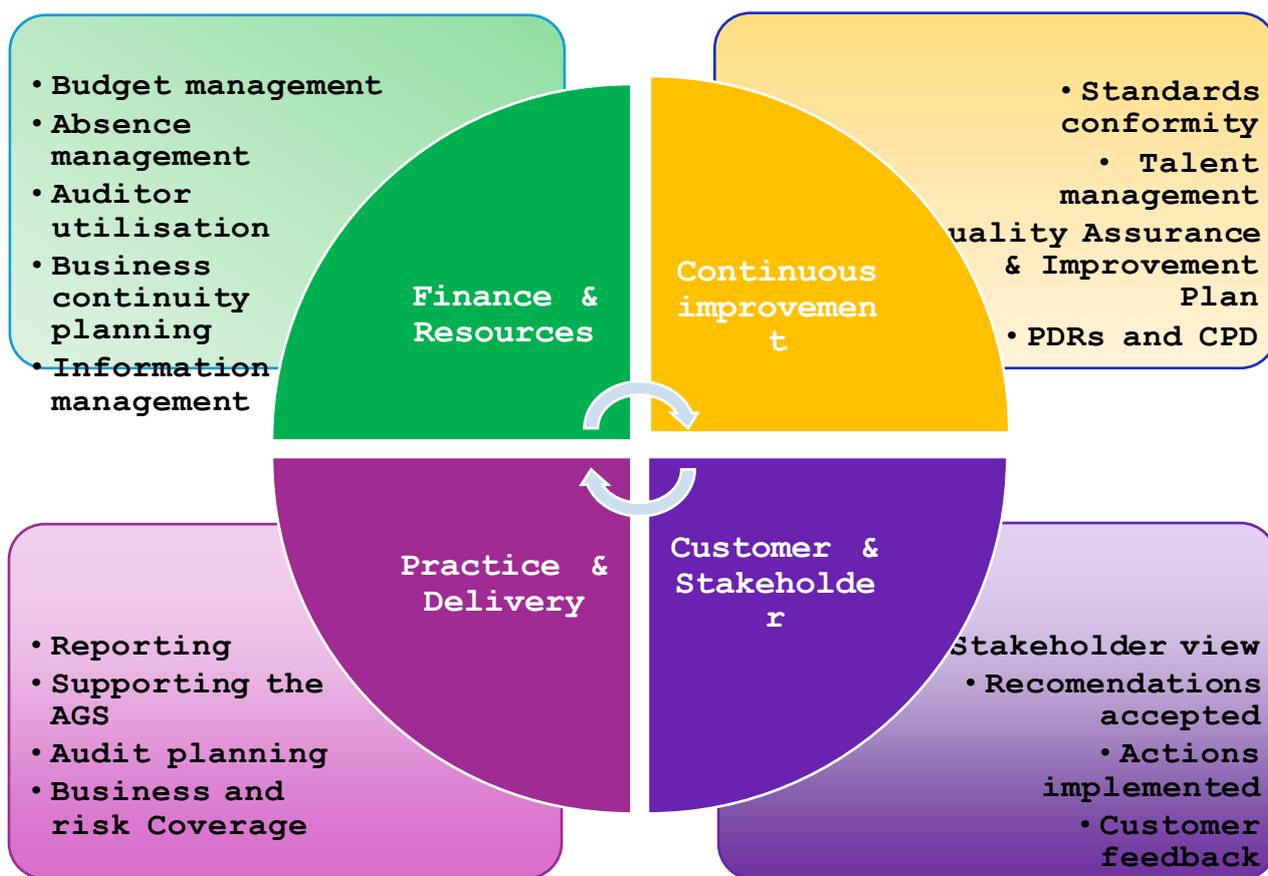


Balanced Scorecard



Finance & Resources

Aspect	Detail	Target	Quarter 1-3 Results
Budget management	The budget has been set at a level agreed to fully staff the service to deliver a volume of work to enable delivery of the audit plan.	Between "On Target" and less than 5% "underspend"	N/A
Auditor utilisation (audit days)	Pro rata based on 184 'chargeable' days delivering audit work per FTE employee	> 95%	N/A
Absence management	Planning includes contingency of up to a maximum of 6 'sickness' days per employee	< 5 'sick days' per FTE per year	5.8 FTE. 25 days as at end of quarter 3.
Business continuity plan	Business continuity plan reviewed and updated	Met	The Business continuity plan has been reviewed and updated.
Information management	Retention schedule complied with	Met	Met

Customer & Stakeholder

Aspect	Detail	Target	Quarter 1-3 Results
Feedback	Post audit surveys are issued and the result analysed to provide an indication on quality	90% Positive	19 issued and 8 received back as at end of quarter 3 42% response rate with 100% positive feedback
Stakeholder view	Feedback from Directors and AC (confirmed verbally at meetings)	Met	Met
Recommendations accepted	Recommendations for action are accepted by management and developed collaboratively into agreed actions	95%	99% 1 recommendation not accepted due to capacity
Improvement (actions implemented)	Agreed actions are implemented (or substantial progress being made toward implementation) at time of follow-up	95%	74% 38 recommendations followed up 28 recommendations implemented

Continuous Improvement

Aspect	Detail	Target	Quarter 1-3 Results
Quality Assurance & Improvement Plan	QAIP updated and reported to the autumn quarter's AC	Met	Reported at December meeting
Conformity (GIAS)	Assessment against the Standards undertaken	100%	To be reported at April or July 2026 meeting
PDRs / CPD	Annual PDRs of team members completed	Met	Met
Talent management	Needs assessment completed and training plan developed	Met	Training Assessment have been undertaken but still to be analysed

Practice & Delivery

Aspect	Detail	Target	Quarter 1-3 Results
Supporting the Annual Governance Statement	Annual report & HOIA Opinion provided in time to inform the AGS	Met	Met

Audit planning	Draft plan prepared in time for March / April Audit Committee	Met	Met
Reports issued promptly	Draft report prepared and provided to the client within 10 days of fieldwork completion	90%	61% Due to absences within the team during Quarter 2 and additional whistleblowing investigations and additional management responsibility being taken on by Senior Auditors.
Business and risk coverage (assurance)	Sufficient coverage of business areas and risk to inform the HOIA opinion	Met	Met