy is the need to meet all our customers' needs, which in the context of the Council are the Audit Committee, Chief Executive, Executive Directors and Directors.

The Council will continue to be affected by a variety of local and national issues:

- Funding pressures faced by local government;
- Increased growth in partnerships and collaborations, for example with health, other parts of the public sector and the private sector;
- Ever increasing use of technology to deliver services;
- Flexible working arrangements to make more effective use of accommodation;
- The introduction of new ways for customers and the public to access services;
- Pressure to reduce the cost of administrative / support functions while improving quality / effectiveness;
- Responding to organisational changes and development
- Responding to COVID 19 and the emerging challenges that this is posing both internally and externally.

These, and other developments, will mean increased pressure on the service to review existing systems and provide advice on new and complex initiatives within reducing resources. There is also the challenge of working in a COVID 19 world and reviewing what and how we perform our duties and remain effective. We must add value and help deliver innovations in service delivery. To respond to the demands on us we will:

- Continue to develop our staff to ensure we are fully equipped to respond to our customer's demands;
- Continue to invest in modern technology to improve efficiency and effectiveness;
- Add value and make best use of our resources by focussing on key risks facing our customers;
- Increasingly work in partnership with clients to improve controls and performance generally;
- Continue to buy in specialist help – particularly in IT.
- Review our processes and implement improvements where we can; and
- Ensure our learning and development remains current and reflects best practice.

Services

In addition to undertaking audits the Service is developing to support the organisation by also providing the following services:

Consultancy

The Council will face major changes in culture, systems and procedures over the coming years and we are able to provide advice on the governance, control and risk implications of these changes. The service will act as a critical friend. Particular emphasis is put on project governance and process design.

We are seeking to develop our knowledge and understanding of the management of risk so we are able to **challenge** current practice, **champion** best practice and be a **catalyst** for improvement, so that the Council as a whole achieves its strategic objectives.

So, for example, when a major new project is being undertaken we can help to ensure that project risks are clearly identified and that controls are put in place to manage them. Where possible this has been reflected in our audit plan for the coming year.

It is more constructive for us to advise on design of processes during the currency of a change project rather than identify problems after the event when often it is too late to make a difference and it is possible to use less resource to identify key points than in a standard audit - timely advice adds more value than untimely. Discussion have been held with Directorate Management teams to identify key projects.

Challenge

Champion

**Catalyst for
improvement**

Irregularities

As a publicly funded organisation the Council must be able to demonstrate the proper use of public funds. It is the responsibility of every manager to have systems

in place to prevent and detect irregularities. However, if an irregularity is identified or suspected managers are required to notify the Service and will need professional support to investigate the matter.

All significant investigations will be undertaken by the Service but more minor matters will be referred back to the relevant manager to progress with support from the audit team. The decision on which cases will be investigated will be made by the Acting Head of Internal Audit.

Counter fraud

Although responsibility for operating sound controls and detecting fraud is the responsibility of management, the Service has a key supporting role. In particular, we are responsible for maintaining and publicising the Council's anti-fraud policy, maintaining records of all frauds and, as a deterrent, publicising proven frauds.

The Service also coordinates the Council's participation in the National Fraud Initiative. Relevant managers are best placed and hence are responsible for investigating matches identified by the NFI but we do maintain an overview of progress.

A separate counter fraud team is also in place within the Council. This team focuses on preventing fraud from entering the Council and undertakes investigations relating to application fraud (e.g. Housing Benefits, Council Tax, Direct Payments, Blue badges).

Plan 2020 / 2021

To ensure the best use of limited audit resources audit work needs to be carefully planned. We have sought to align our work with the Council's risk base this year, by liaising with senior management and taking into account:

- the overall environment in which the Council has to operate
- its aims, strategies, key objectives, associated risks
- risk management processes, and
- national surveys and intelligence on risk areas along with data on actual frauds at Bury.

Our plan also takes into account those topics which have not recently been audited or which feature in the corporate risk register or which when last audited received a low opinion. We are reviewing our training and development plan to ensure that auditors have access to various professional networking meetings which highlight the wider issues affecting public sector internal audit which need to be reflected in the programme of work.

General context and key themes

The outlook for Local Government remains demanding. The impact of COVID-19 together with other pressures on the national economy, Brexit related risks, and uncertainty around long term government policy present significant challenges to the Council. Loss of income, uncertainty around future funding and increasing pressures in demand-led services are also concerns.

At the Council's budget meeting in February 2020, a savings target of £27.7m was identified for the 5-year period to 31 March 2025. Since then, it has become clear that the financial gap is likely to significantly increase due to COVID-19. It follows, then, that the organisation will face considerable challenges in meeting its aims and objectives.

During 2019/20, great progress was made in the creation of the One Commissioning Organisation (OCO), deepening integration with NHS Bury CCG, pooling £290m of funds, aligning a further £119m and increasing joint commissioning and governance arrangements at scale. There was also the development of the Corporate Core and significant changes to personnel at senior levels in the organisation. The transformation programme will continue in 2020/21.

The Council is therefore part way through a period of major transformational change in the midst of unprecedented economic uncertainty and challenge and, as a result, the Council's risk profile has changed in the period since the last plan was agreed. In a climate of significant change and uncertainty it is important that core governance, risk management and financial control arrangements are robust and consistently being followed across the organisation. A key focus of the plan for 2020/21 is therefore to provide assurance on these core processes.

Our primary customers remain the Chief Executive, Executive Directors, Directors and the Audit Committee but we will take into account the views of other managers when refining the scope of audits and will accommodate them as long as requests do not divert us from addressing the core scope as agreed with the Audit Committee.

Further significant changes in processes and policies are likely during the coming year and internal audit will need to support this work and provide advice on the governance, risk management and control implications of the changes. Whilst providing advice is good practice and an effective use of resources sufficient audits are required across the Council's risk profile in order to deliver the annual "Head of Audit" opinion.

Given the limitations on audit resources there is an increasing need for more reliance to be placed by the Council on second line of defence functions (such as Finance, HR and Procurement) and potentially audit will increasingly need to provide assurance on the effectiveness of those functions especially as budget constraints will inevitably also impact on them and hence on the overall assurance framework. The plan therefore includes more of an emphasis on such functions. We will avoid undertaking roles that are



properly the responsibility of the first or second line of defence – these managers need to have sound controls and monitoring systems in place rather than relying on periodic internal audits to provide them with assurance. Assurance that these management functions are being properly discharged will be tested as part of the audit work.

In general we plan not to do any individual schools audits instead focusing on the arrangements the Council has in place to identify as early as possible, and subsequently support, schools causing concern / in difficulty. Where a potential and significant financial irregularity is suspected at a school we will investigate but we will not investigate minor suspected irregularities and will expect schools to resolve these albeit with some support from audit as well as other support functions from across the council including finance and school advisers. Similarly, there is little value that an audit can add where the Council already knows of issues at a particular school.

The detailed plan

Based upon discussions with senior managers and our professional judgement an estimated number of days have been allocated to each potential topic. Demonstrating the assurances planned on each strategic risk and being transparent about auditable topics that cannot be audited are key requirements of internal audit professional standards and we therefore adopt a top down approach with the plan being driven by key risks.

The outline plan in Annex 1 shows those topics that we are planning to audit. This will be further developed as we aim to develop the audit universe for the Council. An update on this will be provided during the year. The plan takes into account the resources available within the audit service, risk and other assurance frameworks that exist from which the council can gain assurance.

As in previous years the plan covers one year which is accepted best professional practice. As we strive to improve our service indicative timings of audits have been reflected in the plan for the first time. This not only provides a focus for the service in ensuring we are able to monitor and track progress against our plans but enables services to work with us so that audits are not timed at peak time, or in the case of projects, before some of the key activity has taken place. Timings are subject to review during the year e.g. when risks change or a specific project becomes a matter of priority or a significant fraud has to be investigated.

In addition to the assurance and advisory work listed provision has also been made in our work plan to:

- Undertake investigations,
- Provide advice on a consultancy basis to Directorates;
- Undertake fee based work – reviewing the accounts of Voluntary School Funds and Out of School Care Clubs as requested by individual schools;
- Explore an approach to undertaking joint projects with the CCG Internal Audit Team;
- Deliver an internal audit service to Six Town Housing and Persona;
- Complete outstanding 2019/20 audits, and

- To undertake development work for the internal audit section, including assurance mapping of Directorates to feed the audit plan for 2021/2022.

Quality Assurance and Improvement Programme

The Public Sector Internal Audit Standards (PSIAS) require the Acting Head of Internal Audit to develop and maintain a Quality Assurance and Improvement Programme (QAIP) covering all aspects of the internal audit activity.

The QAIP includes internal assessments, periodic self-assessments and external assessments and is not only designed to assess the efficiency and effectiveness of Internal Audits, but also to enable an evaluation of the internal audit activity's conformance with the definition of internal auditing and the PSIAS and an evaluation of whether internal auditors apply the Code of Ethics. We have an Audit Manual based on accepted professional practice which as well as being compliant with PSIAS builds quality into every stage of the audit process. An external review of the Internal Audit Section has recently been undertaken and a report has now been received. This is currently being examined and an action plan is being established to ensure that recommendations are addressed. Some key areas of improvement have been identified and some of these have been reflected in the proposed plan. This work includes a revision of the QAIP for the service which will be undertaken and provided to the next Audit Committee in July 2020.

Annex 1 Planned Work 2020/21

CORPORATE GOVERNANCE AND RISK					
Directorate	Topic	Potential Control / Governance Issue	Proposed Audit Coverage	Indicative Days	Proposed Timing
Corporate Core	Health and Safety	Potential damage to health / wellbeing or loss of life which may result in claims, reputational damage, litigation or corporate manslaughter	Review of Health and Safety at Corporate level - CPFA matrix	15	QTR1
Corporate Core	Risk Management and Assurance Framework	Failure to identify major risks that may prevent the Council from achieving one or more of its objectives. Failure to ensure that the major risks are being managed.	Review of risk management arrangements at Corporate level – review of the Council’s risk management strategy and arrangements for the maintenance of risk registers. Review the associated information management system and reporting arrangements.	15	QTR2
Corporate Core	Complaints Procedures	Failure to comply with Council policy and regulations, potential for reputational damage should a complaint be taken to the Ombudsman.	Review of system for receiving and dealing with complaints.	15	QTR3
Corporate Core	FOI /Subject access	Failure to comply with Council policy and regulations, potential for reputational damage should a complaint be taken to the Ombudsman.	Review of system for receiving and dealing with FOI / SAR requests.	15	QTR4

Corporate Core	Recruitment Process	Failure to undertake robust pre-employment checks (right to work in the UK etc.) which may result in reputational damage or financial penalties.	Review of recruitment process – including assurance over the design and operation of the recruitment process including: 1 completeness and timeliness of pre-employment checks 2 completeness, accuracy and timeliness of adding new employees to the payroll 3 monitoring by HR of compliance with pre-employment and recruitment processes 4 an appropriate division of duties is enforced by the system	15	QTR4
Corporate Core	Members Allowances and Members Delegated Funds	Loss of accountability, lack of corporate ownership of decision making and possible failure to deliver the expected level of services to residents.	Routine review to focus on the transparency and compliance of the arrangements in place for administration of payments to Members.	10	QTR2
Corporate Core	Governance arrangements / AGS	Loss of accountability, lack of corporate ownership of decision making and possible failure to deliver the expected level of services to residents.	Review the methodology for producing the annual governance statement, ensuring that it reflects the code of governance, is in line with CPFA guidance and is adequately supported by evidence. Review the Decision Making process	26	QTR2/3
Operations	Health and Safety	Potential damage to health / wellbeing or loss of life which may result in claims, reputational damage, litigation or corporate manslaughter	Review of Health and Safety arrangements within Operational Services, including the identification of services provided and the risk assessments in place.	15	QTR3

SERVICE REFORM (Core Financial Systems)					
Corporate Finance	Finance Systems - key controls	Errors and omissions resulting in weaknesses in the integrity of financial data and statements	Routine annual review of high level controls within the key finance systems: Council Tax NNDR Housing Benefits Treasury Management Payroll Creditors Main Accounting Debtors Cash Collection and Banking.	56	QTR 4
Corporate Finance	National Fraud Initiative	Statutory requirements are not complied with	Manage and co-ordinate the NFI including additional checks on data matches where appropriate.	15	QTR3 and QTR 4
Corporate Finance	COVID 19 Expenditure	Grant funding may be used inappropriately.	Review the arrangements in place for the distribution of funds received, and the monitoring of the use of funds. In addition review the arrangements in place for ensuring that all COVID 19 expenditure is captured and recorded to ensure that grant income is utilised.	5	QTR 3
Corporate Finance	I-Trent - Payroll – Additional hours / overtime payments	Failure to respond effectively and efficiently to any major incident.	Review arrangements to manage and process timekeeping (shift work) and overtime effectively as the self-serve module is introduced in i-trent. Cover all directorates, and report to each Executive Director with results of findings.	15	QTR2

Corporate Finance	Unit 4 - Land and Property Valuations	Inaccurate information may be held in the financial accounts.	Review the process for valuing land and property and the updating of records in the CONCERTO system and the subsequent reconciliation of the CONCERTO system with Unit 4.	15	QTR 1
SERVICE REFORM (Grants and Verification)					
Corporate Finance	Grant Claims	Failure to comply with grant arrangements.	<p>Certification of those grant claims required to be certified by the Council's head of internal audit.</p> <p>Anticipated during 2020/21 include:-</p> <p>Local Growth Fund Transport – Bus subsidy Cycle City Highways, Potholes and Flood Resilience</p>	16	QTR 3
Children and Young People	Pupil Premium	Government funding may be used inappropriately and monies may be clawed back.	Review arrangements for the administration of the Pupil Premium grant, the distribution to schools and how the grant is used and accounted for by the schools.	15	QTR2
Children and Young People	Dedicated School Grant	<p>The deficit on the dedicated schools grant continues to increase.</p> <p>The reputation of Bury Council and its school is damaged by failure to meet national requirements</p>	An audit work programme is to be established in September 2020 as part of COVID 19 recovery.	20	QTR3 / 4

Communities and Wellbeing / One Commissioning Organisation	Troubled Families	Failure to comply with grant requirements and failure to deliver programme objectives.	Routine annual review. GMCA have been granted devolved powers over the programme and are collaboration to develop a more traditional / risk based approach to the annual assurance work. Reviews to be undertaken once / twice a year as directed by GMCA and the devolution agreement.	10	QTR2/3
PLACE AND PEOPLE					
All services	Car Allowances	Fraudulent expense claims may be submitted and paid. Un-licensed drivers and unsafe vehicles may be utilised which could result in accident, subsequent damage to reputation of Council and financial claims being made.	Review of procedures in place to ensure mileage claims are adequately recorded, with sufficient information being provided, that adequate management checks on driver licences and vehicle insurance and safety checks are undertaken, and that claims are appropriately authorised and paid at the correct rate.	30	QTR 1
All Services	Purchase Cards	Inappropriate use of purchase cards leading to fraud or financial loss	Evaluate controls over and usage of purchase cards to ensure compliance with guidance.	20	QTR1
Corporate Core	CCTV	Failure to adhere to the agreement and follow the CCTV Code of Practice could impact on the Council's reputation and reliance placed on the CCTV function in supporting other agencies and community safety.	Annual review as required by CCTV agreement.	5	QTR4

Corporate Finance	Mobile Phones	Mobile phones costs maybe excessive and additionally costs may also be incurred for phones which are used infrequently and may no longer be required.	Review policy for issue and use of mobile phones and arrangements for the monitoring of usage of phones and associated phone costs. Ensure costs are not incurred for employees who leave the organisation and that contracts are cancelled where appropriate.	10	QTR1
Children and Young People	Adoption Services	Reputational damage to Council if inappropriate placements are made.	Review of management of contract with Regional Adoption Agency. Ensure appropriate placement checks are undertaken and that expenditure incurred is appropriate and authorised.	10	QTR2
Children and Young People	Independent Foster Agency	Inability to place "looked after children" with suitable families or promptly as the need arises.	Review of the use of IFA's, including the controls in place to help ensure cost effectiveness and manage quality and quantity of placements.	10	QTR2
Children and Young People	Care Packages	Failure to comply with Council policy and legislation when procuring goods / services / administering contracts with suppliers. Best value may not be achieved and high cost care packages may not be challenged.	A review of the process for the calculation and award of care packages for vulnerable children, and the billing and payment processes around care processes to provide assurance that financial risks are mitigated. Also consider the financial controls in particular authorisation for changes to rates and providers.	15	QTR2
Children and Young People	School and College Transport	Children with special educational needs may be excluded from Education as they may not have any available transport / support to enable them to be able to travel to and from school.	Review the management and contractual arrangements over SEN transport to ensure outcomes for service users are achieved and risks to the service users and the Council are mitigated.	15	QTR3

Communities and Wellbeing / One Commissioning Organisation	Home care packages	Failure to comply with Council policy and legislation when procuring goods / services / administering contracts with suppliers. Best value may not be achieved and high cost care packages may not be challenged.	A review of the process for the calculation and award of care packages for vulnerable adults, and the billing and payment processes around homecare processes to provide assurance that financial risks are mitigated. Also consider the financial controls in particular authorisation for changes to rates and providers.	15	QTR3
Communities and Wellbeing / One Commissioning Organisation	ICES Store	Weaknesses in the control of assets and stock may result in losses and / or increased costs.	Review the arrangements to manage the assets (equipment) and stock of care equipment held at the new premises in Bury Town Centre.	10	QTR2
Communities and Wellbeing / One Commissioning Organisation	Pooled budgets CWB and CCG	Use and monitoring of pooled budgets may not be effective.	Joint review to be undertaken with CCG to ensure that pooled budget arrangements are appropriate that funds are identified and used appropriately, with adequate budget monitoring in place.	20	QTR3/4
Operations	Grounds Maintenance	Health and Safety issue - risk of fatality from falling trees, resulting in claims being made against the Council with the potential for significant financial penalties.	Review of grounds maintenance – to identify work undertaken to keep the Borough a safe place - a work programme, costings, allocation of works, monitoring of works.	15	QTR4
Operations	Highways and Footway Maintenance	Budget cuts may have led to a reduced ability to maintain a safe and passable highway, - risk of fatality. This may lead to increased reputational damage as there is the potential for claims to be made against the Council which may incur significant financial penalties.	Review of highways maintenance – work programmes, allocation of works and subsequent monitoring, and costs.	20	QTR3

Operations	Fleet Management	Vehicles and plant may be mis-used / mis-appropriated	Review to assess the security of the vehicle and plant equipment and the arrangements in place to ensure that all items can be accounted for.	10	QTR2
Operations	Taxi Licences	Potential damage to health / wellbeing or loss of life. Reputational damage to the Council and potential financial claims.	Review the system in place for the issue of licences to taxi driver licences to applicants, ensuring that appropriate checks are made to ensure that individuals have a right to work in the UK and hold the appropriate driving licence.	10	QTR2
Operations	Architectural Practice Fee Income	Income due may not be collected, effecting cash flow of the Council. Additionally errors and omissions resulting in weaknesses in the integrity of financial data and statements	Review the processes in place to ensure that income due to the service is correctly calculated in line with any agreements in place, and that the income is collected and posted to the accounts promptly.	10	QTR3
Operations	Income	Income due may not be collected, effecting cash flow of the Council. Additionally errors and omissions resulting in weaknesses in the integrity of financial data and statements.	Work to be undertaken as part of COVID 19 recovery, to look at areas including Leisure Memberships, Civic Centre bookings and Markets	30	QTR3 /4
Operations	Parks	Failure to comply with Council policy and legislation when procuring goods / administering contracts with suppliers.	Review the processes in place for the procurement of goods and services ensuring that due process is followed, and that adequate supporting records are maintained.	10	QTR2
Business Growth and Infrastructure	Estates Property Management	Inaccurate information may be held in the financial accounts and income due may not be collected	Review the management arrangements over the rental estates portfolio to ensure that adequate records are maintained, income due is collected promptly and valuations are regularly undertaken and updated in the Councils accounts.	15	QTR3

CONTRACTS					
Corporate Finance	STH Client Management arrangements	Failure to implement the clauses in place in the management agreement could provide a risk of financial loss to the Council in addition to reputational damage.	A new agreement has been implemented and a review is required to ensure that the terms of the agreement are being adhered to.	15	QTR2
Corporate Finance	Persona	Failure to implement the clauses in place in the management agreement could provide a risk of financial loss to the Council in addition to reputational damage.	A new agreement has been implemented and a review is required to ensure that the terms of the agreement are being adhered to.	15	QTR2
Business Growth and Infrastructure	Regeneration Projects	Failure to comply with Council policy and legislation	Identify regeneration projects that have / are taking place. Review a project to ensure that best practice was followed, considering project initiation, procurement of works, ongoing monitoring, and administration of payments, record keeping and post project implementation review.	10	QTR3
All Services	Contract register	Failure to comply with Council policy and legislation when procuring goods / administering contracts with suppliers.	Review the arrangements to identify contracts in place and ensure adequate information is held to ensure that contracts are renewed on a timely basis.	10	QTR2
SUPPORT / SYSTEMS IMPLEMENTATION					

Communities and Wellbeing	CONTROCC	Failure to adequately secure systems could result in a data breach, loss of service / downtime and loss of data.	Provision to support system implementation	5	TBA
Communities and Wellbeing / One Commissioning Organisation	Direct Payments	Funds provided to meet individuals social care and support needs are not being used as agreed and fail to deliver anticipated outcomes.	The service is planning to undertake a beginning to end review of the Direct Payment process and have asked for Internal support with this.	5	TBA
Corporate Core Finance	I-Trent	Failure to adequately secure systems could result in a data breach, loss of service / downtime and loss of data.	Provision to support system implementation	5	TBA
Corporate Core Finance	Income collection / Debtors and Write off procedures	Errors and omissions resulting in weaknesses in the integrity of financial data and statements. Legislation may be breached. Inappropriate debts may be written off.	Request for audit support to Treasury Management function to identify income sources, document collection and banking procedures and to determine if making tax digital agenda is being adhered to. Additional work includes a review of the revised write off procedures when they have been updated.	15	TBA
Corporate Core Finance	Unit 4 - Making Tax Digital	Failure to comply with legislation could result in reputational damage and financial penalties.	Provision included to support the Management Accountancy Team in systems development to ensure that the making tax digital agenda is adhered to. The work will need to focus on expenditure, including petty cash and income streams which feed the annual accounts.	15	TBA
			TOTAL	668	

OTHER COMMITMENTS	
<i>Activity</i>	<i>Indicative Days</i>
Completion of audits commenced during 2019/20	20
External Traded Services - -perform audits of School Fund and Out of School Club accounts	10
Audit work for Six Town Housing and Persona (separate audit plans)	95
Post Implementation Reviews and Action Tracking	24
Contingency for GMCA Collaboration / reactive GM assurance work	5
Contingency for Investigations and supporting the council's counter fraud strategy	30
Development of joint working arrangements with Mersey Internal Audit Agency (CCG Auditors)	3
Audit Management, including service development, assurance mapping, QAIP, anti-fraud and corruption strategy, audit planning and Committee support	40
Contingency for reactive or unplanned work, management request, consultancy work	20
Provision of ICT review – by Salford Computer Audit Services (System Licencing)	20
Total:	267
Combined Total:	935

