DRAFT CAMBRIDGESHIRE COUNTY COUNCIL INTERNAL AUDIT PLAN: 2024/25

1.   <u>Approach to Internal Audit Planning</u>:

1.1   At Cambridgeshire County Council, Internal Audit has recognised that the Annual Internal Audit Plan essentially comprises two key elements:

   <u>The "Core" Audits:</u> This is the part of the Plan which remains largely unchanged from year-to-year. It comprises key areas of assurance which are reviewed every year, such as Key Financial Systems, grant compliance audits, strategic risk management, and core governance reviews, as well as allowances of time for ongoing areas of work including reporting to the Audit Committee and senior management, and following-up on the implementation of agreed actions from previous audit reviews. However, it must be recognised that completion of these core audits alone would not give sufficient assurance to fully inform the Chief Audit Executive's annual opinion.

   <u>The "Flexible" Audits</u>: This is the part of the Plan which varies significantly from one year to the next, comprising audits of areas which are identified as being high-risk through the Internal Audit risk assessment process. Equally, the broader themes within the flexible audits remain largely consistent; for example, each year it is expected that a significant resource would be directed towards the audit of contracts, although the specific contracts under review varies according to the risk assessment.

1.2   In practice, this means that the 'core' element of the Plan is set annually, while the 'flexible' element of the Plan is presented as a series of rolling quarterly Audit Plans, based on current risk assessments. Quarterly risk assessments ensure that the timing of planned audits is always actively informed by an up-to-date assessment of the areas of highest risk, and that the flexible plan is subject to regular challenge and comment by both CLT and the Audit and Accounts Committee.

1.3   This approach brings a number of benefits:

   • Greater flexibility to introduce and reschedule planned audits in line with current emerging risks, or pressures being faced by the service due to be audited.

   • A reduced need to 'cancel' audits when the risk environment changes, as the Audit Plan is no longer constrained by the year-end.

   • Improved targeting of resource to areas of greater risk, with the highest risk areas always prioritised for the next quarter's work.

- Ensuring greater efficiency by eliminating the artificial cut-off of 'year end' for audit work and reducing the 'lull' at the start of a new financial year while new audits are initiated.

- Ensuring that when changes are made to the Audit Plan throughout the year, any impact of those changes on the Chief Audit Executive's ability to deliver an annual internal audit opinion is more easily understood.

2.   Risk Assessment Process:

2.1   In order to develop the Audit Plan, there must first be a sound understanding of the risks facing the Council. In developing the Plan, Internal Audit undertakes a quarterly risk assessment which includes:

- Review of the corporate risk register

- 'Horizon scanning' to identify key legislative changes etc. which may impact the Authority's risk environment in the future

- Engaging with senior management

- Reviewing the outcomes of previous audit work and follow-ups on the implementation of agreed audit actions

- Identifying areas which have not recently been audited

- Benchmarking against Audit Plans developed by other Local Authorities

2.2   Potential audit areas identified through this process are then assessed and weighted according to the level of potential risk they relate to, and the level of urgency to complete an audit of this area. This enables Internal Audit to produce a list of audit areas which are clearly prioritised by risk.

2.3   Finally, the plan is also balanced to ensure that over the course of the year, audit coverage is provided across the full range of different types of organisational risk, including financial and non-financial risk areas. More detail on this is provided at Section 5, below.

3.   In-year Review and Update of the Audit Plan:

3.1   In Q4 of each financial year, CLT and the Audit & Accounts Committee are provided with a full draft Audit Plan for the next financial year, incorporating both the 'core' and 'flexible' audits planned, for review and challenge. Although this is an annual process, as outlined above the 'flexible' audit plan is expected to change throughout the year in line with the rolling quarterly risk assessments.

3.2   In the quarterly Internal Audit reporting, CLT and the Audit & Accounts Committee are asked to approve the next quarter's 'flexible' plan. They are also provided with a current 'indicative' draft of the audits that are likely to be included in the following four quarters after that i.e. a full-year forecast of upcoming audits based on the current risk assessment, for review and challenge.

4.   <u>Audit Plan 2024 – 25 Resources</u>:

4.1   The Audit Plan for 2024 – 25 seeks to remain dynamic, challenging and prioritised based on the organisation's risks. The draft Plan maintains a focus on risk-based and compliance audits, as well as providing assurance on key financial systems. This reflects the need to focus on the management of emerging risks and to ensure the continued operation of key controls within the Council's governance arrangements, systems and processes.

4.2   The Internal Audit coverage for 2024/25 is proposed as 1,750 days, in line with previous years. This is split across the 'core' and 'flexible' plans as follows:

- <u>'Core' Plan</u>: 995 days

- <u>'Flexible' Plan</u>: 755 days

4.3   In order to manage resources effectively, Internal Audit estimates the time requirement for each individual audit; these time allocations are set out at Section 5 and 6, below. In practice, the amount of time spent on each piece of work may vary, depending on business need and risk.

5.   <u>Audit Plan 2024 – 25 Risk and Assurance Coverage</u>:

5.1   Within the resource days set out above, the Internal Audit plan needs to include an appropriate and comprehensive range of work aligned to the full range of organisational risks. This must be sufficient to inform the annual audit opinion of the Head of Internal Audit; in line with Public Sector Internal Audit Standards, this opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

5.2   In order to achieve this cross-cutting assurance across a wide range of Council activities and risks, the Internal Audit Plan is based on 'assurance blocks' that each provides an opinion over key elements of the control environment, targeted towards in-year risks.

5.3   The 'assurance blocks' are closely aligned to the Council's key corporate risks as identified on the Corporate Risk Register; this can be summarised as follows:

- **Business Continuity** – Providing assurance over the controls in place to manage potential threats and disruptions that could impact the Council's ability to continue its operations and deliver its services. Links to Risk 4 on the Corporate Risk Register: "A serious incident occurs, preventing services from operating and/or requiring a major/critical incident response."

- **Financial Governance** – Providing assurance over the controls in place to manage the Council's financial resources effectively and in compliance with relevant laws, regulations, and internal policies. This includes annual review of the Council's key financial systems, and the review of grant expenditure which requires sign-off from the Head of Internal Audit. Links to Risk 3 on the Corporate Risk Register: "The Council does not have enough budget to deliver agreed short and medium-term corporate objectives."

- **Fraud & Corruption** – Providing assurance over the controls in place to prevent and detect fraud, theft, corruption, and similar attempts to circumvent the normal functioning of the organization's financial systems and controls. Includes an annual allowance of time for the Internal Audit team to investigate any allegations of fraud, theft or corruption. Links to Risk 8: "The Council is a victim of cyber crime" and Risk 3: on the Corporate Risk Register: "The Council does not have enough budget to deliver agreed short and medium-term corporate objectives."

- **Governance** – Providing assurance over the controls in place to direct and control the Council's activities. In practice, the Council's corporate governance framework encompasses elements of all the assurance blocks listed in this report; the focus of the 'governance' block of the Audit Plan centres around coverage of key cross-cutting governance areas that are not accounted for within other assurance blocks.

  In addition to time for general governance-related work such as reviewing the Council's Code of Corporate Governance and supporting the production of the Annual Governance statement, this includes (but is not limited to) the performance management framework, HR policies, whistleblowing, and governance of partnerships and Council-owned companies. This assurance block primarily links to Risk 5: "Failure of corporate governance" as well as Risk 7: "The Council's workforce is not able to meet business need" and Risk 11: "Failure of Collaborative Working" on the Corporate Risk Register.

- **ICT & Information Governance** – Providing assurance over the controls in place to manage the Council's data and IT infrastructure securely and effectively in line with legislation and best practice guidance. Links to both Risk 8: "The Council is a victim of cyber crime" and Risk 9: "The
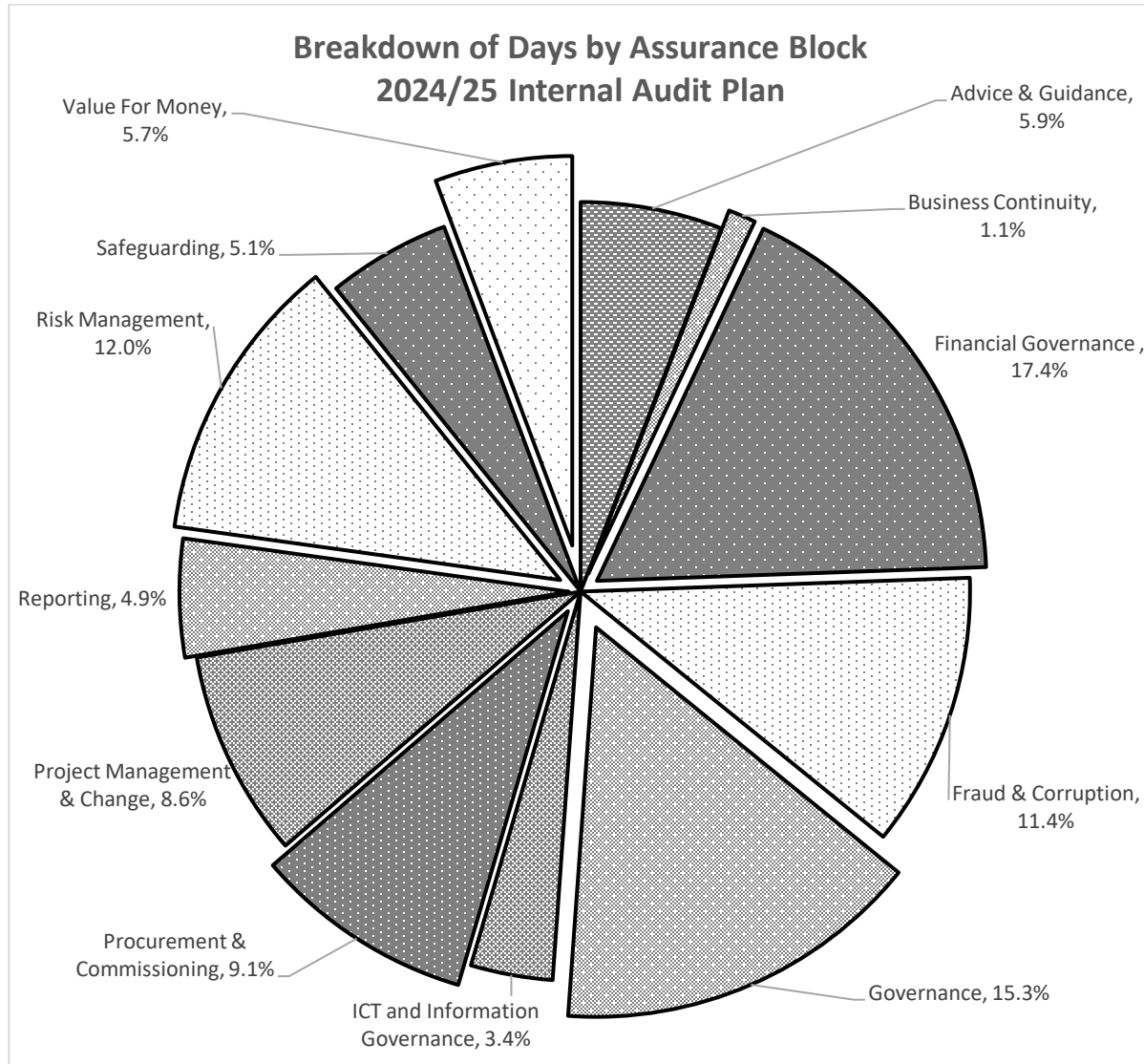
Council fails to comply with Information Governance legislation and industry standards" on the Corporate Risk Register.

- **Procurement & Commissioning** – Providing assurance over the controls in place to ensure that the Council's procurement, commissioning and contract management activity is conducted in line with legislation, the Council's own regulations, and best practice, and achieves value for money. Links to Risk 10 on the Corporate Risk Register: "Failure of key contracts."

- **Project Management & Change** – Providing assurance over the controls in place to ensure that the Council's project and programme management and corporate change activity are managed effectively and in line with good practice to ensure that planned outcomes are delivered and risks are mitigated. Links to Risk 7: "Failure to deliver Key Council Services" and Risk 11 on the Corporate Risk Register: "Failure of Collaborative Working".

- **Risk Management** – Allowance of time to support the development and implementation of effective risk management arrangements at Cambridgeshire County Council, as well as the provision of risk assurance reviews for risks on the Corporate Risk Register.

- **Safeguarding** – Providing assurance over the controls in place to safeguard the Council's service users and to manage health and safety of staff, contractors and members of the public, in line with legislation and good practice. Links to Risk 1: "Council's arrangements for safeguarding vulnerable adults fail" and Risk 2 on the Corporate Risk Register: "Failure of the Council's arrangements to safeguarding vulnerable children and young people".

- **Value for Money** – Providing assurance over controls in place to ensure that the Council uses public money efficiently and effectively to achieve its objectives. Links to Risk 3 on the Corporate Risk Register: "The Council does not have enough budget to deliver agreed short and medium-term corporate objectives."

5.4   Visualising how the proposed Audit Plan is broken down by assurance block helps to demonstrate how the planned reviews will provide coverage across all key organisational risk areas.

5.5   The proposed approximate split of time across the 2024/25 Audit Plan by assurance block (based on the current indicative assessment of all four quarterly 'flexible' plans) is as follows:

Table 1: Analysis of Audit Plan by Assurance Block:

Breakdown of Days by Assurance Block 2024/25 Internal Audit Plan

- Value For Money, 5.7%
- Advice & Guidance, 5.9%
- Business Continuity, 1.1%
- Safeguarding, 5.1%
- Financial Governance, 17.4%
- Risk Management, 12.0%
- Reporting, 4.9%
- Fraud & Corruption, 11.4%
- Project Management & Change, 8.6%
- Procurement & Commissioning, 9.1%
- ICT and Information Governance, 3.4%
- Governance, 15.3%

5.4   For comparison, the breakdown of time by assurance block for 2024/5 is presented against the equivalent time allocations at the start of 2023/4 in Table 2, below.

5.5   There is an increase in the percentage of the Internal Audit Plan allocated towards governance and project management and change risks in 2024/5. This reflects the Council's continued focus on strengthening governance processes and responding to the Governance Review conducted in 2023, the pace of organisational change required to deliver the Council's Business Plan, and the implementation of the new Change Portfolio processes Council-wide. This focus for the Internal Audit Plan for 2024/5 is expected to complement the priorities outlined in the organisation's Annual Governance Statement and associated action plan.

5.6   Conversely, there is a reduction in the allocation of time towards audit of ICT & Information Governance and Procurement & Commissioning, which reflects the significant volume of audit work completed in these areas in 2023/4; equally, time on Procurement & Commissioning continues to form a significant portion of the overall plan, with 9.1% of the plan (200 days) dedicated to assurance in this area.

Table 2: Analysis of Audit Plan by Assurance Block 2024/5 vs 2023/4:

Audit Days by Assurance Block 2024/5 vs 2023/4
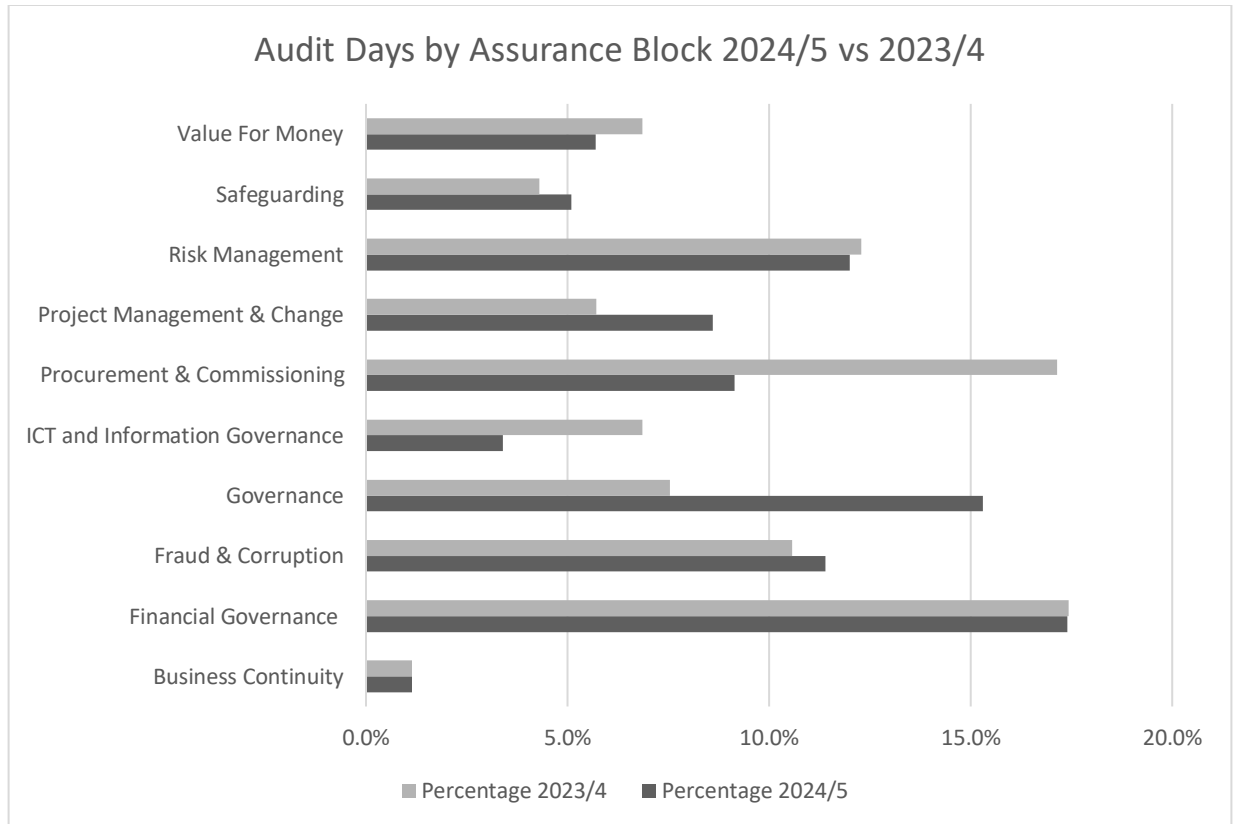
5.6   It should be noted that while each audit has been allocated a single primary 'assurance block' for the purposes of this illustration of the cross-cutting nature of the Audit Plan, in practice most audits will provide some level of assurance across multiple assurance blocks. For example, a review of a social care contract would be allocated to the 'procurement and commissioning' assurance block, but would be likely to include coverage of safeguarding, business continuity and value for money risk areas, in addition to the primary assurance area.

5.7   Full detail of the proposed coverage is set out below, in sections 6 and 7.

6.   'Core' Internal Audit Plan 2024/25

6.1 The 'Core' Plan for 2024/25 is largely equivalent to the Core Plan in 2023/24. The key changes are:

- Adjustments to the Grant Audit section to reflect actual grants which require certification in 2024/25, as this varies by year. The overall number of grants requiring certification by Internal Audit is expected to increase in 2024/25; a contingency allowance of 20 days has also been included, as in previous years several grants requiring Internal Audit certification were identified by Council services after the start of the financial year.

- The allowance of time for managing whistleblowing referrals and investigations has been increased, to reflect the higher numbers of whistleblowing referrals received in 2023/24.

- Colleagues at West Northamptonshire Council have confirmed that they are no longer able to resource the 2023/4 audit of Debt Recovery as planned. The Cambridgeshire Internal Audit team have agreed to complete the 2023/4 audit work early in the new financial year; however this does create a pressure in the 2024/5 Audit Plan.

- The allowance of time for Committee reporting has been slightly increased, to reflect the increase in requests for Committee reporting in 2023/4.

6.2 The detail of the proposed plan can be found at Table 3, below:

Table 3: Proposed 'Core' Internal Audit Plan 2024/25:

Audit	Directorate	Assurance Block	Days	Added Value
Total Days in the Core Internal Audit Plan:			995	
Annual Audit Reviews of Key Financial Systems			145	
Accounts Receivable	CCC	Financial Governance	20	Annual assurance that information in Key Financial Systems is accurate and reliable, and that systems contain appropriate controls to manage risks, prevent fraud, and ensure accurate financial reporting.
Purchase to Pay	CCC	Financial Governance	20	Annual assurance that information in Key Financial Systems is accurate and reliable, and that systems contain appropriate controls to manage risks, prevent fraud, and ensure accurate financial reporting.
Payroll	CCC	Financial Governance	25	Annual assurance that information in Key Financial Systems is accurate and reliable, and that systems contain

Audit	Directorate	Assurance Block	Days	Added Value
				appropriate controls to manage risks, prevent fraud, and ensure accurate financial reporting.
Treasury Management	CCC	Financial Governance	20	Annual assurance that information in Key Financial Systems is accurate and reliable, and that systems contain appropriate controls to manage risks, prevent fraud, and ensure accurate financial reporting.
Debt Recovery	CCC	Financial Governance	40	Annual assurance that information in Key Financial Systems is accurate and reliable, and that systems contain appropriate controls to manage risks, prevent fraud, and ensure accurate financial reporting. Additional time allowance for the delayed 2023/4 debt recovery review which will be completed in early 2024/5.
Pensions Administration	CCC	Financial Governance	20	Annual assurance that information in Key Financial Systems is accurate and reliable, and that systems contain appropriate controls to manage risks, prevent fraud, and ensure accurate financial reporting.
Grant Certification Work Required In-Year			**100**	
Supporting Families	CEF	Financial Governance	23	Annual cycle of grant certification.
Local Transport Capital Block Funding (Highways Maintenance)	P&S	Financial Governance	7	Annual cycle of grant certification.
Pothole and Challenge Fund	P&S	Financial Governance	5	Annual cycle of grant certification.
Disabled Facilities Grant	AH&C	Financial Governance	5	Annual cycle of grant certification.
Contain Outbreak Management Fund (COMF)	CCC	Financial Governance	5	Grant sign-off required in 2024/5.
Open to All Community Experience Grant	CEF	Financial Governance	5	Grant sign-off required in 2024/5.
Targeted Community Experience Grant	CEF	Financial Governance	5	Grant sign-off required in 2024/5.
Youth Investment Fund Pilot Grant	CEF	Financial Governance	5	Grant sign-off required in 2024/5.

Audit	Directorate	Assurance Block	Days	Added Value
Biodiversity Net Gain Grant	P&S	Financial Governance	5	Grant sign-off required in 2024/5.
Basic Needs Funding	CEF	Financial Governance	10	Annual cycle of grant certification.
A14 Grant	P&S	Financial Governance	5	Grant sign-off required in 2024/5.
Grants Contingency	CCC	Financial Governance	20	Contingency allowance for additional grant sign-off requirements.
Annual Allowance for Fraud Investigations & National Fraud Initiative			**200**	
Fraud Investigations	CCC	Fraud & Corruption	140	Allocation of time to receive and triage whistleblowing referrals and to investigate alleged fraud, theft or corruption.
Pro-active Counter Fraud Work	CCC	Fraud & Corruption	20	Allowance of time for pro-active Counter Fraud work. In 2024/25 this will include developing eLearning modules on Whistleblowing for Council staff.
Council Tax NFI Project	F&R	Fraud & Corruption	10	Providing support to the Council Tax NFI project with the District Councils.
National Fraud Initiative	CCC	Fraud & Corruption	30	Management of statutory National Fraud Initiative.
Strategic Risk Management and Assurance			**210**	
Annual Assurance on Risk Management	CCC	Risk Management	5	Maintaining the Corporate Risk Register, reporting to stakeholders and providing an annual assurance over the Council's Risk Management framework.
Risk Management	CCC	Risk Management	75	Strategic risk management processes, workshops and reporting.
Risk Assurance Reviews	CCC	Risk Management	130	A programme of compliance checks on key controls mitigating the Corporate risks and top Directorate-level risks, to provide assurance on whether critical controls are routinely complied with in practice.
Core Procurement & Commissioning Audit Work			**40**	**(plus contract reviews in flexible Audit Plan)**

Audit	Directorate	Assurance Block	Days	Added Value
Procurement Compliance	CCC	Procurement & Commissioning	20	Review of sample of invoices, to provide assurance over risk that best value is not being achieved across all Council procurement. Once invoices have been selected, the review will work backwards through the commissioning process to confirm compliance and VFM.
Procurement Governance	CCC	Procurement & Commissioning	20	Review covering policies and procedures governing procurement processes, and arrangements for monitoring compliance with procurement policies. Assurance over risk that best value is not being achieved across all Council procurement.
Contract Reviews	CCC	Procurement & Commissioning		A minimum of 160 days is committed to review of contracts and commissioning. The specific reviews undertaken will be identified through the quarterly risk assessment process and included in quarterly planning.
Annual Core Governance Reviews			**112**	
Annual Governance Statement/Code of Corporate Governance	CCC	Governance	15	Supporting the production of the Annual Governance Statement, including a review of the Code of Corporate Governance.
Corporate Key Performance Indicator Framework	CCC	Governance	20	Providing an annual assurance over the accuracy of the Council's corporate Key Performance Indicator framework.
Annual Key Policies & Procedures Review	CCC	Governance	5	Following previous year audit reviews of core policies and procedures, this review will provide assurance that key policies are reviewed, updated and accessible to staff.
Whistleblowing Policy Annual Review	CCC	Governance	15	Work to review the whistleblowing policy, conduct awareness-raising activities across the organisation, and produce the annual report on whistleblowing cases.
Public Sector Internal Audit Standards (PSIAS) Review	CCC	Governance	5	Annual review to verify compliance with PSIAS.
Information Management Board	CCC	Governance	2	Attending panel to provide support on information management and security issues

Audit	Directorate	Assurance Block	Days	Added Value
Schools Assurance Auditing	CF&E	Governance	50	Annual assurance over key risks in schools, with a focus on financial governance and payroll risks.
Advice & Guidance Work			**103**	
Advice & Guidance	CCC	Advice & Guidance	50	Providing support and guidance to staff on ad-hoc queries.
Freedom of Information Requests	CCC	Advice & Guidance	8	Allowance of time to respond to FOI requests received in-year.
Follow-Ups of Agreed Actions	CCC	Advice & Guidance	45	Confirming agreed actions have been implemented to reduce key organisational risks.
Management & Committee Reporting and Planning			**85**	
Committee Reporting	CCC	Reporting	30	Reporting to Audit and Accounts Committee.
Management Reporting	CCC	Reporting	30	Reporting to CLT.
Audit Plan	CCC	Reporting	25	Development of the Internal Audit Plan and continuous in-year revisions/updates.

7.   ‘Flexible’ Internal Audit Plan 2024/25:

7.1   The ‘flexible’ Internal Audit Plan is split into rolling quarterly plans of around 200 days each; the precise number of days included each quarter is likely to vary slightly around this number, to maintain some flexibility based on the audits prioritised for inclusion in that quarter.

7.2   This programme of work is indicative only, and is subject to change throughout the year to ensure that the Audit Plan can be reactive as well as proactive about providing assurance over emerging risk areas. The team will continue to progress each quarter’s work as outlined below at Table 4, assuming a full team structure; any shortfall will be re-profiled in future quarters:

Table 4: ‘Flexible’ Internal Audit Plan 2024/25:

Audit	Directorate	Category	Days	Added Value
Total days in the flexible Audit Plan:			**755**	
Proposed Flexible Audit Plan for Q1 2024/25:			**190**	
Investment Properties	F&R	Value For Money	20	Review of the management of the Council's investment properties to provide assurance they are

Audit	Directorate	Category	Days	Added Value
				managed effectively and deliver value for money.
Highways Contract	P&S	Procurement & Commissioning	30	Review to provide assurance over the implementation of key controls within contract management of the Council's Highways Contract, following up on the outcomes of previous audit work.
Disciplinary Policy & Application	S&P	Governance	20	Review of the Disciplinary Policy and its application, including the conduct of employment investigations, to provide assurance that disciplinary procedures are applied consistently and fairly, in line with good practice.
Direct Payments	AH&C	Value For Money	20	Review of direct payments policies and procedures and compliance with procedures in practice, to provide assurance that direct payments are managed in a way that safeguards public funds and ensures that they achieve best value.
Quality Assurance in Adult Social Care	AH&C	Safeguarding	20	Review of quality assurance arrangements in Adults, to provide assurance that arrangements ensure key safeguarding risks are mitigated through appropriate monitoring of practice.
Business Planning	CCC	Governance	30	Review of governance, compliance, management and monitoring, and benefits realisation. This will focus on a retrospective review of the 2023/4 Business Planning process, to inform the 2024/5 process.
Light Blue Fibre Ltd	P&S	Governance	20	Review of this Council-owned company with a focus on confirming appropriate governance arrangements in place, in line with Local Partnerships Guidance.
Waste PFI	P&S	Procurement & Commissioning	30	Review of the project managing the Council's biggest PFI contract, £35m p.a. gross budget to provide assurance over compliance with good practice in contract and project management.
Proposed Flexible Audit Plan for Q2 2024/25:			**180**	
Contract Price Variations	CCC	Procurement & Commissioning	20	Sample testing for compliance with the Council's guidelines for agreeing price variations in contracts, to

Audit	Directorate	Category	Days	Added Value
				provide assurance that cost increases are controlled appropriately.
IT Security for Employees Working Overseas	F&R	ICT and Information Governance	20	Review of policies on IT security for employees working overseas and assurance over compliance with policies in practice, to provide assurance that the risks associated with overseas working are managed effectively.
Capital Budgetary Control	F&R	Financial Governance	20	Review of budgetary control for capital budgets to provide assurance over the effectiveness of processes for budget forecasting and controlling virements. The review will also consider how effectively current arrangements support financial management of capital projects.
In House Foster Carers - New Applicants & Placements	CEF	Safeguarding	20	Review to provide assurance that the Council undertakes relevant checks and assessments on new in-house foster carers in line with regulations and government guidance including DBS checks, right to work checks, referencing, foster carer agreements etc. and that a robust system is in place to retain records of checks and approvals of new foster carers and fostering placements.
Greater Cambridge Partnership Arrangements	CCC	Governance	20	Review to provide assurance over Cambridgeshire County Council's relationship with the Greater Cambridge Partnership, with a focus on both governance and provision of professional and administrative support.
Social Care Debt Management	AH&C	Value For Money	20	Review of Council management of social care debt and progress with implementing actions from the Deep Dive review of debt, to provide assurance that debt is collected in a timely way and managed effectively to minimise the risk of write-offs.
Adult Social Care Finance	AH&C	Financial Governance	20	Assurance over the policies and processes in place within the Adults Social Care Finance team, with a particular focus on effectiveness of

Audit	Directorate	Category	Days	Added Value
				invoicing, cost recovery and the link to debt management.
High-Cost Placements (Childrens)	CEF	Value For Money	20	Review of high-cost external placements in Children's with a focus on residential and out-of-county placements, to provide assurance that placements are made in line with policy and achieve value for money while safeguarding service users.
Connecting Cambridgeshire Superfast Broadband	P&S	Project Management & Change	20	Review of this key contract with an annual value of £7.5m, and the wider governance of the Connecting Cambridgeshire programme, to provide assurance over the effectiveness of contract management and compliance with the Council's commissioning and governance frameworks.
Proposed Flexible Audit Plan for Q3 2024/25:			**190**	
IT & Digital Strategy & Service Planning	F&R	Business Continuity	20	Review of service planning within ITDS following the process of decoupling from PCC, with a focus on providing assurance over 'second line of defence' arrangements around cyber and data security, disaster recovery and the front door programme and customer services.
Projects Assurance (Non-Capital)	S&P	Project Management & Change	40	Review of a sample of key projects to provide assurance on compliance with the corporate project management framework and the implementation of actions from the 2023/4 review of Project Framework & Projects Assurance.
Projects Assurance (Capital)	P&S	Project Management & Change	40	Review of a sample of key projects to provide assurance on compliance with the corporate project management framework and the implementation of actions from the 2023/4 review of Capital Project Governance.
LDP Pooled Budget Disaggregation	AH&C	Project Management & Change	15	Review of the programme to disaggregate the pooled budget with health for the Learning Disability Partnership, to provide assurance over the effectiveness of governance and programme management arrangements, especially financial

Audit	Directorate	Category	Days	Added Value
				management and business continuity.
Dedicated Schools Grant (DSG) Safety Valve	CEF	Project Management & Change	15	Embedded assurance review of the Council's response to the DSG Safety Valve agreement, including a review of progress with implementing planned actions and programme management. This review will follow up on the findings of the previous audit in 2023/24.
Response to Information Security Incidents	S&P	ICT and Information Governance	20	Following up on information security incidents, to provide assurance that appropriate actions have been identified and implemented to prevent recurrence.
Recruitment Policy & Compliance	S&P	Governance	20	Review to provide assurance over compliance with the recruitment policy for permanent staff, to include checks on requirements around shortlisting, interviewing, verifying that staff meet minimum essential criteria, completion of training etc.
Contract Management - Integrated Sexual Health and Contraception Service	PH	Procurement & Commissioning	20	Review of this major contract with an estimated annual value of £4.1m, to provide assurance that contract management arrangements are effective and in line with good practice.
Proposed Flexible Audit Plan for Q4 2024/25:			**195**	
Minimum Revenue Provision	F&R	Financial Governance	20	Review of the calculation of the Council's Minimum Revenue Provision (MRP) to provide assurance that this is in line with statutory guidance. (N.B. if an external MRP review is commissioned then this will be removed from the Audit Plan)
Implementation of Ofsted Inspection Action Plan	CEF	Safeguarding	20	Review to provide assurance over the implementation of key actions arising from the Ofsted ILACS review in March 2024, to verify that plans to address key findings are in place and are being actively implemented and monitored.

Audit	Directorate	Category	Days	Added Value
Contract Management Policies & Compliance	CCC	Procurement & Commissioning	20	Review of contract management guidance and training available to managers in the organisation, and compliance with key controls in practice, to provide assurance that this is consistent with good practice and achieves value for money.
ICT Asset Inventory	F&R	ICT and Information Governance	20	Review of how physical ICT assets are inventoried and managed throughout the Council, to provide assurance that assets are recorded and managed effectively to achieve value for money throughout their lifecycle.
Integrated Care System Arrangements	CCC	Governance	25	Review of the Council's relationship with the Integrated Care System including the Integrated Care Board and Partnership, to provide assurance over the effectiveness of governance arrangements in place.
Change Portfolio	S&P	Project Management & Change	20	Review of the implementation of new change governance structures both centrally and throughout the Council's directorates, to provide assurance that these are effective at monitoring the delivery of objectives.
Care Agency Contract Monitoring	AH&C	Safeguarding	30	Review of the arrangements for monitoring care agencies who contract with the Council, with a focus on providing assurance over how the Council monitors agencies for compliance with safeguarding and health and safety requirements, as well as considering supplier resilience and continuity.
High Cost Placements (Adults)	AH&C	Value For Money	20	Review of high-cost care packages and Direct Payments in Adults to provide assurance that arrangements are made in line with policy and achieve value for money while safeguarding service users.
Governance of Lead Authorities Arrangements	F&R	Governance	20	Review of the governance arrangements to manage the Lead Authorities arrangements including ERP, to provide assurance that these are effective and represent value for money.

8.   Key Performance Indicators 2024/25:

8.1   The Internal Audit team maintains and tracks Key Performance Indicators (KPIs) to monitor delivery of the Internal Audit Plan. The primary Key Performance Indicators reported to Committee are:

1. Delivery of the Agreed Internal Audit Plan:

    (a) Measured by productive audit days delivered against the target of 1750 days in 2024/5.

    (b) Measured by the number of individual reviews delivered against the agreed Audit Plan in 2024/5 (n.b. the number of individual reviews in the Plan varies throughout the year as the Plan is revised and re-stated).

2. Audit Team Productivity – measured as the percentage of available Internal Audit team time spent on direct delivery of activities within the Internal Audit Plan 2024/5 (target is 85% productivity).

3. Customer Feedback Survey Responses – the team issue Customer Feedback Surveys alongside every final audit report issued and request feedback from officers involved in the audit. The target is to improve average feedback scores against each of the five questions in the survey, year-on-year.

4. PSIAS Compliance – annual confirmation of team compliance with Public Sector Internal Audit Standards.

8.2   Updates on progress with indicator 1b are provided in Annex A to every Internal Audit Progress report to Committee. Updates on achievement of the other Key Performance Indicators are provided within the Internal Audit Annual Report, alongside other metrics such as the implementation of agreed audit actions.

8.3   As part of the Internal Audit team's Quality Assurance & Improvement Plan for 2024/5, the service is planning to conduct a review of its performance indicators and will report on the outcomes of this review in due course.