

Internal Audit

Internal Audit Plan 2020-2021

Plymouth City Council
Audit Committee

March 2020

Official

Robert Hutchins
Head of Audit Partnership



Auditing for achievement

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Devon Audit Partnership	Confidentiality and Disclosure Clause
<p>The Devon Audit Partnership has been formed under a joint committee arrangement comprising of Plymouth, Torbay, Devon, Torridge and Mid-Devon councils and we aim to be recognised as a high quality internal public sector service provider. We work with our partners by providing professional internal audit service and assurance services that will assist them in meeting their challenges, managing their risks and achieving their goals. In carrying out our work we are required to comply with the Public Sector Internal Audit Standards along with other best practice and professional standards.</p> <p>The Partnership is committed to providing high quality, professional customer services to all; if you have any comments or suggestions on our service, processes or standards, the Head of Partnership would be pleased to receive them at robert.hutchins@devonaudit.gov.uk .</p>	<p>This report is protectively marked in accordance with the government security classifications. It is accepted that issues raised may well need to be discussed with other officers within the Council, the report itself should only be copied/circulated/disclosed to anyone outside of the organisation in line with the organisation’s disclosure policies.</p> <p>This report is prepared for the organisation’s use. We can take no responsibility to any third party for any reliance they might place upon it.</p>

Introduction

Internal auditing is defined by the Public Sector Internal Audit Standards (PSIAS) which set out the requirements of a 'Board' and of 'senior management'. For the purposes of the internal audit activity within The Council the role of the Board within the Standards is taken by the Council's Audit and Governance Committee and senior management is the Council's Corporate Management Team.

This Council's Internal Audit Charter formally describes the purpose, authority, and principal responsibilities of the Council's Internal Audit Service, which is provided by the Devon Audit Partnership (DAP) as represented in the audit framework at appendix 1, and the scope of Internal Audit work. The PSIAS make reference to the role of "Chief Audit Executive". For The Council this role is fulfilled by the Head of Devon Audit Partnership. The Audit and Governance Committee, under its Terms of Reference contained in the Council's Constitution, is required to review and approve the Internal Audit Plan to provide assurance to support the governance framework (see appendix 2).

The chief audit executive is responsible for developing a risk-based plan which takes into account the organisation's risk management framework, including using risk appetite levels set by management for the different activities or parts of the organisation as represented in appendix 3.

The audit plan represents the proposed internal audit activity for the year and an outline scope of coverage. At the start of each audit the scope is discussed and agreed with management with the view to providing management, the Chief Finance Officer (Section 151) and members with assurance on the control framework to manage the risks identified. The plan will remain flexible and any changes will be agreed formally with management and reported to Audit and Governance Committee.

Expectations of the Audit and Governance Committee for this annual plan

Audit and Governance Committee members are requested to consider:

- the annual governance framework requirements;
- the basis of assessment of the audit work in the proposed plan;
- the resources allocated to meet the plan;
- proposed areas of internal audit coverage for 2020/21.

In review of the above the Audit and Governance Committee are required to approve the proposed audit plan.

Robert Hutchins
Head of Audit Partnership

Annual Service Level Plans

Customer & Corporate / Finance

Good governance lies at the heart of how councils manage change and deliver improvement and the Local Government Act 1972 and other legislation requires local authorities to make specific statutory appointments to carry out particular duties. Our work will consider the arrangements in place to enable key officers to properly discharge their statutory responsibilities and effectively contribute to the governance of the organisation.

With ever more services available digitally, the risk remains that a cyber incident could result in the loss of data as well as disruption to council services. Audit will undertake some work to assess the Cyber Security arrangements in place against standards defined by the NCSC and industry best practice. We will liaise, as appropriate, with the Corporate Information Manager and Delt.

Assurance work will be undertaken on areas termed as key financial systems; these process the majority of income and expenditure of the Council, and which have a significant impact on the reliability and accuracy of the annual accounts.

Executive Office

As a result of a number of electoral registration issues affecting the city in the run-up to the UK Parliamentary General Election on 12 December 2019, the Select Committee have requested some audit work to be undertaken, the scope of which will be agreed with the Chair of the Select Committee and key officers.

Place

The Council has an investment portfolio of £197m generating over £10m of rental income. The Head of Service is keen for audit to undertake a review which will evaluate the effectiveness of the systems and procedures in place to ensure prompt and accurate billing of rent.

Changes within Street Services has seen the appointment of new members of the management team who have requested time in the audit plan to review Trade Waste which has been subject to change. Within this service area there are a considerable variety and volume of consumable items and we will review the processes and procedures in operation to manage and account for these items.

As the Council continues its drive to bring long term empty homes back into use, providing much needed accommodation to those in housing need and improving the built environment. Audit will review the processes and procedures in place to enable this work to be achieved; consideration will also be given to the relationships involved and Nolan principles.

People

Nationally, Councils continue to struggle not to overspend their allocated budgets for children with complex Special Educational Needs and Disability (SEND), known as the High Needs Block. The Head of Service is keen to identify if further efficiencies can be achieved. Our focus will be the governance, processes and procedures relating to the contractual arrangements.

Review of On Course South West following the Council's action to transfer the adult and community education provider to the City Council in August 2019.

Work will be undertaken within Community Connections once their new business solution Esuasive is fully rolled out and embedded. Consideration will be given to how it links with the Dynamic Purchasing system used to administer Disabled Facilities Grants. The Head of Service has also requested that Audit undertake a validation exercise on the way in which Anti-Social Behaviour tools are now being used.

ODPH

Due to changes within the service a pot of days has been included for use by Director of Public Health. A meeting to discuss the work to be delivered will be arranged in due course when the picture will be clearer to determine where the days are to be used.

Value Added

All our work aims to "add value" the authority, be this by way of improving control and minimising risk, or making the most of opportunities in an effective manner. We will undertake the annual follow up on all audit areas identified as 'Improvements Required' in 2019/20. Proactive anti-fraud work will be carried out in liaison with DAP's Counter Fraud Team.

Service Area Overview of Audit Coverage					
Thematic Overview Audit Coverage	Customer & Corporate / Finance	Executive Office	People	ODPH	Place
	Purchasing Cards		SEND Contracts		Commercial Properties – Rent Roll
	Housing Benefit Overpayments	Electoral Services	Domiciliary Care Services	Pot of Days – scope of work to be determined	Empty Homes Scheme
	Collection Fund	Minute Books	Alliance Contract		Street Lighting
	Acting Up Duties		Anti-Social Behaviour Tools		Trade Waste
Core Assurance	Business Processes & Governance – Declarations of Interest, Grant Certification, Governance Arrangements – Statutory Posts				
	Key Financial Systems – Inc. Main Accounting System, Creditors, Treasury Management, Payroll, Council Tax, Business Rates, Housing Benefits				
	ICT – Operational Arrangements (common to key systems), Cyber Security (arrangements to safeguard the Council’s logical data assets)				

The above diagram shows the thematic approach to the elements proposed for audit coverage in the coming year as identified through risk assessment and discussion with Senior Management. This overview is supported by the proposed audit reviews and associated risks.

High Level Audit Plan

This table shows a summary of planned audit coverage for the year totalling 1,112 direct days. It should be borne in mind that, in accordance with the Public Sector Internal Audit Standards, the plan needs to be flexible to be able to reflect and respond to the changing risks and priorities of the Authority and, to this end, it will be regularly reviewed with directorates, and updated as necessary, to ensure it remains valid and appropriate. As a minimum, the plan will be reviewed in six months to ensure it continues to reflect the key risks and priorities of the Council given the significant changes across the public sector. In order to allow greater flexibility, the Internal Audit Plan includes a small contingency to allow for unplanned work

We have set out our plan based on the current organisational structure for the Authority. Detailed terms of reference will be drawn up and agreed with management prior to the start of each assignment – in this way we can ensure that the key risks to the operation or function are considered during our review.

The following pages give a brief overview of the focus of proposed audit coverage for the year.

A detailed analysis of proposed audit reviews is provided in the following schedule.

In addition, we estimate that our work on maintained schools within the City will total 68 days.



Proposed audit reviews and associated risks

Risk Assessment Key

SRR / ORR – Local Authority Strategic or Operational Risk Register reference

ANA - Audit Needs Assessment risk level

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA)	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
Customer and Corporate / Finance				
Core Assurance – Key Financial System				
Material Systems – System Admin	ANA - High	Review of the control environments in place to ensure the integrity of the Academy, Civica, Care First and CoreHR systems.	Q3 – Q4	15
Civica Financials: <ul style="list-style-type: none"> • Creditors • Main Accounting • Debtors 	ANA <ul style="list-style-type: none"> - High - High - Medium 	System walkthrough to consider the design and effectiveness of key controls with focused test sampling to determine compliance. Follow-up of any recommendations made in 19/20.	Q2 – Q4	55
Academy Revs & Bens: <ul style="list-style-type: none"> • Housing Benefits • Council Tax • Business Rates NNDR 	ANA <ul style="list-style-type: none"> - High - Medium - Low 	System walkthrough, focused risk-based sample testing and follow-up of 20/21 reviews for each service area.	Q3 – Q4	62
Treasury Management	ANA - Medium	System walkthrough, focused risk-based sample testing and follow-up of 19/20 review.	Q3	10
CoreHR - Payroll	ANA - High	Following implementation of the new CoreHR Payroll system we will review the adequacy and effectiveness of the control framework and perform a range of sample testing to ensure compliance with those controls.	Q3	35
Core Assurance - Other				
Cyber Security	ANA - High	Audit will continue to assess the Cyber Security arrangements in place to safeguard the Council's logical data assets. We will refer to standards defined by the NCSC and industry best practice and liaise, as appropriate, with the Corporate Information Manager and Delt.	Q1 – Q2	30
Governance Arrangements – Statutory Officers	ANA - Medium Client Request	Local authorities operate within a governance framework of checks and balances to ensure that decision-making is lawful, informed by objective advice, transparent and consultative. There are a number of statutory posts	Q1 – Q3	25

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA)	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
		within the Council and we will review the arrangements in place to ensure they are sufficiently robust to enable those officers to discharge their duties effectively.		
Finance Service	ANA - Medium Client Request	Review of the Finance Service to link into the modernisation programme.	Q1 – Q3	30
Income Collection	ANA - High	System review will include consideration of the effectiveness of income collection arrangements in operation across the Council.	Q3	25
Business Rates Exemptions	Client Request	Review of the business rates list across the city to review the reasons for those detailed on the exemptions lists.	Q3	5
Collection Fund	ANA – Medium Client Request	Review of the effectiveness of the administration of the collections fund, including bad debt provision for Council Tax & Business Rates.	Q1 – Q4	10
Procurement	ANA – High Client Request	Review of all procurement controls operating across the City Council.	Q2 – Q3	25
Purchasing Cards	ANA - High	Spot checks on the use of purchasing cards to ensure compliance with Council procedures.	Q1 – Q2	20
Recruitment	ANA – High Client Request	The recruitment process currently under review and a “pot of days” has been requested by the Service Director; scope and timing of work to be determined.	Q1 – Q4	20
Acting Up Duties	ANA – Medium Client Request	Review the adequacy of processes and procedures in place when officers “act up” and temporarily take on additional duties or a higher role. Some compliance testing will be undertaken and consideration given to policies, sign off and authorisation levels, legal requirements.	Q1 – Q4	15
Declarations of Interest	ANA – Medium Client Request	The public rightly expect the highest standards of behavior and we will review the policy and processes in place for officers to make any declarations of interest.	Q1 – Q4	15
Housing Benefit Overpayments	ANA – Medium Client Request	A piece of work to identify the potential loss to the City Council as claims with attachment of benefits transfer to Universal Credits.	Q2	10

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA)	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
Client Financial Services	ANA – High	Detailed follow-up to measure progress in implementing the action plan following a significant review 18/19 and will include those processes undertaken by Livewell SW.	Q2 – Q3	10
Schools Financial Value Standards (SFVS)	Statutory ANA - Low	Collection of SFVS self-assessments completed by schools. Preparation of the Direct Schools Grant (DSG) Chief Financial Officer (CFO) Assurance Statement for 19/20 to be returned to DfE by 31 st May 2020	Q1 & Q4	3
Audit Advice to Customer & Corporate / Finance and carry forward for completion of 19/20 work	n/a		n/a	37
Audit planning, monitoring and performance reporting	n/a		n/a	20
Audit Governance	n/a		n/a	18
Executive Office				
Core Assurance - Other				
Electoral Services	ANA – High Client Request	Work requested by the Select Committee. Scope to be discussed and agreed with the Chair of the Select Committee and the Asst Chief Executive.	Q1 – Q2	25
Minute Books	ANA – Low Client Request	There is a legal obligation for local authorities to retain signed minutes of committee meetings. Review of existing practice to identify opportunities to create efficiencies.	Q3	7
Gifts & Hospitality Follow-Up	ANA - Medium	Follow-up to the 19/20 review which was Improvements Required.	Q4	3
Audit Advice to Executive Office	n/a		n/a	10
Audit planning, monitoring and performance reporting	n/a		n/a	10
Audit Governance	n/a		n/a	10

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA)	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
People				
Core Assurance – Key Financial System				
CareFirst – Domiciliary Care	ANA – High Client Request	Undertake substantive testing of Dom Care returns to check for any under / over payments.	Q3 – Q4	30
CareFirst - Children Independent Placements Follow-Up	ANA – Medium	Detailed follow-up to the 19/20 review which was Improvements Required.	Q3 – Q4	10
Core Assurance - Other				
Finance & Assurance Review Group (FARG)	ANA – High Client Request	The purpose of FARG is to provide oversight, scrutiny and assurance of the integrated fund and under the membership requirements laid down in the terms of reference, internal audit will continue to have a seat on FARG to providing real time support and challenge through their attendance.	Q1 – Q4	3
Special Guardianships (Children) Follow-Up	ANA – High Client Request	Review undertaken in 19/20, detailed follow-up requested by the service late in 20/21.	Q4	10
Special Educational Needs & Disability (SEND) Contracts	ANA – Medium Client Request	Review of send contracts – detailed scope to be determined with the Head of Service.	Q2 -Q3	25
Alliance Contract	ANA – Medium Client Request	Review of the arrangements to ensure openness and transparency.	Q2 – Q3	10
Children’s Additional Spend	ANA – Low Client Request	Small number of days toward the end of year to look at children’s “additional spend”.	Q4	5
On Course South West (OCSW)	ANA – Medium Client Request	Review of the effectiveness of the systems and procedures operated by OCSW now that they have been brought back “in-house”.	Q3	15
Anti-Social Behaviour Tools	ANA – Medium Client Request	Audit review and validation of the way in which Anti-Social Behaviour tools are being used.	Q2	15
Fully CATERed	Regulator Req Client Request	Year-end testing to make sure that the year-end position is not understated and to provide internal audit assurance to the external auditor.	Q1	8
Community Connections – New Business Solutions		Once the new Esuasive system is fully rolled out and embedded, in liaison with the service we will review the links between Esuasive and the Dynamic	Q4	25

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA)	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
		Purchasing System and review past audit recommendations where actions were dependent on implementation of the new system.		
Life Chances Fund (Pause Project)	Statutory Client Request	Validation of claims in Sept 2020 & March 2021.	Q2 & Q4	5
Families with a Future (Payment by Results)	Statutory Client Request	Audit review and certification for each monthly claim.	Q1 – Q4	25
Audit Advice to People and carry forward for completion of 19/20 work	n/a		n/a	30
Audit planning, monitoring and performance reporting	n/a		n/a	20
Audit Governance	n/a		n/a	18
Office of the Director of Public Health				
ODPH	ANA – Medium Client Request	Due to changes taking place within the directorate a pot of days has been requested. Audit to meet with key officers within the service early 20/21 when the picture will be clearer to determine how the days are to be used.	Q2 – Q4	20
Audit Advice to Public Health	n/a		n/a	10
Audit planning, monitoring and performance reporting	n/a		n/a	9
Audit Governance	n/a		n/a	7
Place				
Empty Homes Scheme	ANA – Medium Client Request	Review to consider the processes, procedures & relationships necessary for bringing empty homes back into use and maximising New Homes Bonus.	Q2 – Q3	20
Trade Waste	ANA – High Client Request	Changes to the trade waste operation have been introduced and we have been asked by management to undertake a full review of the system and processes.	Q3 – Q4	20

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA)	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
Control of Fuel, Fuel Cards & Fuel Containers	ANA – Medium Client Request	Fuel costs overbudget – review of the effectiveness of the procedures and practices in place. Requested by both the Service Director for Finance and the Head of Street Scene, Waste & Business Development.	Q1	15
Street Services – Stores and Stock Control	ANA – Medium Client Request	Review the effectiveness of the systems and procedures used to administer and control consumable items e.g. personal protective equipment, chemicals, wheelie bins, bags and other stock.	Q2	15
Garage	ANA –Medium Client Request	Follow-up of the 19/20 audit review of the garage.	Q3	5
Safety Camera Partnership	ANA – Low	It has been proposed that the governance arrangements for the Safety Camera Partnership are reviewed and the findings shared with partners (Plymouth City Council, Devon County Council, Torbay Council). A small number of days to be included in each audit plan for this work.	Q2	2
Street Lighting	ANA – Medium Client Request	Review of the administrative processes and procedures for the management of street lighting.	Q3 – Q4	15
Commercial Properties – Rent Roll	ANA – High Client Request	The Council's investment portfolio is worth £197m and generates over £10m of rental income. Detailed review of the rent of the rent roll process and a follow-up of the proforma process.	Q2 – Q3	30
New Business Solutions - Tech Forge (Cloud)	ANA –Medium Client Request	Audit assurance required in respect of the project to migrate of property data to Tech Forge Cloud. Work undertaken by the service will include data cleanse, centralisation of data, interfaces with Civica Financials.	Q1 – Q2	5
Grant Certification	Statutory	Those grants where the grant determination requires independent certification of expenditure by Internal Audit.	Q1 – Q4	20
Audit Advice to Place	n/a		n/a	15
Audit planning, monitoring and performance reporting	n/a		n/a	15
Audit Governance	n/a		n/a	15

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA)	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
Irregularities and National Fraud Initiative (NFI)				
Advice, Irregularities, NFI & Contingency		<p>Co-ordination of the NFI exercises across the Authority.</p> <p>We will also continue to investigate irregularities referred to it us managers. Cases which we consider fraudulent will be referred to the DAP Counter Fraud Team for investigation and possible prosecution. Where control weaknesses are identified, the Audit Team work with service areas to address these issues.</p>	Q1 – Q4	<p>25</p> <p>30</p>

Fraud Prevention and Detection and Internal Audit Governance

Fraud Prevention and Detection and the National Fraud Initiative

Counter-fraud arrangements are a high priority for the Council and assist in the protection of public funds and accountability. Devon Audit Partnership will continue to investigate instances of potential fraud and irregularities referred to it by managers and will also carry out pro-active anti-fraud and corruption testing of systems considered to be most at risk to fraud. The joint working arrangements between the Internal Audit and Counter Fraud teams, enables intelligence to be shared and resources focussed on higher risk areas to prevent a fraud occurring.

Additionally, guidance introduced by CIPFA, in their 'Code of practice on managing the risk of fraud and corruption', and also the Home Office 'UK Anti-Corruption Plan', further inform the direction of counter-fraud arrangements. Nationally, the notable areas of fraud include Housing Benefit, Council Tax, Housing and Tenancy, Procurement, Insurance, Abuse of Position, Blue Badges, and Direct Payments (Social Car

The Cabinet Office runs a national data matching exercise (National Fraud Initiative - NFI) every two years. Departments supplied datasets which were uploaded onto the NFI secure website in October 2018 in accordance with the NFI timetable. The subsequent matching reports were received back from the Cabinet Office in February 2019 and departments have been reviewing the matches throughout 2019/20. In February 2020 Electoral Registration and Council Tax data was uploaded, with further data sets to be uploaded in October 2020.

Internal Audit Governance

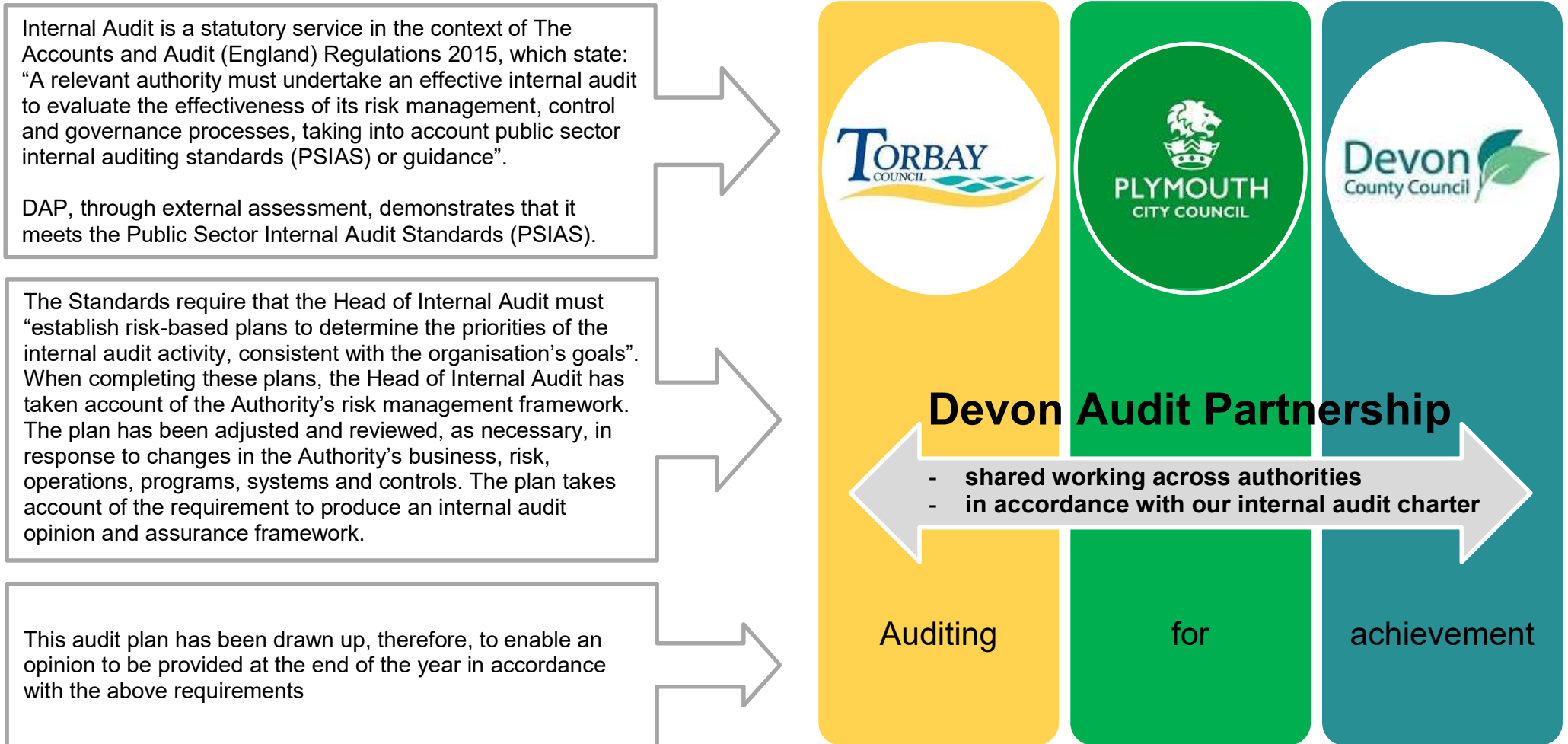
An element of our work is classified as Corporate Governance – this is work that ensures effective and efficient audit services are provided to the Council and the internal audit function continues to meet statutory responsibilities. In some instances, this work will result in a direct output (i.e. an audit report) but in other circumstances the output may simply be advice or guidance. Some of the areas that this may cover include:-

- Preparing the internal audit plan and monitoring implementation;
- Preparing and presenting monitoring reports to Senior Management and the Audit Committee;
- Assistance with the Annual Governance Statement;
- Liaison with other inspection bodies (e.g. External Audit, Audit South West);
- Corporate Governance - Over recent years Internal Audit has become increasingly involved in several corporate governance and strategic issues, and this involvement is anticipated to continue during the year;
- On-going development within the Partnership to realise greater efficiencies in the future.

Partnership working with other auditors

We will continue to develop and maintain effective partnership working arrangements between ourselves and other audit agencies where appropriate and beneficial. We participate in a range of internal audit networks, both locally and nationally which provide for a beneficial exchange of information and practices with the aim of improving the effectiveness and efficiency of the audit process, through avoidance of instances of “re-inventing the wheel” in new areas of work.

Appendix 1 - Audit Framework



We will seek opportunity for shared working across member authorities. In shared working Devon Audit Partnership will maximise the effectiveness of operations, sharing learning & best practice, helping each authority develop further to ensure that risk remains suitably managed.

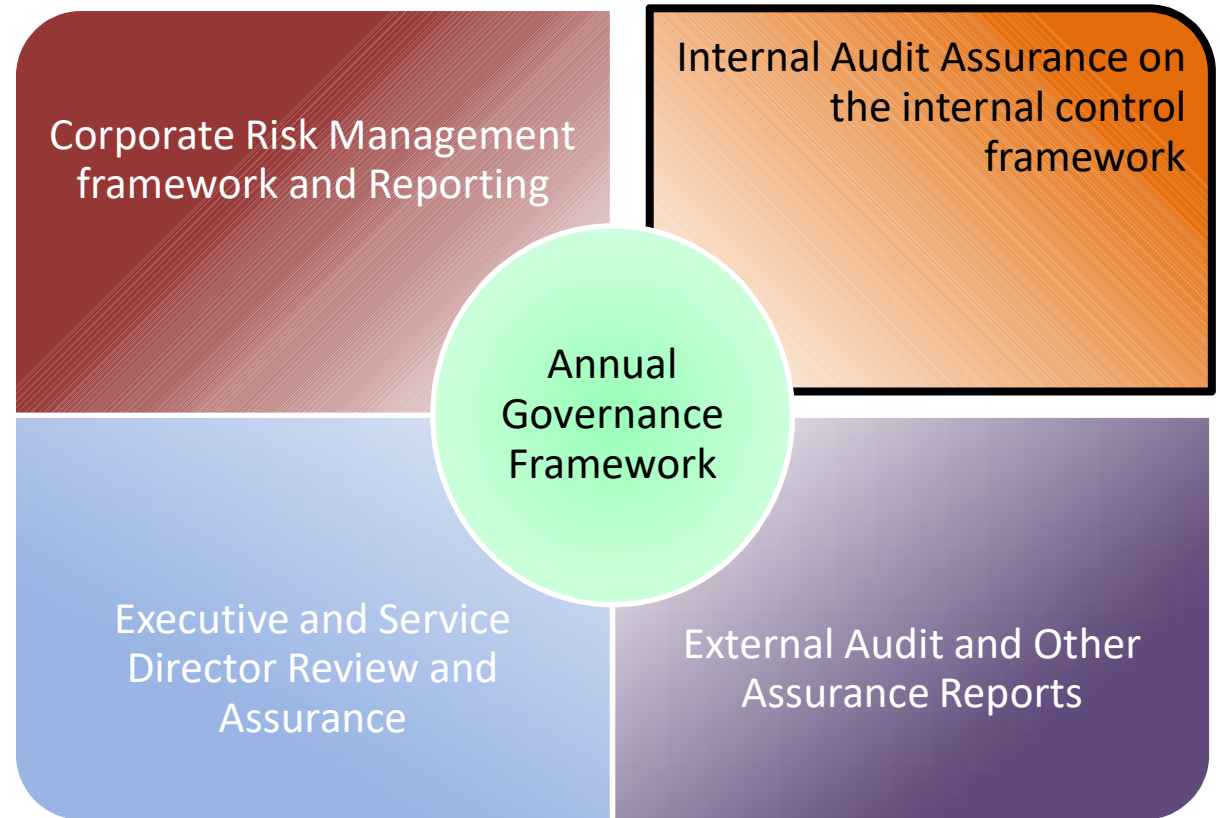
Appendix 2 - Annual Governance Framework Assurance

The Annual Governance Statement provides assurance that

- The Authority's policies have been complied with in practice;
- high quality services are delivered efficiently and effectively;
- ethical standards are met;
- laws and regulations are complied with;
- processes are adhered to;
- performance statements are accurate.

The statement relates to the governance system as it is applied during the year for the accounts that it accompanies. It should:-

- be prepared by senior management and signed by the Chief Executive and Leader of the Council;
- highlight significant events or developments in the year;
- acknowledge the responsibility on management to ensure good governance;
- indicate the level of assurance that systems and processes can provide;
- provide a narrative on the process that is followed to ensure that the governance arrangements remain effective. This will include comment upon:
 - The Authority;
 - Audit Committee;
 - Risk Management;
 - Internal Audit
 - Other reviews / assurance
- Provide confirmation that the Authority complies with CIPFA Framework *Delivering Good Governance in Local Government 2016*.



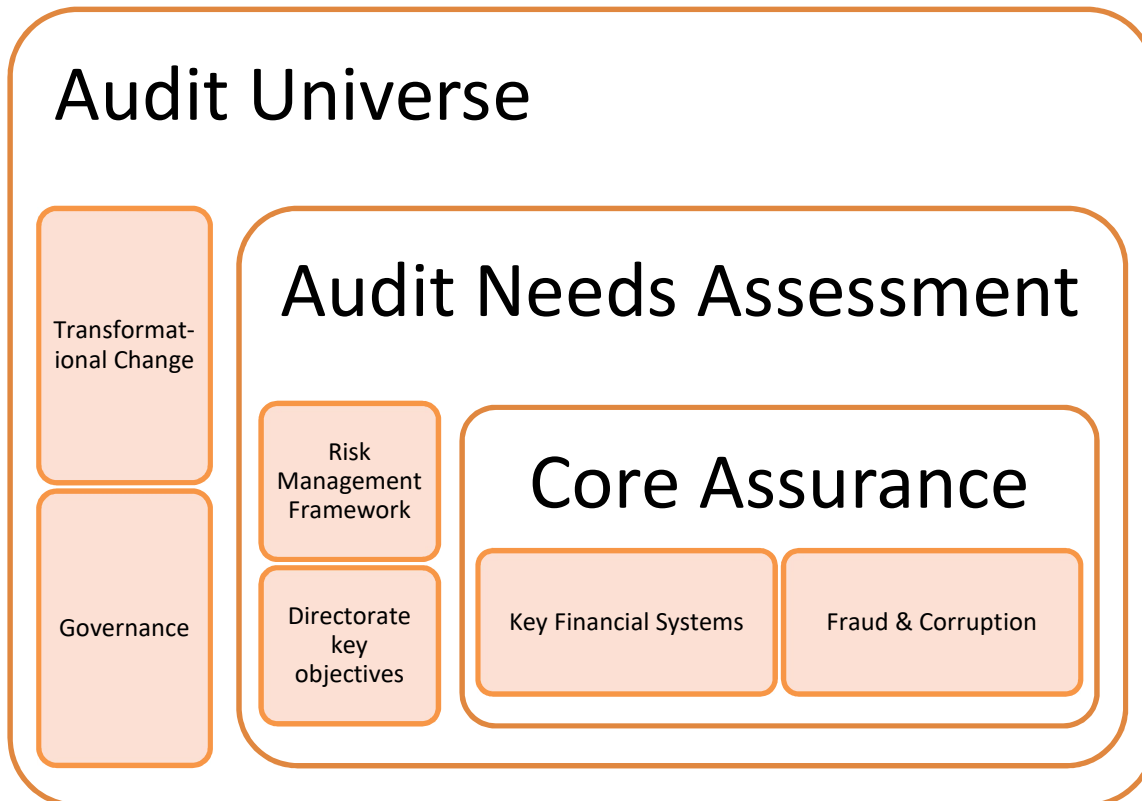
The AGS needs to be presented to, and approved by, the Audit and Governance Committee, and then signed by the Chair.

The Committee should satisfy themselves, from the assurances provided by the Annual Governance Statement Working Group, CMT and Internal Audit that the statement meets statutory requirements.

Appendix 3 - Audit Needs Assessment

We employ a risk-based priority audit planning tool to identify those areas where audit resources can be most usefully targeted. This involves scoring a range of systems, services and functions across the whole Authority, known as the “Audit Universe” using a number of factors/criteria. The final score, or risk factor for each area, together with a priority ranking, then determines an initial schedule of priorities for audit attention.

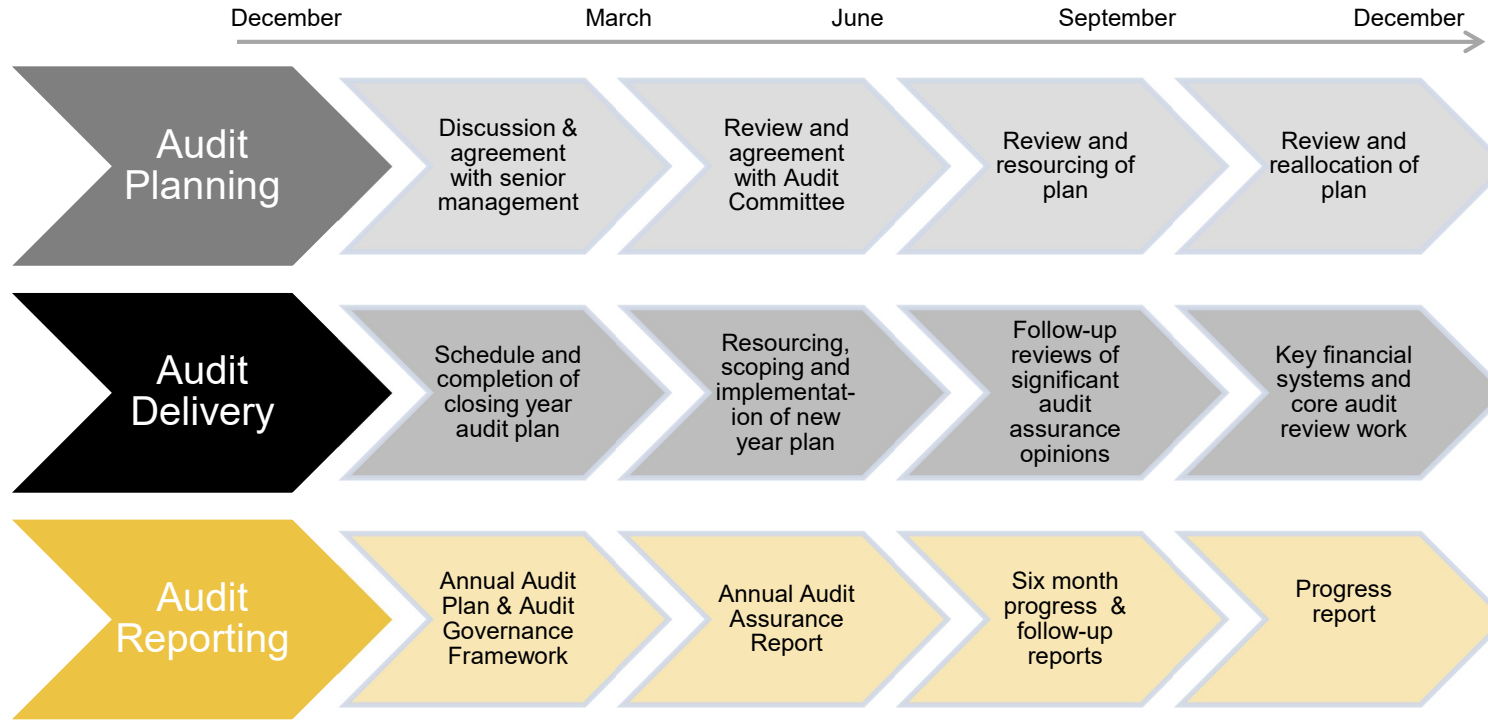
The resultant Internal Audit Plan is set out in the ‘proposed audit plan’. There are a number of areas where risk, needs assessment and discussions with management have identified audit need but where there are not sufficient resources in the plan to review them at this stage (see appendix 5). The plan will remain flexible and should priorities need these areas may for part of the planned work.



The audit plan for the year plan has been created by:

- Consideration of risks identified in the Authority’s strategic and operational risk registers
- Review and update of the audit universe
- Discussions and liaison with Directors and Senior Officers regarding the risks which threaten the achievement of corporate or service objectives, including changes and / or the introduction of new systems, operations, programs, and corporate initiatives
- Taking into account results of previous internal audit reviews
- Taking into account Internal Audit’s knowledge and experience of the risks facing the Authority, including factors and systems that are key to successful achievement of the Council’s delivery plans
- Requirements to provide a “collaborative audit” approach with the external auditors

Appendix 4 - Our Audit Team and the Audit Delivery Cycle



Date	Activity
Dec / Jan 2020	Directorate planning meetings
March 2020	Internal Audit Plan presented to Audit & Gov Committee
	Internal Audit Governance Arrangements reviewed by Audit & Gov Committee
	Year-end field work completed
Apr 2020	Annual Performance reports written
Jul 2020	Annual Internal Audit Report presented to Audit & Gov Committee
	Follow –up work of previous year’s audit work commences
Sept 2020	Progress report presented to Audit & Gov Committee
Dec 2020	Six-month progress reports presented to Audit & Gov Committee
	2021/22 Internal Audit Plan preparation commences

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