



Derby City Council– AuditPlan 2014-15

Audit & Accounts Committee:26thMarch 2014



Our Vision

Through continuous improvement, the central midlands audit partnership will strive to provide cost effective, high quality internal audit services that meet the needs and expectations of all its partners.

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Derby City Council – Audit Plan 2014-15

Introduction

Reasons for an Audit Plan

The new Public Sector Internal Audit Standards state that annually the Head of Audit is responsible for developing a risk-based plan.

A fundamental role of Internal Audit is to provide members and senior management with independent assurance on the Derby City Council's overall control environment, comprising the systems of governance, risk management, and internal control and to highlight control weaknesses together with recommendations for improvement. The annual Audit Plan sets out proposals on how this will be achieved in the year ahead.

The Audit Plan must incorporate sufficient work to enable the Head of Audit to give an opinion on the adequacy of the Derby City Council's overall control environment. Internal Audit must therefore have sufficient resources to deliver the Audit Plan.

The audit work planned for 2014/15 will inform the Head of Audit's opinion on the internal control environment that exists within Derby City Council. The Head of Audit reports his overall opinion to the Audit & Accounts Committee on an annual basis.

This report provides Committee with an opportunity to challenge and approve the planned work of the Internal Audit service. As well as satisfying themselves that the methodology and arrangements for preparing the annual Audit Plan are robust.

Approach to Audit Planning

The Audit Manager is responsible for delivering the audit service. To ensure that this can be achieved there are appropriate arrangements for audit planning and ensuring that the plan is

adequately resourced with the necessary level of skilled and experienced staff.

The Head of Audit 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. If a framework does not exist, the Head of Audit uses his own judgment of risks after consideration of input from senior management and the board. The Head of Audit must review and adjust the plan, as necessary, in response to changes in the organisation's business, risks, operations, programs, systems, and controls.



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As such, the service will be delivered on the principle of a risk based audit plan compiled by the Audit Manager in consultation with Derby City Council's Management, using a risk assessment model which allocates a risk factor of high, medium or low to all the areas for audit review to be undertaken.

We will also consider Derby City Council's risk management arrangements to inform our risk assessment. We will endeavour to meet with relevant managers to further understand the risk areas where internal audit assurance will be appropriate. The audit plan sets out the number of days required for Internal Audit to adequately review the areas involved and indicates the priority level for each planned audit assignment. The overriding objective of this approach is to ensure that the Head of the Audit Partnership is able to present an annual opinion on the organisation's overall control environment by directing adequate resources based on the relative risks of operations, resources and services involved.

The audit plan balances the following requirements:

- The need to ensure the plan is completed in line with the agreed performance targets.
- The need to ensure the core financial systems are adequately reviewed to provide assurance that management has in place proper arrangements for financial control.
- The need to appropriately review both strategic risk and operational risk areas.
- The need to have a sufficient contingency element to deal with unplanned issues and investigations that arise during the year.
- To enable positive, timely input to assist corporate and service developments.
- To meet the requirements of the managed audit arrangements with the external auditors to ensure that they can comply with the International Auditing Standard, including system documentation

and evaluation for all business critical systems and validation of performance indicator outturns.

Progress in completing the audit plan, as well as achieving its performance targets will be submitted to the Audit & Accounts Committee as part of regular Internal Audit Progress reports.

Aims of Audit Coverage

The objectives of Internal Audit's planned coverage are as follows:

- Provide an assurance on the organisation's internal control system, and hence there is need to audit areas of financial and non-financial risk as this will encompass some of the key governance systems.
- Audit the main financial systems and other systems related to possible material mis-statements, regardless of comparative risk.
- Deliver risk based assurance on those controls that manage significant risks.
- Fully conforms to the new Public Sector Internal Audit Standards (PSIAS) which came into force on 1 April 2013.
- Better integrate the outcomes and other information gathered as part, of the internal audit process, with the organisation's risk management process.
- Maintain on-going effective relationships with the External Auditors and deliver complementary plans of work so as to deliver an efficient audit service collectively.
- Ensure that appropriate resources, suitably experienced, and with skills to deliver the whole plan of work are maintained within Internal Audit.
- Improve the efficiency and effectiveness of operations of the service.

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- Promote good corporate governance and control practices and contribute to a good governance culture.
- Work in a positive manner alongside clients, supporting them in the effective management of risk and service delivery.

- Contribute to embedding risk management throughout the organisation's processes.

Contribute to the development and maintenance of an effective counter fraud culture within the organisation.

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Content of the Audit Plan

Audit Resources

It is anticipated that the Central Midlands Audit Partnership will provide Derby City Council with a sustainable service, with comprehensive coverage and an enhanced quality of service. It is envisaged that as the Partnership grows, greater efficiencies may be achieved which could result in further cost reductions to Partner organisations over time.

The Partnership uses a modern risk-based approach to internal audit, which focuses audit reviews on the key risks faced by Derby City Council. We will utilise our bespoke database systems and automated working papers package that greatly assist with the conduct of audits and the audit management process. These systems cover audit working papers and reports, job control and progress tracking, time recording, recommendation tracking and automated follow-ups, together with performance monitoring and management reporting.

This new approach will result in more efficient ways of undertaking, documenting and managing the audit services. This will lead to a reduction in the number of days required for audit reviews to deliver the required assurances to management, as more audit work will be achieved within a given resource allocation than would have been the case in previous years.

Derby City Council's planned audit coverage should not experience reductions or additional costs through long-term absences or vacancies, etc. and will benefit from the specialist audit skills and experience already contained within the Partnership (e.g. computer auditing) which was previously only available at a premium.

The general management and administrative overheads associated with the internal audit service will not be detailed in this report as they relate to the Partnership as a whole and are typically not

directly attributable to any single organisation. This report will only detail the resource allocations to 'productive' audit work which can be attributed to this organisation.

Plan Contingencies

The Audit Plan is a flexible document and it is inevitably subject to some changes during the year as a result of emerging issues deemed as a high risk, the need to divert audit resources to investigation work and changes in staffing resources available for audit work.

To ensure changes to the Plan are minimised, within the Plan there are a number of days set aside as "contingencies". These are split as follows:

- **Emerging Issues** - Not all audit work can be planned one year in advance. Accordingly, a contingency of days has been built into the Plan to address issues that occur during the year which Audit need to be aware of and assess the risk implications for Derby City Council
- **Advice** - On an ad-hoc basis, Audit is called upon to provide risk and control advice on issues throughout Derby City Council. This consultancy work is a very important service and requests for Audit input are considered to be a good measure of the quality of the Audit service and of the satisfaction of our customers.
- **Investigations** - Internal Audit may be involved in the investigation of suspected internal fraud, theft or major irregularity (where there is some form of alleged financial irregularity, which may have resulted in financial loss to Derby City Council). Under the Code of Practice this is deemed a non-assurance function, and therefore such work will only be undertaken if the availability of resources allows it. The level of investigation work cannot easily be

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predicted, but given the level of coverage in recent years we would normally set the contingency of days to approx. 5% of days available. Unfortunately we no longer have sufficient resources available to set such a contingency. Accordingly we have allocated a nominal amount of days to undertake an initial assessment of any potential irregularities. Any necessary investigation time will need to be bought in on an 'as needs' basis.

- **Follow-up Audits** - Internal Audit is committed towards ensuring that control improvements are achieved and all agreed actions are acted upon. To this end, audit time has been allocated to develop our system for ensuring that agreed actions to audit recommendations are implemented. We have developed a recommendation tracking database, which allows us to monitor, follow-up and report upon the status of all management's actions in respect of agreed audit recommendations.
- **Brought Forward Jobs** - A number of incomplete audits from the 2013/14 Plan will need to be concluded in 2014/15. It has been assumed that brought forward and carry forward figures will remain fairly consistent from year to year. As such, related days will no longer be included in the Plan.

Types of Audit Work

Key Financial Systems Audit - The main area for internal audit work is the reviews of Derby City Council's fundamental financial systems, which are the key to the running of the organisation. Hence the majority of audits planned in the department are reviews of the central control elements and associated risks of the fundamental financial systems. External Audit will review the work on the fundamental financial systems to assist them when determining their opinion on Derby City Council's annual accounts. The Plan covers the key financial systems including the Main Accounting System, Budgetary Control, Reconciliations, Asset Management, Creditors, Debtors and, Payroll. The consequences of these system processes going wrong could lead to service failure and wasted resources.

Systems / Risk Based Audits - The auditor's prime role is to review the internal control system and report upon the adequacy of controls. An organisation's overall internal control system is the product of all of those systems and processes that the organisation has created to deliver its business objectives, both financial and non-financial. It follows that one of the main ways that auditors will form a view on the overall control system is by carrying out reviews of the component systems and processes. These are commonly known as systems-based audits. They enable auditors to:

- Assess how internal controls are operating in a system to manage risk, thereby forming a view on whether reliance can be placed upon the system.
- Provide management with assurances that systems are adequately meeting the purposes for which they were designed.
- Provide constructive and practical recommendations to strengthen systems and address identified risks.
- Use findings to feed into an overall opinion on the control framework.
- Provide evidence for external audit and other review agencies.

IT Audit – Typically our IT auditing coverage focuses on the following:

- **Infrastructure** - Infrastructure audits cover perimeter defences, authentication, management and monitoring, and devices. Broken down further, IT Infrastructure Audits typically address Anti-Virus, Intrusion Detection Systems, Firewalls, Routers, Switches, Operating Systems, Directory Services (Active Directory), Group Policy, Virtual Private Networks, Database Platforms, Web Server Platforms, Application Server Platforms, Network Management, Network Design, Networking Hardware, Centralised Storage, Virtualization, Telecommunications and IT Telephony, Remote Access Solutions (Citrix) amongst others. Infrastructure audits help provide assurance that the Company's private network is protected from internet attacks,

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unauthorised or inappropriate access via local or remote attacks, and also ensure Derby City Council has the necessary monitoring and incident analysis to maintain and analyse the Network.

- **Applications:** Application audits cover thin and fat client applications, and both internal (Intranet) or external (Web) applications. Applications audits typically focus on CIAA (confidentiality, integrity, availability and accountability risks). This can be broken down to look at application deployment and use, to ensure the applications and hosting servers are protected, and design and configuration ensure attackers cannot exploit vulnerabilities to gain unauthorised access to sensitive corporate data.

Governance Reviews - The governance framework comprises the systems and processes, and culture and values, by which Derby Homes is directed and controlled, and by which it accounts to, engages with and leads the community. It includes arrangements to monitor the achievement of its strategic objectives and to consider whether this has led to the delivery of appropriate, cost-effective services. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable, and not absolute, assurance of effectiveness. Internal Audit undertakes reviews of key aspects of the Derby City Council's governance framework by looking at corporate systems such as Risk Management, Health & Safety, Data Quality, Anti –Fraud etc.

Procurement/Contract Audit - Procurement involves the process of acquisition from such third parties, and spans the whole life cycle from the initial concept (determining the need), through buying and delivery, to the end of a service contract. The audit approach to procurement should primarily concern Derby City Council's corporate procurement strategy and associated management structures and processes, including contract procedure rules and detailed procurement guidance. Internal Audit

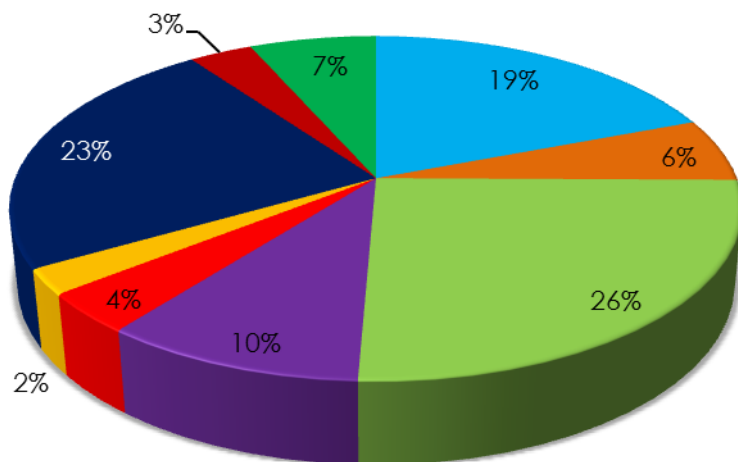
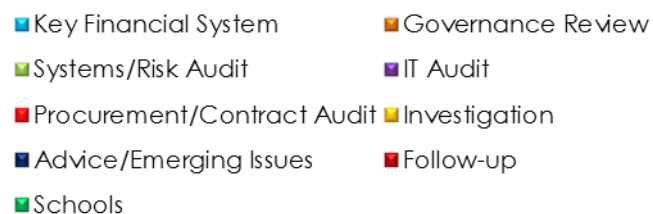
should focus resources on those areas perceived on an annual basis to be of highest risk. To identify such areas, it will be necessary to have information regarding the current spending on procurement by each area within the authority, together with its plans for the future (including any major service contracts that are due for re-letting).



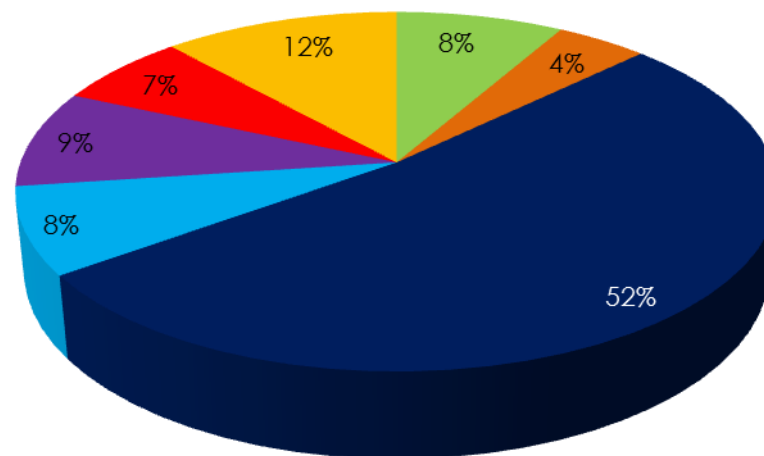
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Overview Charts of Planned Coverage

Audit Plan 2014-15
Time Allocation per Type of
Audit



Audit Plan 2014-15
Time Allocated to Each
Department



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Detailed Audit Plan Proposal

Plan 2011- 12	Plan 2012- 13	Plan 2013- 14	Derby City Council – Audit Plan 2014-15	Risk Score	Risk Rating	Plan Days	Type of Audit
Chief Executives							
✓		✓	Data Quality	41	Medium	15	Governance Review
			Corporate Programmes	56	High	20	Systems/Risk Audit
			Regeneration Projects	52	Medium	15	Systems/Risk Audit
		✓	Public Health	55	High	25	Systems/Risk Audit
			Investigations	-	-	5	Investigation
			Advice / Emerging Issues	-	-	5	Advice/Emerging Issues
			Follow-ups	-	-	3	Follow-up
Chief Executives Total Days						88	
Children & Young People							
✓			Safeguarding	59	High	20	Systems/Risk Audit
			Locality Services	51	Medium	15	Systems/Risk Audit
			Investigations	-	-	5	Investigation
			Advice / Emerging Issues	-	-	5	Advice/Emerging Issues
			Follow-ups	-	-	3	Follow-up
Children & Young People Total Days						48	
Schools							
			School Self Assessments	-	-	20	Schools
			25 School SFVS Reviews	-	-	50	Schools
Schools Total Days						70	
Resources							
✓	✓	✓	HR/Payroll	57	High	20	Key Financial System
			Business Support	50	Medium	15	Systems/Risk Audit
			Democratic Services	50	Medium	15	Systems/Risk Audit
✓	✓	✓	Fixed Assets	56	High	15	Key Financial System
✓	✓	✓	Treasury Management	61	High	15	Key Financial System

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✓	✓	✓	Main Accounting System	63	High	25	Key Financial System
✓	✓	✓	Teachers Pension Return TR17	33	Low	10	Key Financial System
✓	✓	✓	Grant Certification audits	40	Medium	23	Key Financial System
	✓		Procurement	67	High	20	Procurement/Contract Audit
✓	✓	✓	Audit Risk Assessment & Planning	-	-	30	Advice/Emerging Issues
✓	✓	✓	Audit and Accounts Committee - Reports	-	-	20	Advice/Emerging Issues
✓	✓	✓	Managed Audit Issues	-	-	3	Advice/Emerging Issues
✓	✓	✓	Data Matching	-	-	40	Governance Review
✓	✓	✓	National Fraud Initiative	-	-	8	Governance Review
✓	✓	✓	Internal Groups	-	-	20	Advice/Emerging Issues
			Insurance	51	Medium	15	Systems/Risk Audit
✓	✓	✓	Creditors	44	Medium	15	Key Financial System
✓	✓	✓	Debtors	55	High	15	Key Financial System
✓	✓	✓	Council Tax	57	High	20	Key Financial System
✓	✓	✓	NNDR	56	High	15	Key Financial System
✓	✓	✓	Housing & Council Tax Benefits	59	High	30	Key Financial System
✓	✓	✓	IT Infrastructure & Application Audits	55	High	105	IT Audit
			Investigations	-	-	5	Investigation
			Advice / Emerging Issues	-	-	30	Advice/Emerging Issues
			Follow-ups	-	-	23	Follow-up
Resources Total Days						552	
Neighbourhoods							
			Property Design & Maintenance	51	Medium	15	Systems/Risk Audit
			Leisure Facilities	50	Medium	20	Systems/Risk Audit
✓			Traffic & Transportation	52	Medium	20	Systems/Risk Audit
✓			Environmental Health & Licensing	54	Medium	15	Systems/Risk Audit
			Investigations	-	-	5	Investigation
			Advice / Emerging Issues	-	-	5	Advice/Emerging Issues
			Follow-ups	-	-	3	Follow-up
Neighbourhoods Total Days						83	

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	Adults, Health & Housing				
✓	Business Intelligence	51	Medium	20	Procurement/Contract Audit
✓	Sector Development	59	High	25	Systems/Risk Audit
	Strategic Housing	56	High	20	Systems/Risk Audit
	Integrated Commissioning: Younger Adults	50	Medium	15	Systems/Risk Audit
	Investigations	-	-	5	Investigation
	Advice / Emerging Issues	-	-	5	Advice/Emerging Issues
	Follow-ups	-	-	3	Follow-up
Adults, Health & Housing Total Days				93	
DCC Corporate Management					
	Requirements of the Host etc.	-	-	124	Advice/Emerging Issues
DCC Corporate Management Total Days				124	
Derby City Council Total Days				1058	