

Finance

222 Upper Street

London N1 1XR

Report of: Corporate Director of Resources

Meeting of: Audit and Risk Committee

Date: 18 March 2024

Wards: All

Subject: Draft 2024/25 Internal Audit plan

1. Synopsis

- 1.1. The provision of a continuous Internal Audit service provides independent and objective assurance on the control environment that supports the delivery of the council's objectives.
- 1.2. The report outlines the proposed 2024/25 Internal Audit plan for the council. It also includes the Internal Audit Strategy and an assurance map which maps audit activity to each of the council's principal risks.

2. Recommendations

- 2.1. To approve the 2024/25 Internal Audit plan.

3. Background

- 3.1. The council has a statutory duty to maintain an adequate and effective Internal Audit function. The Internal Audit, Investigations and Risk Management service provides this function.
- 3.2. Our primary objective is to provide the council, via the Audit and Risk Committee, with independent assurance that risk management, governance and internal

control processes are operating effectively. Internal Audit also seek to provide advice on risk and control issues within individual processes. We aim to achieve this through a planned programme of work based on an annual assessment of the principal risks facing the council.

- 3.3. The Internal Audit Strategy, attached at **Appendix 1**, details the role and objective of Internal Audit within the organisation and the overall strategic approach to meeting this objective.
- 3.4. The draft plan attached at **Appendix 2** details the work to be undertaken by the Internal Audit in 2024/25 to deliver this objective.
- 3.5. **Appendix 3** includes an assurance map which maps recent and planned audit activity to each of the council's principal risks.
- 3.6. Internal Audit aims to retain flexibility in its approach in order to provide coverage of emerging risks, and to meet the changing needs of the organisation. To this end, while Internal Audit will deliver a risk based annual plan, we will also remain responsive to the needs of auditees and wider stakeholders and will continue to provide ad hoc control advice and support where required.

4. Internal Audit plan – preparation and consultation

- 4.1. The council has a statutory duty to maintain an adequate and effective Internal Audit function. The Internal Audit, Investigations and Risk Management service provides this function.
- 4.2. The 2024/25 plan was drafted from a number of sources including the council's principal risk report, an Internal Audit risk assessment, audit plans of other local authorities, intelligence from previous audits/fraud investigations, and CIPFA good governance guidelines. The Internal Audit risk assessment to arrive at the plan was as follows:
 - The council's principal risks were evaluated to assess the extent of assurance activity against them in the last three years and any planned follow up activity (see **Appendix 3**);
 - Any gaps in assurance were identified and audit or advisory activity was proposed to ensure Internal Audit coverage;
 - Plans for each directorate have been discussed and approved at Directorate Management Teams (DMTs) in January and February 2024;
 - The wider plan and assurance map have been noted at DMTs in January and February 2024 and the Corporate Management Team (CMT) in February 2024.
- 4.3. Based on the evaluation of risks and the work carried out over the three years between 2021/22 and 2023/24 and in line with good practice, the 2024/25 plan

includes some extended follow up activity to provide continued assurance on principal risks.

5. Internal Audit plan – delivery

- 5.1. The annual plan has been drawn up to address the statutory requirements and key risks for the council, taking into account the available resources within the Internal Audit service. Changes to the annual plan may be necessary during the year to reflect changing risks.
- 5.2. Based on the risk assessment exercise outlined in section 2.1 above, the proposed 2024/25 audit plan includes:
 - New audits relating to principal risks (198 days);
 - New audits relating to key financial systems (45 days);
 - New audits requested by management (32 days);
 - Extended follow ups to provide additional assurance relating to key 2023/24 audits (10 days);
 - Follow up activity to provide continued assurance relating to principal risks and key financial systems (143 days);
 - New establishment reviews related to schools, tenant management organisations and voluntary sector organisations (139 days);
 - Grant claim certification (30 days); and
 - Risk management, investigations, legal support, audit planning and follow up coordination activity through Controls Board (80 days).
- 5.3. The 2024/25 Internal Audit plan will deliver c.785 audit days, including a contingency of c.105 days to cover urgent and unplanned reviews arising during the year and to ensure that the impact of current Internal Audit team vacancies can be absorbed in the event that the posts cannot be filled quickly. A portion of the plan (up to c.180 days) will be delivered by our co-sourced partner.

6. Follow up audits

- 6.1. A Controls Board is in place to facilitate an ongoing dialogue between Internal Audit and Directorate Management Teams around the progress of the Internal Audit plan, emerging assurance themes, monitoring of audit actions arising from internal and external audit work, proactive advisory work and escalation of areas of concern. The Director of Finance chairs the Controls Board and its members include Internal Audit and representatives from all directorates.

- 6.2. Internal Audit follow up those recommendations which present the highest risk to the council. We will follow up all critical and high priority recommendations, and medium priority recommendations in areas where the inherent risk of fraud or reputational damage is high. All other recommendations are tracked at a directorate level and implementation status is reported to Controls Board. Responsibility for following up all recommendations from establishment reviews (schools, tenant management organisations and voluntary sector organisations) sits within the relevant directorates except where critical priority findings are identified.
- 6.3. Only extended follow up audits are reported on using memoranda. All other recommendations are followed up in the quarter after they fall due. Outcomes of follow up activity and rationales to support outcome assessments are held within a tracker. A summary of implementation rates for critical and high priority recommendations is reported to Audit and Risk Committee twice a year within the Internal Audit Annual Report and the Interim Internal Audit Annual Report.

7. Implications

7.1. Financial Implications

- 7.1.1. A sound system of internal controls forms a significant part of the governance framework and is essential to underpin the effective use of resources.
- 7.1.2. There are no direct financial implications of the recommendations within this report.
- 7.1.3. The cost of delivering the audit plan is budgeted for within the council's overall budget.

7.2. Legal Implications

- 7.2.1. The Local Audit and Accountability Act 2014 sets out the regulatory framework for the audit of local authorities. The Council must 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 (Accounts and Audit Regulations 2015 (SI 2015/234), regulation 5). The Public Sector Internal Audit Standards provide a set of public sector internal audit standards, which are supplemented for local government by CIPFA standard setting guidance.

7.3. Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

7.3.1. There are no environmental implications which arise directly from the recommendations in this report. There are some minor environmental implications relating to the operation of the Internal Audit service (primarily heat, electricity, and transport) which will be reported and mitigated via the Finance service plan. In many cases, the principal risks which drive the audit plan have substantive environmental implications. Where these fall within the scope of audits, any issues identified will be reported on and addressed through agreed audit actions.

7.4. **Equalities Impact Assessment**

7.4.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

7.4.2. An Equalities Impact Assessment is not required in relation to this report, because the decision currently being sought does not have direct impacts on residents.

Appendices:

- Appendix 1 – Internal Audit Strategy
- Appendix 2 – Internal Audit Plan
- Appendix 3 – Assurance Map

Final report clearance:

As agreed by: Corporate Director of Resources

Date: 20 February 2024

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APPENDIX 1 – INTERNAL AUDIT STRATEGY

1. Introduction

- 1.1 This document sets out the overall strategic approach of the council's Internal Audit function in providing assurance over the key risks faced by the council. The council operates a Shared Internal Audit Service with Camden, with a shared Head of Internal Audit supported by dedicated Audit Managers and Principal Auditors at each borough.

2. Purpose of Internal Audit

- 2.1 The overall strategy of Internal Audit primarily entails delivering a risk-based audit plan aligned with the council's principal risk profile.
- 2.2 As noted in the Internal Audit Charter, it is the responsibility of management to maintain appropriate risk management processes, control systems, accounting records and governance arrangements. Internal Audit is not responsible for designing and implementing control systems and managing risks.
- 2.3 The purpose of the Internal Audit Service is to provide independent, objective assurance and consulting services (via the Audit Committee) in order to add value and improve operations.
- 2.4 The mission of the Shared Internal Audit Service is to enhance and protect organisational value by providing risk based and objective assurance, advice and insight.
- 2.5 The Chief Finance Officer has a statutory duty under the Local Government Act 1972 to ensure an effective Internal Audit function is maintained.

3. Ethical standards

- 3.1 Internal Audit maintains independence and objectivity within the organisation and follows the Public Sector Internal Audit Standards in the course of its work.

4. Roles and responsibilities

- 4.1 The Service is led by the Head of Internal Audit, whose roles and responsibilities are detailed in the Camden and Islington Shared Internal Audit Service Charter.
- 4.2 The Head of Internal Audit is supported in achieving these responsibilities by the Audit Manager and a team of Principal Auditors.
- 4.3 Some reviews (determined on an annual basis) are delivered by a co-sourced partner. These reviews are normally those where Internal Audit identify that the reviews would benefit from particular technical expertise outside the service, or where this would support the independence of the service.
- 4.4 The service works and liaises with a number of stakeholders outside of the service including:

- The Audit Committee;
- Officers within the council;
- The council's Risk Manager;
- A co-sourced partner;
- External partners, including other councils and CIPFA.

5. Risk assessment and audit plan development

- 5.1 An annual Internal Audit risk assessment is conducted based on the council's Principal Risk Report and other sources of information as appropriate.
- 5.2 An Internal Audit plan is produced based on this risk assessment. As part of this process, Internal Audit also considers risk areas which, whilst not requiring immediate attention, could be supported by review and includes these reviews on a reserve list for consideration on future plans.
- 5.3 Internal Audit consults on the Audit Plan as appropriate, including with DMTs and the Corporate Management Board.
- 5.4 The plan is presented to the Audit Committee for approval.
- 5.5 Changes in the plan can be made in year if required in response to changing risks.

6. Risk-based reviews

- 6.1 To deliver the annual Internal Audit plan, risk-based reviews are undertaken in accordance with the Shared Service Internal Audit Methodology.
- 6.2 A Terms of Reference is prepared for each planned review which sets out the key risks and objectives of the audit and is agreed with the auditee.
- 6.3 Audit fieldwork is completed in line with the agreed Terms of Reference, and may include the following procedures to provide assurance:
 - Interviews with control owners, and obtaining an understanding of controls to assess the extent to which they mitigate the risks as per the Terms of Reference;
 - Walkthroughs where performance of controls is observed;
 - Inspection of relevant documentation and detailed testing to confirm performance of controls.
- 6.4 At the conclusion of an audit, a closing meeting is held and an audit report is written, that sets out the audit findings which are rated as critical, high, medium or low. Where applicable, the report is given an overall assurance rating to indicate the overall effectiveness of the control environment.
- 6.5 The report also includes recommendations as to how findings may be addressed. Actions are agreed with the auditee in respect of these recommendations, accompanied with target dates and action owners.

7. Follow-ups

- 7.1 Completion of agreed actions is tracked through follow up work, whereby the auditee provides evidence confirming the completion of actions. Internal Audit reviews evidence to confirm the completion of actions.
- 7.2 In some cases, Internal Audit conducts an extended follow-up review. This is typically for high risk areas and may entail a repeat of some of the procedures in 6.3 above to assess the control environment following the completion of agreed audit actions.
- 7.3 Completion of actions is reported to the Audit Committee.

8. Monitoring plan delivery

- 8.1 Internal Audit tracks the delivery of the Audit Plan on an ongoing basis to confirm plan delivery against target.
- 8.2 The Audit Committee has overall responsibility for governance-level oversight of the plan, and receives bi-annual reports on delivery. The annual report includes an overall annual assurance opinion for the council.

Appendix ends

APPENDIX 2 – 2024/25 DRAFT INTERNAL AUDIT PLAN

An * next to the audit title indicates that the proposed activity relates to a principal risk (see assurance mapping at **Appendix 3**).

Ref	Audit title	Indicative scope	Planned quarter	Planned days
A. CORPORATE / CROSS-CUTTING				
CC24-1	Risk management – assurance mapping	Internal Audit input into assurance mapping for principal risks.	Q3	10
CC24-2	Serious fraudulent activity *	Internal Audit input into reactive investigations to be undertaken in-year.	All	20
CC24-3	Audit plan production	Preparation of the council's annual audit plan.	Q3/4	10
CC24-4	Controls Board	Internal Audit input into Controls Board workplan and support for directorate representatives.	All	30
CC24-5	Good Governance Group	Internal Audit input into Good Governance Group workplan	All	10
CC24-6	Emergency preparedness and business continuity *	Review of arrangements in place to strengthen organisational resilience in the event of a critical incident. To look at the Islington Resilience Board and directorate-level ownership of resilience planning.	Q2/3	17
CC24-7	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 four such reviews will be required in year.	Q4	24
FWU2-4-1	Cross-cutting follow up activity	Follow up activity relating to the following audits: <ul style="list-style-type: none"> • Business transformation • Landlord duty of care – lifts 	All	20

		<ul style="list-style-type: none"> • PMO • Modern day slavery • Supporting Families 2023/24 		
FWU2 4-9	2024/25 in-year follow up activity	Audit recommendations for some 2024/25 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 prior years.	Q3/4	20
Total Cross-Cutting days				161

Ref	Audit title	Indicative scope	Planned Quarter	Planned days
B. RESOURCES				
R24-1	Transparency code compliance *	Review of the council's arrangements to ensure compliance with the Local Government Transparency Code, focused on publication of contract, asset and spend information	Q2	16
R24-2	Pre-employment checks and retention of key employment documentation *	Review of pre-employment checks, including DBS and right to work checks, along with confirmation of retention of key employment documentation including contracts.	Q4	17
R24-3	Legal review	Internal Audit input into an area as requested by Legal Services. The scope will be agreed in-year.	All	17
R24-4	Key IT application review – Taranto *	A review of a key IT application in use within the council. The audit will look at access controls and rights, as well as wider business continuity considerations.	Q4	16
R24-5-1	Review of key financial system – accounts payable	Review of key financial systems in line with a rolling plan.	Q3	15

R24-5-2	Review of key financial system – treasury		Q3	15
R24-5-3	Review of key financial system – sundry suppliers		Q3	15
R24-6	Controls advice	Internal audit advisory input into systems change within finance systems.	All	15
FWU2 4-8	Resources follow up activity	<p>Follow up activity relating to the following audits:</p> <ul style="list-style-type: none"> • Access controls and rights • Capital programme • Insurance settlements • Key financial system (KFS) - accounts receivable • KFS - bank and system reconciliations • KFS – council tax and business rates • KFS – interfaces with core finance system • KFS – pensions • KFS – staff expenses • Key IT application review - LiquidLogic • Key IT application review – NEC housing platform • Payroll • Purchase cards • Savings delivery programme – Adults and Children • Use of contingent workers 	All	45
Total Resources days				171

Ref	Audit title	Indicative scope	Planned quarter	Planned days
C. ADULT SOCIAL CARE				
ASC24-1	Savings delivery programme – Adult Social Care *	A review of the operating effectiveness of monitoring and reporting arrangements for delivery of agreed MTFS savings, based on the control design assessment carried out in 2023/24.	Q1/2	17
FWU2-4-2	Adult Social Care follow up activity	Follow up activity relating to the following audit: <ul style="list-style-type: none"> • Mental health safeguarding processes • Non-recent child abuse support payment scheme • Social care market stability 	All	10
Total Adult Social Care days				27

Ref	Audit title	Indicative scope	Planned quarter	Planned days
D. CHILDREN AND YOUNG PEOPLE				
CS24-1	Youth safety – alternative provision *	A review of the effectiveness of alternative provision for young people who offend (or who are at risk of offending), focusing on the potential correlation between exclusions, suspensions and youth crime.	Q1	17
CS24-2	Schools establishment reviews	Risk based review of seven schools or children’s centres. The programme assesses the effectiveness of governance mechanisms and financial practices.	All	91

CS24-3	Supporting Families	A review of compliance with the terms of the Supporting Families grant received by the council from the Department for Levelling Up, Housing and Communities.	Q4	6
Total Children and Young People days				114

Ref	Audit title	Indicative scope	Planned quarter	Planned days
E. COMMUNITY ENGAGEMENT AND WELLBEING				
CEW2 4-1	Change programme delivery *	A review relating to the principal risk <i>Change Programme Delivery – corporate governance arrangements may not be fully embedded</i> . Scope of audit to be agreed by the CE&W leadership team after the principal risk is revisited in Q1 2024/25.	Q3	16
CEW2 4-2	Voluntary sector organisation monitoring review	A review of processes in place for monitoring voluntary sector organisations in receipt of council funding to ensure value for money, and for monitoring overall expenditure in this area.	Q2	16
FWU2 4-3	Community Engagement and Wellbeing follow up activity	Follow up activity relating to the following audit: <ul style="list-style-type: none"> Voluntary sector organisation – Eritrean Community in the UK 	All	5
Total Community Engagement and Wellbeing days				37

Ref	Audit title	Indicative scope	Planned quarter	Planned days
F. COMMUNITY WEALTH BUILDING				

CWB2 4-1	New build programme *	A risk-based review of the council's new build programme, with a focus on governance.	Q2/3	16
FWU2 3-4	Community Wealth Building follow up activity	Follow up activity relating to the following audits: <ul style="list-style-type: none"> • Decline in local business resilience • Health and safety – asbestos governance, management and monitoring • Contract management – inflation governance 	All	15
Total Community Wealth Building days				31

Ref	Audit title	Indicative scope	Planned quarter	Planned days
G. ENVIRONMENT AND CLIMATE CHANGE				
E24-1	Capital programme – highways *	A review of the highways capital programme, focusing on governance and project management.	Q3	16
FWU2 3-6	Environment and Climate Change follow up activity	Follow up activity relating to the following audits: <ul style="list-style-type: none"> • Parking services • Cemetery service 	All	5
Total Environment and Climate Change days				21

Ref	Audit title	Indicative scope	Planned quarter	Planned days
H. HOMES AND NEIGHBOURHOODS				
HN24-1	Landlord duty of care - fire safety *	A review of the council's arrangements for fire safety, including its responses to complaints and requests for repairs	Q2	17

		relating to fire safety risks. This will include arrangements relating to TMO-managed stock.		
HN24-2	Use of temporary accommodation *	A review of the council's processes for monitoring the duration, quality and cost of its temporary accommodation arrangements.	Q3	16
HN24-3	Community safety, security and resilience	A review of an element of the work carried out by the council's new Community Safety, Security and Resilience team.	Q3	17
HN24-4	Tenant Management Organisation (TMO) establishment reviews	Review of up to two TMOs nominated by the council's TMO Team. The programme assesses the effectiveness of governance mechanisms and financial practices. In 2024/25, it is likely that the TMOs reviewed will be Brooke Park Co-op and Newbery House Co-op, based on the length of time since their last audits.	Q3	32
FWU2 4-6	Homes and Neighbourhoods follow up activity	Follow up activity relating to the following audits: <ul style="list-style-type: none"> • Housing allocations – medical assessments • Housing Revenue Account (HRA) • Tenant Management Organisation (TMO) monitoring arrangements • CCTV 	All	20
FWU2 4-10	Extended follow up - tenant management organisation monitoring arrangements	<ul style="list-style-type: none"> • Extended follow up of Tenant management organisation monitoring arrangements (HN22-3). 	Q1	10
Total Homes and Neighbourhoods days				112

Ref	Audit title	Indicative scope	Planned Quarter	Planned days
I. PUBLIC HEALTH				
FWU2 3-8	Public Health follow up activity	Follow up activity relating to the following audit: <ul style="list-style-type: none"> Public health partnership working arrangements 	All	3
Total Public Health days				3

Appendix ends

APPENDIX 3 – 2024/25 ASSURANCE MAP

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
<p>1. New Build programme delivery - affordability challenges slow progress in delivering new council homes</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Homebuild follow up activity • S106 follow up activity <p>2022/23</p> <p>None, based on moderate assurance rating in 2020/21 and good follow up outcomes in 2021/22.</p> <p>2023/24</p> <ul style="list-style-type: none"> • New homes supplier failure (HN23-2) 	<p>Resource has been included in the Community Wealth Building element of the 2024/25 audit plan for audit plan for assurance in this area:</p> <ul style="list-style-type: none"> • New build programme (CWB24-1) <p>Resource has been included in the Homes and Neighbourhoods element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • New homes supplier failure
<p>2. Financial resilience of residents – failing to appropriately support residents</p>	<p>New risk in 2021/22</p> <p>2022/23</p> <ul style="list-style-type: none"> • Financial resilience of residents – test and trace support payments (CWB22-1) <p>2023/24</p> <ul style="list-style-type: none"> • Housing allocations – medical assessments (CC22-7) • Financial resilience of residents – test and trace support payments follow up activity • Housing allocations – medical assessments follow up activity 	<p>Resource has been included in the Homes and Neighbourhoods element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Housing allocations – medical assessments
<p>3. Cost of energy</p>	<p>New risk in 2022/23</p>	<p>None – there has been ongoing scrutiny in this area and</p>

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<p>2023/24</p> <p>None, based on extensive scrutiny in this area to respond to the emerging risk.</p>	<p>extensive mitigations have been put in place, including a clear purchasing strategy covering all of 2024/25. As such, additional assurance work in this area is not considered necessary in 2024/25.</p>
<p>4. Financial stability and resilience</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Financial strategy – Adult Social Care (CC20-3) • Blue badges follow up activity • Commercial waste recovery plan follow up activity • Housing Revenue Account follow up activity • Parking services follow up activity • Rent income and recovery follow up activity • Grant certification activity <p>2022/23</p> <ul style="list-style-type: none"> • Commercial waste recovery plan follow up activity • Financial strategy – Adult Social Care follow up activity • Housing Revenue Account follow up activity • Parking services follow up activity • Grant certification activity 	<p>Resource has been included in the Adult Social Care element of the 2024/25 audit plan for audit plan for assurance in this area:</p> <ul style="list-style-type: none"> • Savings delivery programme – Adult Social Care (ASC24-1) <p>Resource has been included in the Environment and Climate Change element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Parking services <p>Resource has been included in the Resources element of the 2024/25 audit plan for follow up work relating to the following audits:</p> <ul style="list-style-type: none"> • Housing Revenue Account • Insurance settlements • Purchase cards • Savings delivery programme – Adults and Children

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<p>2023/24</p> <ul style="list-style-type: none"> • Insurance settlements (CC22-7) • Purchase cards (AD22-2) • Savings delivery programme – Adults and Children (R23-3) • Financial strategy – Adult Social Care follow up activity • Housing Revenue Account follow up activity • Parking services follow up activity 	
5. Cyber and data security breach	<p>2021/22</p> <ul style="list-style-type: none"> • Cyber security follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Access controls and rights (FR21-2) • Cyber security follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Access controls and rights follow up activity • Cyber security follow up activity 	<p>Resource has been included in the Resources element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Access controls and rights
6. Capital programme	<p>2021/22</p> <ul style="list-style-type: none"> • Capital programme (CC20-4) 	<p>Resource has been included in the Environment and Climate Change element of the 2024/25</p>

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
slippage and/or delivery failure	<ul style="list-style-type: none"> • Capital expenditure follow up activity • Capital programme follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Capital programme follow up activity • Capital expenditure follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Capital programme follow up activity • Capital expenditure follow up activity 	<p>audit plan for assurance in this area:</p> <ul style="list-style-type: none"> • Capital programme – Environment and Climate Change (ECC24-1) <p>Resource has been included in the Resources element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Capital programme
7. Youth crime and serious youth violence - risk of increased incidents	<p>2021/22</p> <ul style="list-style-type: none"> • Youth crime follow up activity <p>2022/23</p> <p>None, based on moderate assurance rating in 2020/21 and good follow up outcomes in 2021/22.</p> <p>2023/24</p> <p>None – a planned review in this area was deferred to 2024/25 due to reduced Internal Audit team capacity.</p>	<p>Resource has been included in the Children and Young People element of the 2024/25 audit plan for assurance in this area:</p> <ul style="list-style-type: none"> • Youth safety (CYP24-1) <p>Resource has been included in the Homes and Neighbourhoods element of the 2024/25 audit plan for assurance in this area:</p> <p>Community safety, security and resilience (HN24-3)</p>
8. Failure to challenge and address social inequalities	<p>2021/22</p> <p>None – the planned review in this area was delivered in 2022/23 due to reduced Internal Audit team capacity.</p>	<p>No assurance activity is planned for 2024/25, based on moderate assurance rating in 2022/23 and good follow up outcomes in 2023/24.</p>

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<p>2022/23</p> <ul style="list-style-type: none"> • Challenging Inequality programme (FR21-5) • Challenging Inequality programme follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Challenging Inequality programme follow up activity 	
<p>9. Social care market instability cause provider failure or withdrawal</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Contract management (CC20-6) • Adult social care provider failure follow up activity • Contract management follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Contract management follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Social care market instability (ASC23-1) • Contract management follow up activity 	<p>Resource has been included in the Adult Social Care element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Social care market instability
<p>10. Safeguarding adults – failure to identify or respond to preventable harm</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Safeguarding adults (PS20-2) • Direct payments follow up activity 	<p>Resource has been included in the cross-cutting element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Modern day slavery

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<ul style="list-style-type: none"> • Mental health safeguarding follow up activity • Safeguarding adults follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Safeguarding adults follow up activity • Mental health safeguarding follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Modern day slavery (ASC23-2) 	<p>Resource has been included in the Adult Social Care element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Mental health safeguarding follow up activity
11. Climate change resilience and adaptation	<p>2021/22</p> <ul style="list-style-type: none"> • Capital programme (CC20-4) • People friendly streets (AD20-2) • Capital programme follow up activity • People friendly streets follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Capital programme follow up activity • People friendly streets follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Net Zero Carbon programme (E22-1) 	<p>Resource has been included in the Environment and Climate Change element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Net Zero Carbon programme <p>Resource has been included in the Resources element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Capital programme

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<ul style="list-style-type: none"> • Capital programme follow up activity • Net Zero Carbon programme follow up activity 	
<p>12. Commissioning, procurement and contract management operating model fails to maximise value for money and social value outcomes</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Contract management (CC20-6) • Contract management follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Contract management follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Contract management – inflation governance (CWB23-1) 	<p>Resource has been included in the Community Wealth Building element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Contract management – inflation governance
<p>13. Health and social care integration - insufficient capacity and resource to meet need</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Public health partnership working arrangements follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Health and social care integration (PH21-1) • Public health partnership working arrangements follow up activity <p>2023/24</p>	<p>Resource has been included in the Public Health element of the 2024/25 audit plan for follow up work relating to the following audits:</p> <ul style="list-style-type: none"> • Public health partnership working arrangements

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<ul style="list-style-type: none"> Public health partnership working arrangements follow up activity 	
<p>14. Serious Health and Safety incident (occupational)</p>	<p>2021/22</p> <ul style="list-style-type: none"> Health and safety – asbestos (HOU20-5) Health and safety – asbestos follow up activity <p>2022/23</p> <ul style="list-style-type: none"> Health and safety – asbestos follow up activity <p>2023/24</p> <ul style="list-style-type: none"> Landlord duty of care - lifts (AD22-7) Health and safety – asbestos follow up activity Landlord duty of care – lifts follow up activity 	<p>Resource has been included in the Community Wealth Building element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> Health and safety - asbestos <p>Resource has been included in the Homes and Neighbourhoods element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> Landlord duty of care – lifts
<p>15. Response and recovery - failure to effectively respond and recover from critical incident (organisational preparedness, resilience and business continuity)</p>	<p>2021/22</p> <ul style="list-style-type: none"> Emergency planning follow up activity <p>2022/23 and 2023/24</p> <p>No assurance activity took place in 2022/23 or 2023/24 based on moderate assurance in 2019-20 and ongoing testing of business continuity arrangements due to Covid-19.</p>	<p>Resource has been included in the cross-cutting element of the 2024/25 audit plan for assurance in this area:</p> <ul style="list-style-type: none"> Emergency preparedness and business continuity (CC24-7)

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
<p>16. Serious Health and Safety incident in housing (including fire safety)</p>	<p>2021/22</p> <ul style="list-style-type: none"> Landlord duty of care - fire risk assessments follow up activity <p>2022/23</p> <ul style="list-style-type: none"> Landlord duty of care - housing safety project assurance (HN22-2) Landlord duty of care - fire risk assessments follow up activity <p>2023/24</p> <ul style="list-style-type: none"> Landlord duty of care - lifts (AD22-7) TMO monitoring arrangements (HN22-3) Landlord duty of care - housing safety project assurance follow up activity Landlord duty of care – lifts follow up activity 	<p>Resource has been included in the Homes and Neighbourhoods element of the 2024/25 audit plan for assurance in this area:</p> <ul style="list-style-type: none"> Landlord duty of care – fire safety (HN24-1) <p>Resource has been included in the Homes and Neighbourhoods element of the 2024/25 audit plan for follow up work relating to the following audits:</p> <ul style="list-style-type: none"> Landlord duty of care – lifts TMO monitoring arrangements
<p>17. Safeguarding children – safeguarding practice and provision for children and young people are ineffective</p>	<p>2021/22</p> <ul style="list-style-type: none"> SEN transport follow up activity Placement commissioning 16-17 year olds follow up activity <p>2022/23</p> <ul style="list-style-type: none"> High needs/SEN children’s placements (PS21-1) High needs/SEN children’s placements follow up activity 	<p>Resource has been included in the Children and Young People element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> High needs/SEN children’s placements

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<ul style="list-style-type: none"> • SEN transport follow up activity • Placement commissioning 16-17 year olds follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • High needs/SEN children's placements follow up activity • SEN transport follow up activity 	
18. Diversity and inclusion – failure to attract and retain diverse talent	<p>2021/22</p> <ul style="list-style-type: none"> • Challenging inequality programme fieldwork <p>2022/23</p> <ul style="list-style-type: none"> • Challenging inequality programme (FR21-5) • Challenging inequality programme follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Challenging inequality programme follow up activity 	No assurance activity is planned for 2024/25, based on moderate assurance rating in 2022/23 and good follow up outcomes in 2023/24.
19. Serious information breach or non-compliance with legislation	<p>2021/22</p> <ul style="list-style-type: none"> • Information governance - records management follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Information governance - records management follow up activity 	Resource has been included in the Resources element of the 2024/25 audit plan for assurance in this area: <ul style="list-style-type: none"> • Transparency code compliance (R24-1)

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<p>2023/24</p> <p>No assurance activity took place in 2023/24 based on a revised risk assessment in-year.</p>	
<p>20. Domestic violence abuse – failure to provide effective practice and provision for victims</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Domestic violence (PS20-7) • Domestic violence follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Domestic violence follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Domestic violence follow up activity 	<p>No assurance activity is planned for 2024/25 based on based on moderate assurance rating in 2021/22 and good follow up outcomes in 2022/23 and 2023/24.</p>
<p>21. Well managed workforce to deliver corporate priorities</p>	<p>2021/22</p> <ul style="list-style-type: none"> • Use of contingent workers (FR20-2) • Use of contingent workers follow up activity • Gifts, hospitality and declarations of interest follow up activity • Right to work vetting arrangements follow up activity • Use of contingent workers follow up activity <p>2022/23</p>	<p>Resource has been included in the Resources element of the 2024/25 audit plan for assurance in this area:</p> <ul style="list-style-type: none"> • Pre-employment checks and retention of key employment documentation (R24-2) <p>Resource has been included in the Resources element of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • Use of contingent workers

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	<ul style="list-style-type: none"> • Gifts, hospitality and declarations of interest follow up activity • Use of contingent workers follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Use of contingent workers follow up activity 	
<p>22. Pupil attainment gap - Systemic failure to promote attendance and quality provision and interventions</p>	<p>2021/22</p> <ul style="list-style-type: none"> • No assurance activity took place in 2021/22. The effectiveness of school governance mechanisms was verified as part of schools establishment reviews (PS21-2) in this area. <p>2022/23</p> <ul style="list-style-type: none"> • No assurance activity took place in 2022/23. The effectiveness of school governance mechanisms was verified as part of schools establishment reviews (CS22-2) in this area. <p>2023/24</p> <ul style="list-style-type: none"> • No assurance activity took place in 2023/24. The effectiveness of school governance mechanisms was verified as part of schools 	<p>No assurance activity is planned for 2024/25. The effectiveness of school governance mechanisms will be verified as part of schools establishment reviews (CYP24-3).</p>

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	establishment reviews (CS23-1) in this area.	
<p>23. School viability and place planning - Failure to implement a coherent strategy for managing the demand of school places impact the pattern of provision and schools' viability</p>	<p>2021/22</p> <ul style="list-style-type: none"> No assurance activity took place in 2021/22. Schools' financial viability was assessed as part of schools establishment reviews (PS21-2) in this area. <p>2022/23</p> <ul style="list-style-type: none"> No assurance activity took place in 2022/23. Schools' financial viability was assessed as part of schools establishment reviews (CS22-2) in this area. <p>2023/24</p> <ul style="list-style-type: none"> No assurance activity took place in 2023/24. Schools' financial viability was assessed as part of schools establishment reviews (CS23-1) in this area. 	<p>No assurance activity is planned for 2024/25. Risk management advice is being provided in this area.</p>
<p>24. Change Programme Delivery – corporate governance arrangements may not be fully embedded</p>	<p>2021/22</p> <ul style="list-style-type: none"> PMO follow up activity <p>2022/23</p> <ul style="list-style-type: none"> PMO follow up activity <p>2024/25</p> <ul style="list-style-type: none"> PMO follow up activity 	<p>Resource has been included in the Community Engagement and Wellbeing element of the 2024/25 audit plan for assurance in this area:</p> <ul style="list-style-type: none"> Change programme delivery (CEW24-1)

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
		<p>Resource has been included in the Community Engagement and Wellbeing elements of the 2024/25 audit plan for follow up work relating to the following audit:</p> <ul style="list-style-type: none"> • PMO
25. Effective IT Transformation and Resilience	<p>2021/22</p> <ul style="list-style-type: none"> • CivicaPay (FR20-2) • CivicaPay follow up activity • Symology follow up activity • Technology debt management follow up activity <p>2022/23</p> <ul style="list-style-type: none"> • Business transformation (FR21-3) • Business transformation follow up activity <p>2023/24</p> <ul style="list-style-type: none"> • Key IT application review - NEC Housing (R22-2) • Key IT application review - LiquidLogic (R23-2) • Key IT application review - NEC Housing follow up activity 	<p>Resource has been included in the Resources element of the 2024/25 audit plan for assurance in this area:</p> <ul style="list-style-type: none"> • Key IT application review – application TBC (R24-3) <p>Resource has been included in the Resources element of the 2024/25 audit plan for follow up work relating to the following audits:</p> <ul style="list-style-type: none"> • Business transformation • Key IT application review - NEC Housing • Key IT application review - LiquidLogic
26. Serious fraudulent activity	Fraud risks identified through Internal Audits are addressed through audit recommendations. Additionally, Internal Audit offered input into	The audit plan is designed to address and identify fraud risks. Delivery of the audit plan will ensure that where risks are

Risk title	Internal audit coverage (from 2021/22 to 2023/24)	2024/25 planned internal audit coverage
	reactive fraud investigations undertaken in 2021/22, 2022/23 and 2023/24.	identified in the course of audits, recommendations are made to mitigate them. Internal Audit will offer input into reactive investigations to be undertaken in-year (CC24-2).
27. Non-recent child abuse – failure to deliver support payment scheme	New risk in 2022/23. 2023/24 <ul style="list-style-type: none"> • Non-recent child abuse support payment scheme (ASC23-2) 	Resource has been included in the Adult Social Care element of the 2024/25 audit plan for follow up work relating to the following audits: <ul style="list-style-type: none"> • Non-recent child abuse support payment scheme
28. Increasing homelessness pressures cause burden on council's budget and hardship for affected residents	New risk in 2023/24.	Resource has been included in the Homes and Neighbourhoods element of the 2024/25 audit plan for follow up work relating to the following audits: <ul style="list-style-type: none"> • Use of temporary accommodation (HN24-2)

Appendix ends

Paper ends