

# Appendix 1: delivery of the 2023/24 audit plan

## 1. Synopsis

- 1.1. This appendix summarises the 2023/24 audit plan that was agreed by the Audit Committee on 13 March 2023. It shows the indicative scope as well as the completion status of each individual project. It is included to provide Audit Committee with assurance that the audit plan, which is the key vehicle for providing the council with independent assurance, is being effectively delivered.
- 1.2. **Section 2** below provides a detailed update on the progress of the 2023/24 audit plan, and summarises any 2022/23 outcomes not finalised at the time of the last report to Audit Committee. **Section 3** provides a breakdown of audit plan completion statistics for the year to date.

## 2. Detailed 2023/24 audit plan update

(\* denotes an area of principal risk)

### 2.1. Summary of assurance ratings for completed reviews

This section includes final outcomes for 2022/23 audits where reports had been issued in draft at the point of reporting to Audit Committee in September 2023, but had not been finalised.

See sections 2.2 to 2.11 below for more information on the current status of 2023/24 reviews.

Ref	Audit title	Assurance rating
<b>Assurance rating for planned council audit reviews</b>		
HN22-3 (2022/23 review – three	Tenant Management Organisation (TMO) monitoring arrangements *	Limited assurance

high priority findings – see Appendix 2)		
HN22-4 (2022/23 review – four high priority findings – see Appendix 2)	Medical assessments for housing allocations *	Limited assurance
R22-2 (2022/23 review – three high priority findings – see Appendix 2)	Key IT application review – NEC (housing repairs) *	Limited assurance
ASC23-2 (four high priority findings – see Appendix 2)	Non-recent child abuse support payment scheme *	Limited assurance
<b>Assurance rating for planned establishment audit reviews</b>		
FT22-1 (2022/23 review – two high priority findings – see Appendix 2)	Voluntary Sector Organisation (VSO) establishment review – Culpeper Community Garden	Limited assurance
CS23-2-3	Schools establishment review - Grafton	Moderate assurance
<b>Extended follow up outcomes (see rating key in Appendix 3)</b>		
FWU23-12	Extended follow up - decline in local business resilience *	A moderate rate of implementation was noted.

Reviews completed where an assurance opinion was not provided (a management letter or grant compliance opinion was issued)		
AD22-8 (deferred from 2022/23 plan)	Supporting Families	Compliance opinion issued
AD23-2	Payments to staff and councillors outside MyHR	Controls awareness note issued

## 2.2. Corporate/cross-cutting

Ref	Audit title	Indicative scope	Planned days	Status
CC23-1	Risk management – assurance mapping	Internal Audit input into assurance mapping for principal risks.	10	Assurance mapping is taking place in Q3 to inform the 2024/25 audit planning process.
CC23-2	Serious fraudulent activity *	Internal Audit input into reactive investigations to be undertaken in-year.	20	Members of the Internal Audit team provide ongoing input into reactive investigations throughout the year to support the Corporate Investigations team.
CC23-3	Audit plan production	Preparation of the Council's annual audit plan.	10	Audit planning will take place in Q4, based on the assurance mapping exercise (see CC22-1 above).
CC23-4	Controls Board	Internal Audit input into Controls Board workplan and support for directorate representatives.	30	The Internal Audit team coordinates Controls Board and provides support for directorate representatives around follow up activity.

CC23-5	Good Governance Group	Internal Audit input into Good Governance Group workplan	20	The Internal Audit team coordinates Good Governance Group activity.
CC23-6	Review of grant claims	Review of grant claims for government funding which require Internal Audit review and approval. Based on actual requests in prior years, an assumption has been made that five such reviews will be required in year. Grants work will include the annual review of Supporting Families funding.	30	Grants not yet identified – the majority of grant certification requests are made in Q4 each year.
CC23-7	Modern day slavery *	A review of joint working, governance and oversight arrangements relating to modern day slavery. The audit will also look at staff training and communications with residents.	17	Fieldwork is underway. A report will be issued in Q4 2023/24.
FWU23-1	Cross-cutting follow up activity	Follow up activity relating to the following audits: <ul style="list-style-type: none"> <li>• Business transformation</li> <li>• PMO</li> <li>• Technology debt management</li> </ul>	4	Outcomes of follow up activity are detailed in Appendix 3. All recommendations have been implemented for the following audits: <ul style="list-style-type: none"> <li>• Technology debt management</li> </ul> Further follow up work is planned in Q4 2023/24 relating to the other audits.  The time budget for this work has been adjusted to reflect that there will now be an extended follow up of Insurance

				settlements (FWU23-15) based on its final audit rating (see section 2.11).
FWU23-10	2023/24 in-year follow up activity	Audit recommendations for some 2023/24 planned audits will need to be followed up in year, and this time has been allocated based on actual time spent on in-year follow ups in 2021/22 and 2022/23.	22	Outcomes of follow up activity are detailed in Appendix 3.

### 2.3. Resources

Ref	Audit title	Indicative scope	Planned days	Status
R23-1-1	Review of key financial system - council tax and business rates	Review of key financial systems in line with a rolling plan.	13	Fieldwork is underway. A report will be issued in Q4 2023/24.
R23-1-2	Review of key financial system – interfaces		13	Fieldwork is underway. A report will be issued in Q4 2023/24.
R23-1-3	Review of key financial system - staff expenses	A risk based review focused on key controls related to staff expenses.	13	Scoping is underway. Fieldwork will take place in Q3 and Q4 2023/24.
R23-1-4	Review of key financial system - financial regulations	Internal Audit input into the planned review of the Council's Financial Regulations.	13	This audit will not proceed due to a revised risk assessment. There was an extensive legal and governance review of this document in Q1 and Q2 2023/24.

				As a result, this audit would have replicated work already carried out.
R23-2	Key IT application review – LiquidLogic *	A review of a key IT application in use within the Council.	16	Scoping is underway. Fieldwork will take place in Q3 and Q4 2023/24.
R23-3	Savings delivery programme – Adults and Children *	A review of the effectiveness of monitoring and reporting arrangements for delivery of agreed Medium-Term Financial Strategy (MTFS) savings. Areas of focus to be identified during scoping.	17	Scoping is underway. Fieldwork will take place in Q4 2023/24.
R23-4	Information governance *	This audit will review and assess key areas of information governance risk. Areas of focus to be identified during scoping.	17	This audit will not proceed due to a revised risk assessment. The review was intended to look at the council's compliance with the Transparency Code. A compliance review had recently been carried out by the Information Governance team and had identified gaps and recommendations which were being addressed. As a result, this audit would have replicated work already carried out.  Information governance risks are being considered as part of other planned audits in year, including LiquidLogic (R23-3) and CCTV (AD23-4).
FWU23-9	Resources follow up activity	Follow up activity relating to the following audits:	35	Outcomes of follow up activity are detailed in Appendix 3. All

		<ul style="list-style-type: none"> <li>• Capital expenditure</li> <li>• Capital programme</li> <li>• Cyber security</li> <li>• Key financial system (KFS) – accounts receivable</li> <li>• KFS – bank and system reconciliations</li> <li>• KFS – capital accounting (asset management)</li> <li>• KFS – pensions</li> <li>• KFS – treasury</li> <li>• Payroll</li> <li>• Use of contingent workers</li> </ul>		<p>recommendations have been implemented for the following audits:</p> <ul style="list-style-type: none"> <li>• Capital expenditure</li> <li>• Cyber Security</li> <li>• KFS – capital accounting (asset management)</li> <li>• KFS – treasury</li> </ul> <p>Further follow up work is planned in Q4 2023/24 relating to the other audits.</p> <p>The time budget for this work has been adjusted to reflect that there will now be extended follow ups of Key IT application - NEC Housing Platform (FWU23-16) and Purchase cards (FWU23-17) based on their final audit ratings (see section 2.11).</p>
FWU23-11	Access controls and rights (extended follow up) *	Extended follow up of Access controls and rights (FR21-2). This audit will include testing a new sample to verify the operation of key controls.	16	Fieldwork is underway. A report will be issued in Q4 2023/24.

## 2.4. Adult Social Care

Ref	Audit title	Indicative scope	Planned days	Status
ASC23-1	Social care market instability *	A review of the effectiveness of arrangements to support social care market stability.	17	This audit has been scoped. Fieldwork will take place in Q4.
ASC23-2	Non-recent child abuse support payment scheme *	A review of the effectiveness of arrangements for distribution of payments related to non-recent child abuse. The audit will sample test payments to assess their validity, accuracy and timeliness.	17	Completed – Limited assurance. Four high priority findings were raised, details of which can be seen at Appendix 2.
FWU23-2	Adult Social Care follow up activity	Follow up activity relating to the following audit: <ul style="list-style-type: none"> <li>Mental health safeguarding processes</li> </ul>	2	Outcomes of follow up activity are detailed in Appendix 3. Further follow up work is planned in Q4 2023/24 relating to this audit.

## 2.5. Children and Young People

Ref	Audit title	Indicative scope	Planned days	Status
CS23-1	Youth safety *	A review of the effectiveness of projects to support youth safety.	17	The audit has been deferred to Q1 2024-25 due to reduced Internal Audit team capacity. As the most recent audit of this area, completed in January 2021, found moderate assurance over governance systems and did not identify any high priority findings, this was considered less high priority than other

				principal risks on the plan. The audit was included on the plan because the area had not been audited since 2021/22, however management have confirmed that there are no known issues in this area.
CS23-2-1	Schools establishment review – Duncombe Primary School (repeat)	Risk based review of seven schools and/or children’s centres. The audit programme assesses the effectiveness of governance mechanisms and financial practices.	16	This audit will not proceed due to a revised risk assessment. This was a repeat audit at the request of the school, who were last audited in the 2022/23 year. It has now been agreed that the school should go through the standard follow up process instead.
CS23-2-2	Schools establishment review – Ambler		16	Fieldwork is underway. A report will be issued in Q4 2023/24.
CS23-2-3	Schools establishment review – Grafton		16	Completed – Moderate assurance.
CS23-2-4	Schools establishment review – Montem		16	Deferred to Q1 2024/25 to allow time for a public consultation about the future of the school.
CS23-2-5	Schools establishment review – Prior Weston		16	Deferred to Q1 2024/25 in response to unforeseen circumstances at the school affecting the availability of key contacts.

CS23-2-6	Schools establishment review – Elizabeth Garrett Anderson		16	Deferred to 2024/25 due to reduced Internal Audit team capacity. Priority has been given to completing audits linked to principal risks.
CS23-2-7	Schools establishment review – Kate Greenaway		16	Deferred to 2024/25 due to reduced Internal Audit team capacity. Priority has been given to completing audits linked to principal risks.
FWU23-3	Children and Young People follow up activity	<p>Follow up activity relating to the following audits:</p> <ul style="list-style-type: none"> <li>• Conewood Children’s Centre</li> <li>• Domestic violence</li> <li>• SEN transport</li> </ul>		<p>Outcomes of follow up activity are detailed in Appendix 3. All recommendations have been implemented for the following audits:</p> <ul style="list-style-type: none"> <li>• Conewood Children’s Centre</li> <li>• SEN transport</li> </ul> <p>Further follow up work is planned in Q4 2023/24 relating to the other audit.</p>

## 2.6. Community Engagement and Wellbeing

Ref	Audit title	Indicative scope	Planned days	Status
FT23-1	Voluntary Sector Organisation (VSO) establishment review – Eritrean Community in the UK	Risk based review of one VSO to assess the effectiveness of governance mechanisms and financial practices.	13	Fieldwork is underway. A report will be issued in Q4 2023/24.

FWU23-6	Community Engagement and Wellbeing follow up activity	Follow up activity relating to the following audit: <ul style="list-style-type: none"> <li>Challenging Inequality Programme</li> </ul>	3	Outcomes of follow up activity are detailed in Appendix 3. All recommendations have been implemented.
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## 2.7. Community Wealth Building

Ref	Audit title	Indicative scope	Planned days	Status
CWB23-1	Contract management – inflation governance *	A review of indexation and inflation governance within the council's contract management processes.	17	Scoping is underway. Fieldwork will take place in Q4 2023/24.
FWU23-4	Community Wealth Building follow up activity	Follow up activity relating to the following audits: <ul style="list-style-type: none"> <li>Financial resilience of residents</li> <li>Health and safety – asbestos governance, management and monitoring</li> <li>Supplier bank amendments</li> </ul>	15	Outcomes of follow up activity are detailed in Appendix 3. All recommendations have been implemented for the following audits: <ul style="list-style-type: none"> <li>Supplier bank amendments</li> </ul> Further follow up work is planned in Q4 2023/24 relating to the other audits.
FWU23-12	Decline in local business resilience (extended follow up) *	Extended follow up of Decline in local business resilience (CWB21-1).	11	An extended follow up audit was completed. We looked at the rate of implementation of 11 recommendations, relating to three high priority findings, which had passed their target implementation dates. We found that:

				<ul style="list-style-type: none"><li>• 5/11 (46%) recommendations have been implemented;</li><li>• 4/11 (36%) recommendations have been partially implemented; and</li><li>• 2/11 (18%) recommendations have not been implemented.</li></ul> <p>The partially implemented recommendations related to:</p> <ul style="list-style-type: none"><li>• Data integration across systems; and</li><li>• Optimising targeted use of data.</li></ul> <p>The recommendations not yet implemented related to:</p> <ul style="list-style-type: none"><li>• Corporate Management Board input into data sharing; and</li><li>• Direct consent for data use.</li></ul> <p>Revised target implementation dates between 31 December 2023 and 31 January 2024 have been agreed for the outstanding recommendations.</p>
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## 2.8. Environment and Climate Change

Ref	Audit title	Indicative scope	Planned days	Status
E23-1	Anti-social behaviour (ASB) service	A risk-based review of key controls within the ASB service	16	The audit has been deferred to 2024/25 at the request of management in the service, which is currently undergoing significant transformation. It is intended that an audit in 2024/25 will provide assurance that the transformation work has achieved its objectives. There is additional assurance in this area due to a Policy and Performance Scrutiny Committee 2023/24 review of multi-agency response to complex Anti-Social Behaviour.
E23-2	Cemeteries	A review of cemetery management arrangements. The specific focus of the audit will be determined during scoping.	17	This audit has been scoped. Fieldwork will take place in Q4 2023/24.
FWU23-5	Environment and Climate Change follow up activity	Follow up activity relating to the following audits: <ul style="list-style-type: none"> <li>• Climate emergency</li> <li>• Parking services</li> </ul>	6	Outcomes of follow up activity are detailed in Appendix 3. Further follow up work is planned in Q4 2023/24 relating to these audits.

## 2.9. Homes and Neighbourhoods

Ref	Audit title	Indicative scope	Planned days	Status
HN23-1	New homes supplier failure *	A review of arrangements in place to mitigate the risk of New Homes principal supplier and supply chain failures.	17	Scoping is underway. Fieldwork will take place in Q4 2023/24.
HN23-2-1	Tenant Management Organisation (TMO) establishment review – Charteris	Risk based review of five TMOs. These reviews are part a rolling programme of assurance for TMOs which operates on a cyclical basis. The programme assesses the effectiveness of governance mechanisms and financial practices.	13	Fieldwork is underway. A report will be issued in Q3 2023/24.
HN23-2-2	Tenant Management Organisation (TMO) establishment review – Harry Weston		13	Fieldwork is underway. A report will be issued in Q3 2023/24.
HN23-2-3	Tenant Management Organisation (TMO) establishment review – Hornsey Lane		13	Fieldwork is underway. A report will be issued in Q3 2023/24.

HN23-2-4	Tenant Management Organisation (TMO) establishment review – Stafford Cripps		13	Scoping is underway. A report will be issued in Q4 2023/24.
HN23-2-5	Tenant Management Organisation (TMO) establishment review – Half Moon Crescent		13	Fieldwork is underway. A report will be issued in Q3 2023/24.
HN23-3	Landlord duty of care – condensation and mould *	A review of arrangements in place to protect social housing residents from the effects of condensation and mould.	17	Fieldwork is underway. A report will be issued in Q4 2023/24.
FWU23-7	Homes and Neighbourhoods follow up activity	<p>Follow up activity relating to the following audits:</p> <ul style="list-style-type: none"> <li>• Housing Revenue Account (HRA)</li> <li>•</li> </ul>	2	<p>Outcomes of follow up activity are detailed in Appendix 3. Further follow up work is planned in Q4 2023/24.</p> <p>The time budget for this work has been adjusted to reflect that there will now be an extended follow up of Medical assessments for housing allocations (FWU23-14) based on its final audit rating (see section 2.11).</p>

FWU23-13	Extended follow up - landlord duty of care - lifts *	Extended follow up of Landlord duty of care - lifts (AD22-7).	15	<p>An extended follow up audit was completed. We assessed the rate of implementation of 28 recommendations, relating to ten high priority findings and one medium priority finding, which had passed their target implementation dates. We found that:</p> <ul style="list-style-type: none"> <li>• 18/28 (64%) recommendations have been implemented;</li> <li>• 8/28 (29%) recommendations have been partially implemented; and</li> <li>• 2/28 (7%) recommendations have not been implemented.</li> </ul> <p>The partially implemented recommendations related to:</p> <ul style="list-style-type: none"> <li>• Third party lift inspections;</li> <li>• Completion, recording and monitoring of remedial works;</li> <li>• Management information;</li> <li>• Post-inspections; and</li> <li>• Remediation of SAFed issues.</li> </ul> <p>The recommendations not yet implemented related to:</p> <ul style="list-style-type: none"> <li>• Lift inspection quality; and</li> <li>• Data protection.</li> </ul>
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				Revised target implementation dates are currently being agreed for the outstanding recommendations.
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## 2.10. Public Health

Ref	Audit title	Indicative scope	Planned days	Status
FWU23-8	Public Health follow up activity	Follow up activity relating to the following audit: <ul style="list-style-type: none"> <li>Public health partnership working arrangements</li> </ul>	5	Outcomes of follow up activity are detailed in Appendix 3. Further follow up work is planned in Q4 2023/24 relating to this audit.

## 2.11. Additional reviews

Seven additional reviews have been added to the audit plan in 2023/24, with a combined audit budget of 61 days.

Ref	Audit title	Indicative scope	Planned days	Status
AD22-8	Supporting Families 2022/23	Deferred from 2022/23 plan. Review of information to verify validity of claimed programme numbers underlying grant funding.	5	Completed – management letter issued. No high priority findings were raised.
AD23-1	Schools establishment review - Vittoria	Added at the request of the Schools Finance team to look at a newly merged school.	16	Not yet started. Scoping will take place in Q4 2023/24 and reporting will be completed by Q1 2024/25.
AD23-2	Payments to staff and councillors outside MyHR	Advisory work carried out to support the Investigations team.	5	Completed. A controls awareness note was produced.

FWU23-14	Extended follow up - Medical assessments for housing allocations	Extended follow up of Medical assessments for housing allocations (HN22-4). This audit will include testing a new sample to verify the operation of key controls.	10	Fieldwork is underway. A report will be issued in Q3 2023/24.
FWU23-15	Extended follow up - Insurance settlements	Extended follow up of Insurance settlements (CC22-7). This audit will include testing a new sample to verify the operation of key controls.	10	Fieldwork is underway. A report will be issued in Q4 2023/24.
FWU23-16	Extended follow up - Key IT application - NEC Housing Platform	Extended follow up of Key IT application - NEC Housing Platform (R22-2). This audit will include testing a new sample to verify the operation of key controls.	10	Agreed actions are not yet due. Fieldwork will take place in Q4 2023/24.
FWU23-17	Extended follow up - Purchase cards	Extended follow up of Purchase cards (AD22-2). This audit will include testing a new sample to verify the operation of key controls.	5	An extended follow up audit was completed. We assessed the rate of implementation of 13 recommendations, relating to ten high priority findings and one medium priority finding, which had passed their target implementation dates. We found that: <ul style="list-style-type: none"> <li>• 12/13 (92%) recommendations have been implemented;</li> <li>• 1/13 (8%) recommendations has been superseded because it is not possible to implement it as written. Alternative controls development activity is being</li> </ul>

				<p>supported by the Investigations team, providing comfort over the underlying risk.</p> <p>A further four recommendations have not yet reached their target implementation date. These will be followed up as they fall due.</p>
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### 3. Audit plan completion statistics

Audit status	Number of reviews
Total number of reviews included on the original audit plan (see sections 2.1-2.10 above for breakdown). This includes extended follow ups, but not standard follow up activity.	33
Reviews added in year (see section 2.11 above for breakdown)	7
<b>Total reviews on audit plan</b>	<b>42</b>
<p>Audits removed from plan:</p> <p style="padding-left: 20px;"><i>Reviews deferred to 2024/25 plan due to Internal Audit staffing constraints:</i></p> <ol style="list-style-type: none"> <li>1. Youth safety (see CS23-1 above)</li> <li>2. Schools establishment review - Elizabeth Garrett Anderson (CS23-2-6)</li> <li>3. Schools establishment review - Kate Greenaway (CS23-2-7)</li> </ol> <p style="padding-left: 20px;"><i>Reviews that did not proceed due to a revised risk assessment:</i></p> <ol style="list-style-type: none"> <li>4. Review of key financial system - financial regulations (R23-1-4)</li> <li>5. Information governance (R23-4)</li> </ol>	9

Audit status	Number of reviews	
6. Schools establishment review - Duncombe Primary School (CS23-2-1) <i>Reviews deferred at management request:</i> 7. Anti-social behaviour service (E23-1) 8. Schools establishment review - Montem Primary School (CS23-2-4) 9. Schools establishment review - Prior Weston (CS23-2-5)		
<b>Remaining audits due for completion as part of the 2023/24 plan</b>	<b>31</b>	
Audits completed to reporting stage: <i>Audits completed and report issued in final</i> <i>Audits completed and awaiting final management response</i>	3 4	7 (23%)
Audits in progress: <i>Audit fieldwork underway</i> <i>Scoping underway or completed</i>	12 10	22 (71%)
Audits not yet started: <i>To be scoped (one school audit and grant claim work)</i>	2	2 (6%)