

Standards & Audit Committee

Internal Audit Strategy 2015/16 to 2017/18 and Annual Plan 2015/16

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1 Developing the Internal Audit Strategy

This document sets out the approach we have taken to develop your internal audit strategy for 2015/16 – 2017/18 and the annual plan for 2015/16.

1.1 Role of Internal Audit

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Definition of Internal Audit: Institute of Internal Auditors.

In line with the requirements of the Public Sector Internal Audit Standards (PSIAS), we plan and perform our internal audit work with a view to reviewing and evaluating the risk management, control and governance arrangements that the Council has in place, focusing in particular on how these arrangements help the organisation to achieve its objectives. This involves undertaking a risk-based plan of work, agreed with management and approved by the Standards & Audit Committee. Our plan is developed to enable us to provide an opinion at year end, which may also be used by the Council to support its Annual Governance Statement.

1.2 Factors influencing Internal Audit coverage

The organisation's objectives are the starting point in the development of the audit strategy.

Appendix A reflects the range of potential issues that may affect the Council, some of which are included on the risk register. These were used to focus our discussions with management regarding assurance priorities and to determine where internal audit input would be most beneficial.

In preparing the strategy and the annual internal audit plan, we met with:

- Adults, Health & Commissioning Directorate Management Team (DMT)
- Housing DMT
- Chief Executive's Delivery Unit DMT
- Children's services DMT
- HR, OD & Customer Strategy Management Team
- Head of Corporate Finance

The key areas / factors are summarised below.

Key areas discussed and their impact on the 2015/2016 internal audit plan

- 1 The Council continues to develop its Risk Management framework and culture. We will therefore be providing assurance that this continues to evolve in a timely and effective manner.

- 2 We have agreed to carry out either follow up visits to independently provide assurance that recommendations have been implemented or re-audit some of these areas where we issued a red assurance opinion in 2014/15.

- 3 The continued emphasis on achieving savings, including shared service or joint working arrangements with other local authorities is reflected in a number of areas within the plan.

- 4 New and changing legislation, particularly around Children's Services and Adults, Health & Commissioning have been discussed and resulted in an increased programme of reviews in these service areas.

The strategy is set out at Appendix B, with the detailed internal audit plan for 2015/16 set out at Appendix C.

As well as assignments designed to provide assurance or advisory input around specific risks, the strategy includes:

- Planned assurance on areas of activity such as the core financial systems;
- A contingency allocation, which will only be utilised should the need arise, and which will be subject to prior approval by the Head of Corporate Finance and/or the Standards & Audit Committee;
- Time to follow up previous recommendations and actions to provide the Standards & Audit Committee with assurance on the actions taken by management to address previous internal audit recommendations. High level recommendations will require further testing as they reach their implementation date. For medium and low level recommendations, we will place reliance on management responses but will follow-up as part of the next review of the service; and
- Audit management, which is used for quality control, preparation of the Annual Governance Statement, client meetings, external audit liaison, preparation of the annual opinion and attendance at Standards & Audit Committee.

2 Assurance Resources

2.1 Your Internal Audit Team

Your internal audit team is led by Gary Clifford as Internal Audit Manager.

We are not aware of any relationships that may affect the independence and objectivity of the team, and which are required to be disclosed under auditing standards.

2.2 Working with other assurance providers

We intend to meet with the External Auditor to avoid duplication of coverage between Internal and External Audit. This will also ensure that External Audit can continue to place their planned level of reliance on our coverage of financial controls.

The Standards & Audit Committee is reminded that internal audit is only one source of assurance. Through our plan we do not seek to cover all risks and processes. However, where we can, we will also seek to work closely with other assurance providers to ensure that duplication is minimised and a suitable breadth of assurance can be provided.

2.3 Considerations for the Standards & Audit Committee

- Does the Internal Audit Strategy 2015/16 to 2017/18 (Appendix B) cover the organisation's key risks as they are recognised by the Standards & Audit Committee?
- Does the internal audit plan for 2015/16 (Appendix C) reflect the areas that the Standards & Audit Committee believes should be covered as priority?
- Is the Standards & Audit Committee satisfied that sufficient assurances are being received to monitor the organisation's risk profile effectively, including any emerging issues/key risks not included in the strategy or annual plan?

Appendix A: Issues affecting Thurrock Council

The chart below reflects some of the external and internal issues, both known and emerging that face the Council. We have identified using italics, those that are fully or partially covered within this years' annual plan.

External Factors	Known	Emerging
<i>Economic downturn and austerity</i>	✓	
Localism Act		✓
<i>Welfare reform</i>		✓
<i>Public Health</i>	✓	
Regeneration	✓	
<i>Personal Budgets/Direct Payments</i>	✓	
Changes to Government Policy		✓
Local Pay T&C's for staff		✓
<i>House building and financing schemes</i>	✓	
Relaxation of planning rules		✓

Internal Factors	Known	Emerging
<i>Safeguarding</i>	✓	
<i>Risk management</i>	✓	
<i>Fraud</i>	✓	
<i>Medium Term Financial Planning</i>		✓
<i>Data Quality</i>	✓	
<i>Partnership/Joint working arrangements</i>		✓
Business Continuity & Disaster Recovery	✓	
<i>Income generation</i>		✓
<i>Community leadership/engagement</i>		✓
<i>Financial Management & Controls</i>	✓	
<i>Financial Reporting</i>	✓	
Transformation Programme		✓

Appendix B: Internal Audit Strategy 2015/16 – 2017/18

Auditable Area	Risks	2015/2016	2016/2017	2017/2018
Risk based reviews				
Corporate/Thematic Reviews				
Performance Management (Data Quality)	Performance Management may not be embedded in the organisation resulting in poor performance, poor quality information and poor decision making.	✓	✓	✓
Contract Procedures	Contract procedure rules and the procurement process may be ineffective leading to inefficiency and a lack of value for money.	✓	✓	✓
Sickness Management	Target levels set for sickness may not be achieved resulting in additional costs for agency workers.		✓	
Project Management	The project management process might not meet its objectives and be rolled out across the Council.		✓	
Recruitment Process incl. Starters	If the process is not robust, fit for purpose and complied with, inappropriate persons may be employed.	✓		
Leavers Process	With the move to a Virtual Desktop Infrastructure (VDI), if staff leave and are not removed from the system, they may be able to continue to access Council systems, email etc. after they have left.		✓	
Budgetary Control	Budgets may not be controlled and monitored leading to service overspends.			✓
Medium Term Financial Strategy	The Council may not achieve their reported savings resulting in budget overspends.	✓		
Corporate Purchase Cards	The use of Purchase Cards could result in staff ordering and paying for goods that are not appropriate resulting in a financial loss to the Council.	✓		
Safeguarding	If the proper checks are not carried out, inappropriate persons may be employed resulting in an increased risk to vulnerable individuals and families.	✓		
Business Continuity	The Council may not be able to provide key/critical front line services in the event of an emergency or serious disruption.		✓	
Health & Safety	Inadequate health and safety policies and procedures could result in an increase in incidents and accidents.		✓	
Passenger Transport (including education)	Failure to adhere to the new policies and procedures could result in non-statutory services being provided and see costs escalating above the statutory minimum.			✓

Auditable Area	Risks	2015/2016	2016/2017	2017/2018
Traded Services	The Council may not follow correct procedures resulting in loss of income.		✓	
South East Local Enterprise Partnership	Poor management and monitoring of projects could result in the loss of opportunities and reputation for the Council.	✓		
Public Services (Social Value) Act	The Council fail to take into account the wider social, economic and environmental benefits to the local area when procuring services so may not obtain best value.		✓	
No Recourse to Public Funds	Failure to correctly assess, manage and monitor funds paid to families with no recourse to public funds could result in payments being made to persons who do not qualify.	✓		
Change Control Process (Serco)	If there is not a formal, open process to action change controls with the strategic partner, the Council could incur additional charges which may not be due or merited.	✓		
Children's Services				
Fostering	Inappropriate persons may be allowed to act as foster parents.	✓		
Adoption (incl. Special Guardianship and Adoption Allowances)	Children may not be appropriately placed with adoptive parents who have been through a robust adoption process.	✓		
Asset Management – Children's Services	The revised asset management arrangements may not lead to on-going improvements in the quality of educational facilities.			✓
Cyclical School Visit Programme	The operational and financial management arrangements in Secondary and Primary Schools may be inadequate increasing the risk of impropriety.	✓	✓	✓
Children's Centres	The resources of Children's Centres may not be targeted at the most vulnerable families resulting in a poor use of resources.	✓		
Cyclical visits to Nursery Schools	Failure to manage the budget and control debt could result in overspends and impact on service provision.		✓	
Pupil Referral Unit	Failure to manage the budget and control debt could result in overspends and impact on service provision.		✓	
Personal Budgets	Failure to monitor care packages effectively could result in care being paid for that is not required, or, care not being provided to meet the needs of the client.		✓	
Children's Direct Payments	Failure to correctly assess clients and monitor expenditure could result in inappropriate or improper use of the funds.	✓		
School Improvement Function	The local authority may not provide appropriate or adequate data, or broker quality services for	✓		

Auditable Area	Risks	2015/2016	2016/2017	2017/2018
	schools to enable the school led school improvement model to be successful.			
Educational Visits	Staff taking young adults on educational visits may not be properly trained or checked and there may not be appropriate risk assessments carried out for each trip to minimise incidents.			✓
Looked After Children's Fund	Funds could be misappropriated if there are not strong controls around the management and monitoring of Looked After Children's Funds.		✓	
Virtual School for Looked After Children	The change of headteacher and external inspection process could result in non-compliance issues which need to be reviewed and addressed.		✓	
School Placed Planning	Without an effective co-ordinated strategy, the increasing population could result in a shortfall in school places and a failure by the Council to meet its statutory requirements.			✓
Academy Conversions	The Council could open itself up to legal challenge if the correct process is not followed when schools convert to become Academies.	✓		
Catering Provision in Schools	There may not be sufficient monitoring by the Council of the quality and provision of the service to schools including the provision of free meals to infant children and the repair and maintenance of kitchen equipment.			✓
Supervised Contact	Costs associated with supervised contact may continue to escalate due to the continued use of higher cost agency staff.	✓		
Troubled Families Programme	Funding claims may be rejected if there is insufficient evidence to support the services provided.	✓	✓	✓
Adolescent Social Work Team	Following restructuring of the service, it could become ineffective resulting in increased numbers of teenagers coming into care.	✓		
Early Offer of Help	The restructuring of the teams in Children's Services and increase in work through the multi-agency safeguarding hub (MASH) could result in resources being overly stretched resulting in lapsed controls.		✓	
School Condition Funding	Failure to monitor the funding received to maintain and improve school buildings may result in a lack of suitable places and funding not going to those schools in greatest need.	✓		
Procurement in Schools	Poor procurement practices may result in the school's not getting good quality services in a cost effective manner resulting in additional costs.	✓		

Auditable Area	Risks	2015/2016	2016/2017	2017/2018
Children's Care Packages for Children with Special Educational Needs and Disabilities	Poor planning, management and monitoring of care packages could result in vulnerable clients not getting the support they need, or, getting more support than they need.		✓	
Health & Safety in Schools	The Corporate Health & Safety team may not have the capacity to provide the service to schools resulting in an increase in incidents and accidents.		✓	
3 rd Sector Arrangements	Arrangements between the Council and the 3 rd (voluntary/ charity) sector may not result in VFM being achieved.			✓
Library Visits	The operational and financial management arrangements in Libraries may be inadequate which could result in poor budgetary control and misappropriation of funds.			✓
Adults, Health & Commissioning				
Devolved Decision Making	A lack of transparency and clarity around the process for agreeing care packages could result in poor decision making and inappropriate use of resources.		✓	
Asset Based Community Development	Residents may not maximise the opportunities to develop their communities and improve their quality of life.			✓
Better Care Funding	If projects fail to deliver and/or lessons are not learned, future projects may be at risk of repeating the same mistakes with the same outcomes.		✓	
Adult's Direct Payments	Failure to correctly assess clients and monitor expenditure could result in inappropriate or improper use of the funds.	✓		
Care Act	Changes to legislation may not be implemented in a timely and appropriate manner resulting in damage to the Council's reputation	✓	✓	
Extra Care Follow up	Poor controls around the payment of expenditure and collection of income for vulnerable adults may result in misappropriation of funds and financial loss to the clients.	✓		
Provider Services – Collection of Income	Poor controls around cash handling could result in misappropriation of funds and financial loss to the Council.		✓	✓
Out of Area Sexual Health	If invoices do not provide sufficient detail of the services purchased, payments may be made for services that have not been supplied.	✓		
Primary Care Contracts – Sexual Health	If performance is not monitored and checked, clients may not get the level of service they are entitled to under the primary care contracts for sexual health.		✓	

Auditable Area	Risks	2015/2016	2016/2017	2017/2018
Financial Top-ups	If appropriate and robust checking processes are not in place, funds may be allocated to persons not entitled to them.	✓		
Adult Care Packages	Poor planning, management and monitoring of care packages could result in vulnerable clients not getting the support they need, or, getting more support than they need.		✓	
Chief Executive's Office (incl. Corporate Finance)				
Insurance	There could be an increase in claims due to ineffective monitoring and use of resources.		✓	
Thurrock Registrar's Office	The Council may not comply with new legislation resulting in increased external scrutiny by the Cabinet Office.			✓
Risk Management	Failure to identify risk as part of the business planning cycle could lead to failure of the plans and reputational damage to the Council.	✓	✓	✓
VAT	The Council may not be complying with relevant VAT legislation resulting in potential fines or penalties.		✓	
Members Allowances	Allowances may not be claimed or paid in accordance with the decision of the independent panel.			✓
Core Protection and Appointee Team	Poor management and lack of controls could result in the assets of adults deemed to be financially incompetent under the Mental Capacity Act being misappropriated.	✓		
Register of Interests, Gifts & Hospitality	Non-compliance with the Constitution and Code of Conduct may open the Council up to accusations of impropriety.	✓		
Environment				
Community Safety	Non-compliance with section 17 of the Crime and Disorder Act relating to the Council's duty to consider crime and disorder implications may leave them open to legal challenge.	✓		
Cyclical reviews of licensing arrangements	Licences may be issued to persons who do not meet or satisfy statutory requirements		✓	
Street Services	The street cleaning service may not be improving leading to dissatisfaction among residents and damage to the Council's reputation.	✓		
Emergency Planning	The Council may not be able to react appropriately in the event of a disaster.		✓	
Environmental Health (Pollution Control)	Poor environmental health processes could fail to identify and/or prevent pollution resulting in potential financial and reputational loss to the Council.			✓

Auditable Area	Risks	2015/2016	2016/2017	2017/2018
Trading Standards	Non-compliance with statutory requirements in respect of Trading Standards might result in dissatisfaction amongst local residents.		✓	
Chief Executive's Delivery Unit				
Community Hubs	Failure to locate and site the hubs in areas where they provide the most benefit to the community could result in a lost opportunity to provide a central point of contact and assist local residents.			✓
Purfleet Regeneration Project	Failure to manage the project effectively could result in the Council failing to deliver on time and within budget which could have financial and reputational consequences.		✓	
Asset Management – Disposals & Acquisitions	Disposals and acquisitions may not be effectively managed resulting in loss of opportunities, funding and reputation.	✓		
Council Vision & Priorities	The Council may not be meeting their targets identified within their Vision & Priorities.	✓		
Housing				
Housing Allocations	Policies and procedures may not be followed which could lead to complaints about equality and the fairness around the assessment process and allocation of Council properties.		✓	
Gas Safety Inspections	Council properties may not be inspected in accordance with legislation and/or policy.		✓	
Electrical Safety Inspections	Council properties may not be inspected in accordance with legislation and/or policy.		✓	
Disabled Facilities Grants	Grants may not be used in accordance with grant requirements.			✓
Homelessness	New arrangements and changes to legislation mean that the Council might not be able to discharge its duties in respect of homelessness.			✓
Leaseholder Charges	Charges made to leaseholders for services provided may not be reasonable or in line with guidance.			✓
Housing Investment Programme	Contracts around repairs and maintenance, planned maintenance and Transforming Homes may not be managed resulting in residents not having quality housing available to them.	✓		
Procurement – spend under £75K	Controls over smaller procurement spend may not be as robust as on larger contracts resulting in poor value for money.	✓		
Procurement – Extensions to contracts	Value for money may not be achieved if contracts are continually extended. The Council may also not be compliant with relevant legislation or its own Constitution.		✓	
Shop Premises	Arrangements' around the management of shop premises may not be robust leading to loss of		✓	

Auditable Area	Risks	2015/2016	2016/2017	2017/2018
	income to the Council.			
Garages	Arrangements' around the management of garages may not be robust leading to loss of income to the Council.			✓
Gloriana Thurrock Ltd	Poor corporate governance, decision making and monitoring arrangements may result in Gloriana Thurrock Ltd, the Council's wholly owned housing company, not meeting their targets for new housing.	✓	✓	✓
Planning & Transportation				
Car Parking Service	Follow-up of the recommendations resulting from the in service review by an independent consultant.	✓		
Highways and Environment Service	Follow-up of the recommendations resulting from the in service review by an independent consultant.	✓		
Bridge Maintenance	Ineffective Bridge Maintenance may result in expensive unplanned costs being incurred.	✓		
Building Control	The Building Control Service may not maintain a competitive place in the market and might not provide value for money.		✓	
IT Audit				
IT Business Continuity & Disaster Recovery	Key IT systems may not be able to be recovered in a timely manner in the event of a disaster resulting in the loss of key services, particularly around the young and vulnerable.			✓
Work to be agreed as part of Audit Needs Assessment process.	TBA	✓	✓	✓

Auditable Area	Outline Scope	2015/2016	2016/2017	2017/2018
Core assurance. Including areas where external audit will place reliance on our work				
Main Accounting & Budgetary Control	External audit want to be able to place reliance on testing undertaken by internal audit.	✓	✓	✓
Cash & Banking		✓	✓	✓
Accounts Payable		✓	✓	✓
Accounts Receivable		✓	✓	✓
Council Tax		✓	✓	✓
National Non Domestic Rates		✓	✓	✓
Housing Benefits		✓	✓	✓
Treasury Management			✓	✓
Adult Social Care Expenditure		✓	✓	✓

Auditable Area	Outline Scope	2015/2016	2016/2017	2017/2018
Adult Social Care Income		✓	✓	✓
Payroll		✓	✓	✓
Housing Rents		✓	✓	✓
Asset Register			✓	
Other Internal Audit Activity				
National Fraud Initiative	To act as main contact point for the NFI exercise, provide guidance to departments and liaise with Audit Commission.	✓	✓	✓
Follow up	To meet internal auditing standards, and provide assurance on action taken to address recommendations previously agreed by management.	✓	✓	✓
Contingency	To allow additional reviews to be undertaken in agreement with the Standards & Audit Committee or management based in changes in risk profile or assurance needs as they arise during the year.	✓	✓	✓
Management	This will include: <ul style="list-style-type: none"> • Annual planning. • Preparation for, and attendance at, Standards & Audit Committee. • Regular liaison and progress updates. • Liaison with external audit and other assurance providers. • Preparation of the annual opinion. • Attendance at Directorate Management Team, Leadership Group, Home Counties Chief Internal Auditors Group, London Audit Group and Essex Audit & Counter Fraud Group meetings. • Preparation of the Annual Governance Statement. 	✓	✓	✓

Appendix C: Internal Audit Plan 2015/2016

Auditable Area	Rationale for Internal Audit Coverage	Audit Approach	Proposed Timing	Proposed Audit Committee
Internal Audit plan 2015/2016				
Corporate/Thematic Reviews				
Performance Management (Data Quality)	Sample testing of key performance indicators taken from the balanced scorecard, both national and local to verify accuracy of data.	Advisory	Ongoing	
Contract Procedures	Procurement of contracts is in compliance with legislation and the Council's Constitution. The awarding of contracts is backed up by appropriate documentation and evidence.	Assurance	May/Jun	Sept
Recruitment Process incl. Starters	A start to finish review of the process of recruiting staff from the business case stage through to offer of appointment.	Assurance	TBA	
Medium Term Financial Strategy	To ensure the Council's MTFS reflects the current financial position, is achieving the reported savings, is monitored and is reported to members on a regular basis.	Assurance	TBA	
Corporate Purchase Cards	Review of a sample of users of corporate purchase cards to determine that they are being used appropriately and in line with the relevant policy and Council Constitution.	Compliance	TBA	
Safeguarding	To ensure there are robust checking processes in place when recruiting into roles involving interaction with vulnerable adults or children.	Assurance	TBA	
South East Local Enterprise Partnership (SELEP)	To ensure the governance, monitoring and reporting arrangements are robust around a sample of projects being funded through the SELEP.	Assurance	TBA	
No Recourse to Public Funds	Review of the process for assessing entitlement and allocating funds to persons who appear to be in need but have no access to the benefits system.	Assurance	TBA	
Change Control Process (Serco)	Review of the evidence provided by Serco to substantiate the additional charges made, over and above the contractual payments, for additional services requested.	Assurance	May	Sept
Children's Services				
Fostering	To review that there are appropriate controls around the appointment of foster carers and payments are appropriate.	Assurance	June	Sept
Adoption (incl. Special Guardianship and Adoption Allowances)	To follow-up on the recommendations of the 2014/15 report.	Follow up	TBA	

Auditable Area	Rationale for Internal Audit Coverage	Audit Approach	Proposed Timing	Proposed Audit Committee
Cyclical School Visit Programme	Cyclical school visits programme to review financial management arrangements.	System	Apr/Aug	Sept
Children's Centres	To carry out cyclical reviews of Children's Centres and ensure there are processes in place to monitor service provision and ensure the Council is obtaining value for money.	System	Jun/Jul	Sept
Children's Direct Payments	To review the assessment, monitoring and reporting processes to ensure payment are only being used for appropriate expenditure and outcomes are being achieved.	Assurance	May	Sept
School Improvement Function	To review the data collected by the Schools Standards and Progress Board and determine how this is being used to provide quality services in school led improvements.	Assurance	TBA	
Academy Conversions	Review to determine that the Council are getting the correct legal and spend information prior to schools becoming academies.	Assurance	TBA	
Supervised Contact	To review the Council's arrangements around supervised contact due to increasing costs of employing high cost agency staff.	Assurance	TBA	
Troubled Families Programme	On-going checking of a sample of claims to determine if evidence is sufficient to confirm claim.	Advisory	TBA	
Adolescent Social Work Team	Following restructure, management requested a review to ensure the service is operating effectively and outputs are resulting in a reduction in teenagers coming into care.	Assurance	TBA	
School Condition Funding	Review a sample of school's awarded funding to determine the governance, monitoring and reporting mechanisms.	Assurance	TBA	
Procurement in Schools	Thematic review across a sample of schools to determine procurement arrangements and compliance with Council and School's regulations.	System	TBA	
Adults, Health & Commissioning				
Adult's Direct Payments	To review the assessment, monitoring and reporting processes to ensure payment are only being used for appropriate expenditure and outcomes are being achieved.	Assurance	Jun/Jul	Sept
Care Act	Audit scope to be determined following discussions with relevant senior management.	Assurance	TBA	
Extra Care Follow up	Follow-up of compliance with new procedures following last years' review and the issuing of a red report.	Follow up	TBA	
Out of Area Sexual Health	To review a sample of invoices to determine that the description of the service provided is detailed enough to agree the costs.	Assurance	TBA	

Auditable Area	Rationale for Internal Audit Coverage	Audit Approach	Proposed Timing	Proposed Audit Committee
Financial Top-ups	Payments made to clients outside of the care account have been properly assessed, authorised and are monitored.	Assurance	TBA	
Chief Executive's Office (incl. Corporate Finance)				
Risk Management	A maturity review to consider the approach to risk appetite and identifying controls and assurances on key risks.	Advisory	TBA	
Core Protection and Appointee Team	Review to determine the arrangements for the safeguarding of cash and belongings for persons deemed to be financially incapable under the Mental Capacity Act 2005.	Assurance	Sept/Oct	Dec
Register of Gifts, Interests & Hospitality	Review to confirm that Officers and members register interests, gifts and hospitality as required by Council procedures and codes of conduct.	System	TBA	
Environment				
Community Safety	The Council complies with relevant legislation and discharges its responsibilities under section 17 of the Crime and Disorder Act relating to the duty to consider crime and disorder implications the Act.	Assurance	TBA	
Street Services	Following the restructure of the service, a review to ensure that there are appropriate policies and procedures, street cleaning performance indicators have been developed and are monitored and there are action plans in place to address issues.	Assurance	TBA	
Chief Executive's Delivery Unit				
Council Vision & Priorities	Review the Council Vision & Priorities and obtain evidence to determine performance, monitoring and reporting arrangements.	Assurance	TBA	
Asset Management – Disposals & Acquisitions	Review a sample of acquisitions and disposals to ensure that procedures are being followed and there are appropriate governance and reporting arrangements in place.	Assurance	TBA	
Housing				
Housing Investment Programme	Review the governance and financial monitoring and reporting arrangements around the repairs and maintenance, planned maintenance and the Transforming Homes programmes.	Assurance	TBA	
Procurement – Spend under £75K	Analyse procurement spend under £75K to determine if the Council's Constitution and relevant purchasing rules have been complied with including seeking value for money.	Compliance	TBA	
Gloriana Thurrock Ltd	At the request of the Standards & Audit Committee, a review to determine the	Assurance	TBA	

Auditable Area	Rationale for Internal Audit Coverage	Audit Approach	Proposed Timing	Proposed Audit Committee
	robustness of the corporate governance, decision making and monitoring processes around the Council's newly formed, wholly owned housing company.			
Planning & Transportation				
Bridge Maintenance Inspections Follow up	Follow up review on inspection regime to ensure recommendations made in red report issued in 2014/15 have been actioned or are in progress.	Follow up	TBA	
Car Parking Service	Follow up of the in-service review to determine implementation status of recommendations as requested by senior management.	Follow up	TBA	
Highways and Environment Service	Follow up of the in-service review to determine implementation status of recommendations as requested by senior management.	Follow up	TBA	
IT Audit				
Other work TBA following audit needs assessment.	TBA	Assurance	TBA	

Auditable Area	Rationale for Internal Audit Coverage	Audit Approach	Proposed Timing	Proposed Audit Committee
Core assurance				
Oracle – General Ledger	<ul style="list-style-type: none"> • Reconciliation • Journals • Access arrangements 	System	TBA	
Cash and Banking	<ul style="list-style-type: none"> • Policies and Procedures • Banking arrangements • Cash Reconciliation • Authorisation process • Monthly bank reconciliations • Exceptions 	System	TBA	
Accounts Payable	<ul style="list-style-type: none"> • Ordering & authorisation • Invoice matching • Separation of duties • Payment processing • BACS transfers • Reconciliation 	System	TBA	
Accounts Receivable	<ul style="list-style-type: none"> • Processes and procedures • Reconciliation • Write-offs • Recovery • Analysis 	System	TBA	
Council Tax	<ul style="list-style-type: none"> • Processes and procedures • Reconciliation 	System	TBA	
National Non Domestic Rates	<ul style="list-style-type: none"> • Processes and procedures • Reconciliation 	System	TBA	
Housing Benefits	<ul style="list-style-type: none"> • Processes and procedures • Processing of forms • Entitlement checks • Reconciliation • Year-end balancing 	System	Jun/Jul	Sept
Treasury Management	<ul style="list-style-type: none"> • Payment runs • Reconciliation 	System	TBA	
Payroll	<ul style="list-style-type: none"> • Starters/Leavers • Authorisation • System access • Amendments • Exception reporting • Reconciliation • Suspense accounts 	System	TBA	
Adult Social Care Expenditure	<ul style="list-style-type: none"> • Policies and Procedures • Ordering and Authorisation process • Monthly reconciliations • Exceptions 	System	TBA	

Auditable Area	Rationale for Internal Audit Coverage	Audit Approach	Proposed Timing	Proposed Audit Committee
Adult Social Care Income	<ul style="list-style-type: none"> • Policies and Procedures • Authorisation process • Write Offs • Recovery • Monthly reconciliations 	System	TBA	
Housing Rents	<ul style="list-style-type: none"> • Tenant checks • System access controls • Reconciliation • Calculations of payments 	System	TBA	

Auditable Area	Rationale for Internal Audit Coverage	Audit Approach	Proposed Timing	Proposed Audit Committee
Other Internal Audit Activity				
National Fraud Initiative	To act as main contact point and ensure departments are following up on any matches identified as part of NFI exercise. Also, provide guidance to departments and liaise with Audit Commission.	N/A	As required	As used
Contingency	To allow additional reviews to be undertaken in agreement with the Standards & Audit Committee or management based in changes in risk profile or assurance needs as they arise during the year.	N/A	As required	As used
Follow up	To meet internal auditing standards, and to provide assurance on action taken to address recommendations previously agreed by management.	Follow up	Ongoing	Delivered as per Standards & Audit Committee work plans
Management	This will include: <ul style="list-style-type: none"> • Annual planning. • Preparation for, and attendance at, Standards & Audit Committee. • Regular liaison and progress updates. • Liaison with external audit and other assurance providers. • Preparation of the Head of Internal Audit's Annual Report. • Attendance at Directorate Management Team, Leadership Group, Home Counties Chief Internal Auditors Group, London Audit Group and Essex Audit & Counter Fraud Group meetings. • Preparation of the Annual Governance Statement 	N/A	Ongoing	As used