EFFECTIVENESS OF INTERNAL AUDIT

SUMMARY

1.1   This report is designed to give Members an overview of the effectiveness of Internal Audit.

RECOMMENDATION

2.1   To note the findings and the conclusion that the internal audit function is considered to be effective.

REASONS FOR RECOMMENDATION

3.1   To meet the requirements of the Accounts and Audit (England) Regulations 2011.

SUPPORTING INFORMATION

4.1   Paragraph 6(3) of the Accounts and Audit (England) Regulations 2011 requires that "A larger relevant body must, at least once in each year, conduct a review of the effectiveness of its internal audit".

4.2   There is no mandatory requirement or guidance on who should perform the review. It was considered appropriate by this Committee that as the Strategic Director – Resources, I would undertake the assessment each year.

4.3   My assessment was primarily based on the framework guide developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) Better Governance Forum which aims to provide practical support to help make internal audit more effective. This has been achieved by assessing the internal audit function against the building blocks for effective internal audit identified in the guidance. The building blocks are:

- Leadership
- Governance and relationships
- Customer focus
- People
- Systems and processes
- Professional Standards

Leadership

4.3 There is a clear vision for Internal Audit which is laid down in the Internal Audit Strategy. This is a high-level statement of how the internal audit service will be delivered and developed in accordance with the terms of reference and how it links to the organisational objectives and priorities. The latest version of the strategy, together with the terms of reference which sets out the framework within which Internal Audit discharges it's responsibilities, were both approved by this Committee on 24 March 2011.

4.4 During 2011/12, the Council's internal audit service changed from being provided by an in-house audit team. From 1 January 2012, Derby City Council and South Derbyshire District Council formed an internal audit partnership (the Central Midlands Audit Partnership) to provide internal audit services to both authorities.

Governance and relationships

4.5 Internal audit is one of the cornerstones of effective governance. Therefore, an effective internal audit function is paramount if the Council is going to demonstrate it has embedded the principles of good governance. Internal Audit is responsible for reviewing and reporting on the adequacy of the authority's internal control environment and also making recommendations for improvement. Based on the work of Internal Audit, the Head of Governance and Assurance provides a level of assurance to the Council on the effectiveness of its system of internal control in his annual audit opinion.

4.6 The Audit and Accounts Committee is very supportive of Internal Audit, and there is a good working relationship between the Committee and the Head of Governance and Assurance.

4.7 The positioning and profile of the internal audit function within the Council is well defined and provides clarity of internal audit's role and relationship within the organisation. The Head of Governance and Assurance, who also acts as the head of the Partnership, reports directly to me. There are monthly performance meetings held between us which are formally recorded.

Customer Focus

4.8 Customer focus is essential not just for the manner in which internal audit is approached, but also to ensure that internal audit understands the organisation and focuses on the current and future risks to the organisation and supports the achievement of the Council's objectives.

4.9 The partnership has a framework for consulting with all of its clients at the audit planning stage, following completion of the fieldwork, through draft report and then post audit to get feedback.

4.10 Following every audit review, a customer satisfaction survey is sent to the relevant manager. The responses from managers in 2011/12 scored 95.9% of all questions as either good or excellent. Appendix 2 provides a summary breakdown of the 64 responses received to each question by category.

People

4.11 The staff in the Internal audit partnership have the appropriate technical skills and knowledge to perform effectively and access to training and other material to maintain their skills. The majority of the team have either a professional accountancy qualification (3 CIPFA and 2 ACCA, plus 2 part-qualified) or an internal auditing qualification (3 PIIA), and the IT Audit staff have relevant IT degrees. One member of staff is IRRV qualified. Four staff also have the CIPFA Certificate in Investigative Practice.

4.12 All of the staff have personal development and training plans as part of their Individual Performance process. Personal development is achieved through a combination of sources including in-house training, external courses/seminars/groups, personal research and studying for a relevant professional qualification. In 2011/12, 47 days were recorded under training/personal development. There are also development activities that staff do in their own time which is not recorded.

Systems and Processes

4.13 Internal Audit has developed processes that support the delivery of high quality work that are regularly reviewed by its management team to maintain efficiency, relevance and effectiveness. Audit assignments are properly planned and work undertaken is evidenced appropriately. Audit reports include an opinion on risk and the control environment, are agreed with the appropriate officer and all recommendations are followed up to ascertain the progress being made on implementation.

4.14 The following performance measures contribute to the overall assessment of the effectiveness of internal audit:

	Target	Actual
Number of Productive Days	1729	1707
Productivity	73.5%	71.15%
% of audit plan completed	74.9%	82.7%

A fuller summary of the performance of the Internal Audit service is provided in the Head of Governance and Assurance's report which outlines his Annual Audit Opinion.

Professional standards

4.15 Standards provide a consistent framework of professional practice. Standards shape the application of other inputs and define the key relationships with the organisation. They are the fundamental building block for effectiveness and the starting point for any internal audit team.

4.16   Compliance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Internal Audit in Local Government in the UK is a key element for determining whether an internal audit service is effective. The review carried out by External Audit in March 2011 showed that with the exception of needing to update both the Internal Audit terms of reference and the Internal Audit Strategy, internal audit complied with the Code. Both of these issues were addressed in March 2011. Grant Thornton concluded that Internal Audit provided an independent and effective service to the Council. A self-assessment in May 2012, shows continued compliance with the Code.

Other Sources of Assurance on the Effectiveness of Internal Audit

4.17   In making my assessment I have also used the following evidence:

External Audit reliance on Internal Audit's work

4.18   As part of the interim audit, External Audit considers the effectiveness of the Internal Audit function. In its interim report 2010/11, Grant Thornton stated that:

Overall we have concluded that the internal audit function continues to provide an independent and satisfactory service to the Council and that we can take assurance from its work in contributing to an effective internal control environment at the Council."

I have not received any comments from the External Auditor in 2011/12 that would conflict with the above assessment.

CIPFA Guidance - "The Role of the Head of Internal Audit in public sector organisations"

4.19   In 2010, CIPFA published "The Role of the Head of Internal Audit (HIA) in public sector organisations" to clarify the role of the HIA and to raise the profile of internal audit. CIPFA believe organisations should see the Statement as best practice and use it to assess their HIA arrangements to drive up audit quality and governance arrangements. The Statement articulates the core responsibilities of the HIA, as well as the personal and professional skills that they need. The Statement sets out the five principles that define the core activities and behaviours that belong to the role of the HIA in public service organisations and the organisational arrangements needed to support them. We have carried out an assessment against these 5 principles (attached at Appendix 3) and have concluded that these are sufficiently implemented to demonstrate compliance with best practice.

Conclusion

4.20   From the evidence reviewed, my overall conclusion is that the internal audit service that the Council receives can be assessed as effective.

OTHER OPTIONS CONSIDERED

5.1   N/A

This report has been approved by the following officers:

Legal officer	n/a
Financial officer	n/a
Human Resources officer	n/a
Service Director(s)	n/a
Other(s)	n/a

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Background papers:	None
List of appendices:	Appendix 1 – Implications
	Appendix 2 – Customer satisfaction Survey results by category
	Appendix 3 – Assessment against CIPFA's "Role of the Head of Internal Audit in public organisations"

IMPLICATIONS

Financial and Value for Money

1.1   None directly arising.

Legal

2.1   Under the Accounts and Audit (England) Regulations 2011, the Council is required to undertake an adequate and effective internal audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control.

Personnel

3.1   None directly arising.

Equalities Impact

4.1   None directly arising.

Health and Safety

5.1   None directly arising.

Environmental Sustainability

6.1   None directly arising.

Asset Management

7.1   None directly arising.

Risk Management

8.1   Internal Audit provides the organisation with objective assurance on whether the major business risks are being managed appropriately and provides assurance that the risk management and internal control framework is operating effectively.

Corporate objectives and priorities for change

9.1   Internal Audit contributes through its review work on the major corporate risks to the Council achieving corporate objectives and priorities. This is achieved by the audit of key systems and corporate governance issues and the associated risks.

Customer Satisfaction Survey results By Category

	Question	Very Poor	Poor	Fair	Good	Excellent
A	**Audit Planning**					
1	Consultation on audit coverage and timing	0	0	4	34	26
2	Relevance of audit objectives and scope	0	1	4	37	22
B	**Communication & Conduct**					
3	Feedback during the audit	0	0	2	29	33
4	Helpfulness of the auditor(s)	0	0	0	20	44
5	Professionalism of the audit team	0	0	1	16	47
6	Completed in an acceptable timeframe	0	0	2	25	37
C	**Quality of the Audit report**					
7	Clarity and presentation of the report	0	0	2	30	32
8	Accuracy of findings	0	0	2	32	30
9	Soundness and objectiveness of audit's conclusions	0	0	4	28	32
10	Value of agreed actions to improve control environment	0	0	6	30	28
D	**General**					
11	Overall satisfaction with the audit service	0	0	1	31	32

Assessment Against CIPFA's "The Role of the Head of Internal Audit in public organisations"

		Requirements	Compliance level			Comments
			Yes	No	N/A	
1		**Principle 1:** **Championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments**				
1.1		*Governance requirements*				
1.1.1		Set out the HIA's role in good governance and how this fits with the role of others.	√			Summarised in Annual Governance Statement
1.1.2		Ensure that the importance of good governance is stressed to all in the organisation, through policies, procedures and training.	√			Local Code of Corporate Governance, Governance Working Group and its Sub groups
1.1.3		Ensure that the HIA is consulted on all proposed major projects, programmes and policy initiatives.	√			The Head of Governance and Assurance attends the one Derby one council Strategic Board. Also needs to be given the opportunity to comment on draft reports containing these proposals.
1.1.4		Require staff to report suspected or detected fraud, corruption or impropriety to the HIA.	√			Laid down in Financial Procedure Rules, Fraud Response Plan, Confidential Reporting Code.
1.2		*Core HIA responsibilities*				
1.2.1		Working with others (including the CFO, the Monitoring Officer and the Head of Paid Service) to promote the benefits of good governance throughout the organisation.	√			The Head of Internal Audit is the lead officer for Governance within the Council.
1.2.2		Giving advice to the Leadership Team and others on the control arrangements and risks relating to proposed policies, programmes and projects.		√		Not directly – usually via the s151 Officer
1.2.3		Promoting the highest standards of ethics and standards across the authority based on the principles of integrity, objectivity, competence and confidentiality.	√			This is achieved through the Governance Working Group and through professional standards.
1.2.4		Demonstrating the benefits of good governance for effective public service delivery and how the HIA can help.	√			The Council promotes the benefits of good governance; the HIA assists in several ways, eg lead officer for the Governance Working Group and by his annual opinion statement.

		Requirements	Compliance level			Comments
			Yes	No	N/A	
1.2.5		Offering consultancy advice where the HIA considers that it is appropriate, drawing up clear terms of reference for such assignments.	√			HIA plays a key role in the AGS process and advises on Governance issues.
1.3		*Personal Skills and Professional Standards*				
1.3.1		Provide leadership by giving practical examples of good governance that will inspire others	√			HIA uses knowledge of peer organisations to offer practical advice to encourage good practice.
1.3.2		Deploy effective facilitating and negotiating skills.	√			Key characteristic required of any auditor.
1.3.3		Build and demonstrate commitment to continuous improvement.	√			In conjunction with the s151 Officer and other Chief officers the HIA seeks to improve governance practices throughout the Council.
1.3.4		Demonstrate consultancy skills as appropriate – analytical, problem solving, influencing and communicating.	√			Key characteristic required of any auditor
2		**Principle 2:** **Giving an objective and evidence based opinion on all aspects of governance, risk management and internal control**				
2.1		*Governance requirements*				
2.1.1		Set out the responsibilities of the HIA, which should not include the management of operational areas.	√			The internal audit service is provided by the Central Midlands Audit Partnership. At Derby City Council, the HIA is responsible for the management of Information Governance, Risk Management, insurance and tax advice functions.
2.1.2		Ensure that internal audit is independent of external audit.	√			
2.1.3		Where the HIA does have operational responsibilities the HIA's line manager and the Audit Committee should specifically approve the IA strategy for these and associated plans and reports and ensure the work is independently managed	√			All internal audit work is managed by the Partnership's Audit Manager.
2.1.4		Establish clear lines of responsibility for those with an interest in governance (e.g. Chief Executive, Chief Legal Officer, Chief Financial Officer, Audit Committee, non-executive directors/elected representatives). This covers	√			This forms part of the Internal Audit Terms of Reference

		Requirements	Compliance level			Comments
			Yes	No	N/A	
		responsibilities for drawing up and reviewing key corporate strategies, statements and policies				
2.1.5		Establish clear lines of reporting to the Leadership Team and to the Audit Committee where the HIA has significant concerns.	√			This forms part of the Internal Audit Terms of Reference
2.1.6		Agree the terms of reference for internal audit with the HIA and the Audit Committee as well as with the Leadership Team.	√			Audit and Accounts Committee
2.1.7		Set out the basis on which the HIA can give assurances to other organisations and the basis on which the HIA can place reliance on assurances from others	√			Internal Audit terms of reference.
2.1.8		Ensure that comprehensive governance arrangements are in place, with supporting documents covering e.g. risk management, corporate planning, anti fraud and corruption and whistleblowing.	√			Part of the HIA's role in relation to Governance.
2.1.9		Ensure that the annual internal audit opinion and report are issued in the name of the HIA.	√			Reports to Audit and Accounts Committee in own name.
2.1.10		Include awareness of governance in the competencies required by members of the Leadership Team.	√			Achieved through training and membership of CIPFA's Better Governance Forum
2.1.11		Set out the framework of assurance that supports the annual governance report and identify internal audit's role within it. The HIA should not be responsible for preparing the report.	√			HIA's role within the Governance Working Group.
2.1.12		Ensure that the internal audit strategy is approved by the Audit Committee and endorsed by the Leadership Team	√			The Internal Audit Strategy was presented to Audit Committee in March 2011. this does however need to be updated due to the formation of the Audit partnership on 1 Jan 2012
2.2		*Core HIA responsibilities*				
2.2.1		Giving assurance on the control environment. This includes risk and information management and internal controls across all systems.	√			This forms part of the Internal Audit Terms of Reference 1.10.1

		Requirements	Compliance level			Comments
			Yes	No	N/A	
2.2.2		Reviewing the adequacy of key corporate arrangements including eg risk strategy, risk register anti fraud and corruption strategy, corporate plan.	√			Work with key officers and through the Council's Governance groups eg Strategic Risk Group, Anti-Fraud Group etc
2.2.3		Producing an evidence based annual internal audit opinion on the authority's control Environment	√			This forms part of the Internal Audit Terms of Reference 1.10.1
2.2.4		Working closely with others to ensure that sufficient and relevant evidence is used. Where relying on others, clarifying the degree and basis for the reliance.	√			
2.2.5		Reviewing significant partnership arrangements and major services provided by third parties and the controls in place to promote and protect the authority's interests. Assessing whether lines of responsibility and assurance are clear.	√			Working with Head of Performance & Improvement.
2.2.6		Liaising closely with the external auditor to share knowledge and to use audit resources most effectively.	√			This forms part of the Internal Audit Terms of Reference 1.6.3
2.2.7		Producing an internal audit strategy that fits with and supports the authority's objectives.	√			Strategy approved March 2011.
2.2.8		Reviewing the authority's risk maturity (including the authority's own assessment) and reflecting this in the strategy	√			Done in conjunction with Strategic Risk group
2.2.9		Consulting stakeholders, including senior managers and Members on the internal audit strategy	√			This forms part of the Internal Audit Terms of Reference 1.6.3
2.2.10		Setting out how the HIA plans to rely on others for assurance on the authority's controls and risks and taking account of any limitations in assurance given by others.	√			Detailed in the Internal Audit Strategy/terms of reference.
2.2.11		Liaising with external inspectors and review agencies where appropriate when drawing up the internal audit strategy	√			Detailed in the Internal Audit Strategy/terms of reference.

		Requirements	Compliance level			Comments
			Yes	No	N/A	
2.2.12		Liaising with the external auditor on the internal audit strategy, but not being driven by external audit's own priorities	√			This forms part of the Internal Audit Terms of Reference 1.6.3
2.3		*Personal Skills and Professional Standards*				
2.3.1		Give clear, professional and objective advice.	√			
2.3.2		Report on what is found, without fear or favour.	√			
2.3.3		Demonstrate integrity to staff and others in the authority	√			
2.3.4		Exercise sound judgement in identifying weaknesses in the authority's control environment and a balanced view on how significant these are	√			
2.3.5		Work well with others with specific responsibilities for internal control, risk management and governance including the Head of Paid Service, the Monitoring Officer, the CFO, Audit Committee and Members.	√			Covered by the Governance Working Group
2.3.6		Be concerned for action - influencing the Leadership Team, Audit Committee and others to ensure that the HIA's recommendations are implemented.	√			Reports to COG and Committee on implementation of audit recommendations.
2.3.7		Be a role model, dynamic, determined, positive, robust and with resilient leadership, able to inspire confidence and respect and exemplify high standards of conduct.	√			Achieved through professional development and MIPs.
3		**Principle 3:** **A senior manager with regular and open engagement across the organisation, particularly with the Leadership Team and with the Audit Committee**				
3.1		*Governance requirements*				
3.1.1		Designate a named individual as HIA in line with the principles in this Statement. The individual could be someone from another organisation where internal audit is contracted out or shared. Where this is the case then the roles of the HIA and the client manager must be clearly	√			The Head of Governance and Assurance

		Requirements	Compliance level			Comments
			Yes	No	N/A	
		set out in the contract or agreement.				
	3.1.2	Ensure that where the HIA is an employee that they are sufficiently senior and independent within the organisation's structure to allow them to carry out their role effectively and be able to provide credibly constructive challenge to the Management Team.	√			Head of Service/3rd Tier
	3.1.3	Ensure that where the HIA is an employee the HIA is line managed by a member of the Management Team. Where the HIA is not an employee then the reporting line must be clearly set out in the contract or agreement with the internal audit supplier.	√			Reports to Strategic Director - Resources
	3.1.4	Set out the HIA's relationship with the Audit Committee and its Chair, including the Committee's role (if any) in appointing the HIA.	√			Detailed in IA Strategy
	3.1.5	Ensure that the organisation's governance arrangements allow the HIA: • to bring influence to bear on material decisions reflecting governance; • direct access to the Chief Executive, other Leadership Team members, the Audit Committee and external audit; and • to attend meetings of the Leadership Team and Management Team where the HIA considers this to be appropriate.	√ √ √			
	3.1.6	Set out unfettered rights of access for internal audit to all papers and all people in the organisation, as well as appropriate access in (significant) partner organisations	√			Terms of Reference section 1.12
	3.1.7	Set out the HIA's responsibilities relating to partners including joint ventures and outsourced and shared services.	√			For internal audit - CMAP Governance arrangements
	3.2	***Core HIA responsibilities***				
	3.2.1	Escalating any concerns through the line manager, CFO, Monitoring Officer, Head of Paid Service, Audit	√			Detailed in the Internal Audit Strategy/terms of reference

		Requirements	Compliance level			Comments
			Yes	No	N/A	
		Committee, Leadership Team and external auditor as appropriate.				
	3.2.2	Supporting the Audit Committee in reviewing its own effectiveness and advising the Chair and line manager of any suggested improvements	√			Arranging training for the Committee.
	3.2.3	Consulting stakeholders, including senior managers and Members on the internal audit strategy	√			Done annually as part of audit planning process.
	3.3	*Personal Skills and Professional Standards*				
	3.3.1	Network effectively to raise the profile and status of internal audit.	√			Member of regional audit groups. Locally – meetings with service directors etc.
	3.3.2	Adopt a flexible style, being able to collaborate and advise but also able to challenge as appropriate.	√			
	3.3.3	Build productive relationships both internally and externally	√			
	3.3.4	Work effectively with the Leadership Team and Audit Committee with political awareness and sensitivity.	√			
	3.3.5	Be seen to be objective and independent but also pragmatic where appropriate	√			
4		**Principle 4: must lead and direct an internal audit service that is resourced to be fit for purpose**				
	4.1	*Governance requirements*				
	4.1.1	Provide the HIA with the resources, expertise and systems necessary to perform their role effectively.	√			Quality of internal audit team – staff mix and qualifications.
	4.1.2	Ensure that the Audit Committee sets out a performance framework for the HIA and their team and assesses performance and takes action as appropriate.	√			Achieved through monitoring reports to Committee on a quarterly basis and feedback from satisfaction surveys.
	4.1.3	Ensure that there is a regular external review of internal audit quality	√			External Auditor annual review and regular quarterly meetings.
	4.1.4	Ensure that where the HIA is from another organisation that they do not also provide the external audit service.			√	

		Requirements	Compliance level			Comments
			Yes	**No**	**N/A**	
4.2		***Core HIA responsibilities***				
4.2.1		Leading and directing the internal audit service so that it makes a full contribution to and meets the needs of the authority and external stakeholders	√			
4.2.2		Determining the resources, expertise, qualifications and systems for the internal audit service that are required to meet internal audit's objectives; using a full range of resourcing options including consultancy, working with others and buying in where appropriate	√			See 4.1.1
4.2.3		Informing the CFO, the Leadership Team and Audit Committee if there are insufficient resources to carry out a satisfactory level of internal audit, and the consequence for the level of assurance that may be given.	√			Monthly meetings with CFO. Annual report to Committee.
4.2.4		Implementing robust processes for recruitment of internal audit staff and/or the procurement of internal audit services from external suppliers	√			Via Council's HR and Procurement practices. Detailed in the Internal Audit Manual
4.2.5		Ensuring that the professional and personal training needs for staff are assessed and seeing that these needs are met	√			Detailed in the Internal Audit Strategy/Professional development Plans
4.2.6		Developing succession plans and helping staff with their career progression	√			See 4.2.6.
4.2.7		Establishing a quality assurance and improvement programme that includes: • ensuring that professional internal audit standards are complied with • reviewing the performance of internal audit and ensuring that the service provided is in line with the expectations and needs of its stakeholders • providing an efficient and effective internal audit service • demonstrating this by agreeing key performance indicators and targets with the line manager and Audit Committee; annually	√ √ √ √			Regular assessment of internal quality procedures.

		Requirements	Compliance level			Comments
			Yes	No	N/A	
		• reporting achievements against targets	√			
		• putting in place adequate ongoing monitoring and periodic review of internal audit work and supervision and review of files, to ensure that audit plans, work and reports are evidence based and of good quality	√			
		• ensuring that any internal auditors declare any interests that they have	√			
		• seeking continuous improvement in the internal audit service.	√			
4.2.8		Keeping up to date with developments in governance, risk management, control and internal auditing, including networking with other HIAs and learning from them, implementing improvements where appropriate.	√			Continuing Professional Development scheme
4.2.9		Demonstrating how internal audit adds value to the authority.	√			Through networking with senior officers.
4.3		*Personal Skills and Professional Standards*				
4.3.1		Demonstrate leadership and be an ambassador for internal audit	√			
4.3.2		Create, communicate and implement a vision for the internal audit service	√			Business Plan
4.3.3		Create a customer focused internal audit service	√			See 4.3.2 above
4.3.4		Establish an open culture, built on effective coaching and a constructive approach.	√			See 4.3.2 above
4.3.5		Promote effective communication within internal audit, across the broader organisation and with external stakeholders	√			See 4.3.2 above
4.3.6		Set and monitor meaningful performance objectives for staff.	√			See 4.3.2 above
4.3.7		Manage and coach staff effectively.	√			See 4.3.2 above/ MIPs

		Requirements	Compliance level			Comments
			Yes	No	N/A	
4.3.8		Comply with professional standards and ethics.	√			CIPFA Code of Practice
4.3.9		Require the highest standards of ethics and standards within internal audit based on the principles of integrity, objectivity, competence and confidentiality. In particular, ensuring that internal auditors identify and report any conflicts of interest and act appropriately.	√			Annual declarations of interest and for individual audits.
4.3.10		Ensure, when necessary, that outside expertise is called upon for specialist advice not available within the internal audit service	√			
4.3.11		Promote discussion on current governance and professional issues and their implications.	√			
5		**Principle 5: - must be professionally qualified and suitably experienced**				
5.1		***Governance requirements***				
5.1.1		Appoint a professionally qualified HIA whose core responsibilities include those set out under the other principles in this Statement and ensure that these are properly understood throughout the organisation	√			The HIA is CIPFA qualified
5.1.2		Ensure that the HIA has the skills, knowledge, experience and resources to perform effectively in his or her role	√			The HIA has 25 years internal audit experience with 19 years at HIA level.
5.2		***Core HIA responsibilities***				
5.2.1		None				
5.3		***Personal Skills and Professional Standards***				
5.3.1		Be a full member of an appropriate professional body and have an active programme for personal professional development.	√			CIPFA Mandatory CPD
5.3.2		Adhere to professional internal auditing (and where appropriate accounting and auditing) standards	√			

		Requirements	Compliance level			Comments
			Yes	No	N/A	
5.3.3		Demonstrate a range of skills including communicating, managing and influencing, as well as an understanding of IT and consultancy	√			
5.3.4		Have prior experience of working in internal audit	√			See 5.1.2
5.3.5		Understand and have experience of strategic objective setting and management	√			Business plan
5.3.6		Understand the internal audit and regulatory environment applicable to public service organisations	√			Via CPD
5.3.7		Demonstrate a comprehensive understanding of governance, risk management and internal control	√			Research, Networking, Governance Working Group etc
5.3.8		Undertake appropriate development or obtain relevant experience as appropriate in order to demonstrate an understanding of the full range of the authority's activities and processes.	√			Via CPD