Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	e) Accounting for income received, f) Write offs, and g) Debtors control account reconciliations.	
Creditors	Following a Year 2 CRSA approach, SIAS will be returning to a full audit in 2015/16 for Creditors. Areas of coverage may include: a) Policies and procedures, b) Raising of supplier accounts, c) Ordering of goods, works and services, d) Receipt of goods, works and services, e) Payment of suppliers' invoices, f) Credit notes and refunds, g) Creditors control accounts.	10
Treasury Management	Following a Year 2 CRSA approach, SIAS will be returning to a full audit in 2015/16 for Treasury Management. Areas of coverage may include: a) Treasury Management Practices, Policies and Procedures, b) Reporting Arrangements, c) Service Continuity and Training, d) Cash Flow Management, e) Counter-Party Risk, f) Transactions, g) On-line Banking and Investments, h) Capital and Interest Payments, i) Reconciliations, j) Performance Monitoring, and k) External Service Providers	8

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
Payroll	SIAS will be conducting a CRSA Year 1 approach for Payroll, following a full audit in 2015/16. Areas of coverage may include: a) Systems Access, b) Policies and Procedures, c) Service Continuity, d) Statutory and Super-Annuation Parameters, e) Starters and Leavers, f) Contract Variations, g) Additional Payments, Overtime and Expenses (coverage dependent on scope of operational audits below), h) Pay Run, i) PAYE Real Time Information, j) Recovery of Overpayments, and k) Payroll Records (Data Protection / Security).	8
Council Tax	SIAS will be conducting a full assurance audit on the Council Tax system to confirm implementation of previous audit recommendations and that existing controls are operating effectively. Areas of coverage may include: a) Policies, Procedures and Legislation, b) Amendment to Council Tax records, c) Discounts and Exemptions, d) In-year Billing, e) Collection and Refunds, f) Recovery, Enforcement and Write Offs, g) Reconciliation between Council Tax system and General Ledger, h) Performance monitoring and Performance, and i) System access	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
Business Rates (NDR)	SIAS will be conducting a full assurance audit on the Business Rates system to confirm implementation of previous audit recommendations and that existing controls are operating effectively. Areas of coverage may include: a) Policies, procedures and regulatory compliance, b) Reconciliation between NDR system and Valuation lists, c) Multiplier setting, d) Voids and reliefs, e) In-year Billing, f) Collection and refunds, g) Recovery, enforcement and write offs, h) Reconciliation between NDR system and general ledger, i) Performance monitoring and management, and j) System access.	10
Housing Benefits	SIAS will be conducting a full assurance audit on the Housing Benefits system to confirm implementation of previous audit recommendations and that existing controls are operating effectively. Areas of coverage may include: a) Policies, procedures and set-up of standing data, b) Assessments and backdating, c) Payments, d) Recovery of Overpayments, e) Reconciliations, f) Performance Monitoring, and g) Security of Data.	12
Cash and Banking	SIAS will be conducting a full assurance audit on Cash and Banking to confirm	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	implementation of previous audit recommendations and that existing controls are operating effectively. Areas of coverage may include: a) Security of cash and cheques received into departments and through the kiosk, b) Processing of cash and cheque payments, c) Collection and banking of kiosk income, and d) Bank Reconciliations.	
Housing Rents	SIAS will be conducting a full assurance audit on Housing Rents to confirm implementation of previous audit recommendations and that existing controls are operating effectively. Areas of coverage may include: a) Procedures and processes of all stages of rent setting, rent collection and arrears management, b) Annual rent setting, input into the Housing Management System and communication with tenants, c) Tenancy status, collection of rent, including refunds, and reconciliation to the general ledger account, and d) Management of rent arrears, action taken, including write offs (current and former tenants) and evictions e) Housing rents suspense account f) Rent refunds	10
OPERATIONAL AUDITS		
Overtime	The purpose of this audit is to ensure that:	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	a) The working of overtime and the resulting payments for it accord with corporate policies, and b) There is sound management control over the working of overtime to ensure that it is worked only where necessary and appropriate. Audit coverage may include: a) Policy and procedures – including planned and unplanned overtime, b) Business case for overtime working - management can demonstrate sound business reasons for overtime working, e.g. that the reasons for the need for it are clearly understood, it is the most cost effective solution identified, it is not used as a long term solution to workload pressures (unless alternatives have been examined, found to be less workable and the situation is kept under review), c) Budgetary control and expenditure monitoring – there is adequate monitoring of the level of overtime worked and corresponding costs at the appropriate business unit level, d) Ensure that the Working Time Regulations are complied with, and e) Monitoring of unpaid overtime, i.e. hours worked over and above contractual hours for which no remuneration is received.	
Agency Staff	Audit coverage may include ensuring that: a) Managers observe the agreed authorisation and other procedures for engaging agency temps, b) Managers consider possible alternative arrangements to determine that engagement of an agency temp is the most cost effective option available, c) Managers monitor the number and type of agency temp appointments (and the corresponding cost of these) and keep them under review to ensure that they are necessary to meet business needs, d) The timesheets submitted by agency temps are subject to appropriate checks and	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	authorisation prior to payment, and e) Agency contract is effectively monitored and delivering the expected benefits.	
Asbestos Management	The purpose of the audit is to ensure that employees, contractors and visitors to Council premises do not disturb Asbestos Containing Materials (ACMs) and are safe from potential exposure. The audit is intended to cover the following a) Asbestos Management Plan, b) Responsible persons, c) Asbestos Survey / Register, d) Labelling and colour coding of ACMs, e) Programme of regular inspection / re -inspection by a qualified company / person, f) Remediation of ACMs requiring removal, monitoring or other action, g) Protocols for management of contractors / building activities, and h) Provision of advice, guidance and training to relevant employees.	10
Data Protection	The Information Commissioner has continued to levy some large penalties / fines on public sector organisations for data protection breaches, and it is vital that we respect the privacy of personal data that we hold and ensure its security from error, misuse and fraud. Audit coverage may include the following: a) Data Protection Policy and Procedures - in place, embedded and are publicised to all staff. b) Responsibility - has been assigned to a senior officer. c) Training - has been provided at an appropriate level and information is available to all officers and members. d) Registration of data with Information Commissioner's Office (ICO). e) Request for data – to ensure that systems are in place for identifying and dealing with	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	requests that ensure consistency and compliance. f) Monitoring - procedures are in place to monitor the implementation of the Data Protection Act. g) Sharing data with other organisations – to ensure that the Council complies with the Act and has appropriate data sharing protocols.	
Information / Data Management	Linked to the Data Protection audit above is Information / Data Management. Audit coverage may include the following: a) Framework and procedures, b) Data quality and transparency, c) Storage, d) Media library management, e) Retention and disposal, f) Back up and restoration, g) Security requirements, and h) Monitoring.	10
Trade / Clinical Waste (incl. Large Item Collection)	Audit coverage may include the following: a) Compliance with policies and procedures, b) Management, administration and record keeping, c) Income collection, recording, monitoring, and d) Correct application and checking of concessions for large item collections.	10
Recruitment	The vast majority of Council employees are honest. However, the importance of verifying the identity, qualifications, employment and, where appropriate, criminal history of those already employed or applying for posts has been shown to be a key defence against	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	fraud. There are also clear risks associated with allowing someone with false or overstated references to carry out tasks for which they are not qualified. People wishing to gain employment in order to exploit opportunities for criminal purposes have used weaknesses in recruitment processes to gain access to Councils and have then gone on to perpetrate other frauds. While the audit may focus on the authorisation process, job descriptions and person specifications, advertising, short-listing and interviews and selection and appointment, the conduct of pre-employment checks will form the primary area of review, including an examination of the mechanisms in place to ensure all permanent employees recruited to the Council are subject to appropriate pre-employment and vetting checks.	
Right to Buy	In 2012, the government relaxed the qualifying rules and raised the discount threshold for Right to Buy (RTB) in relation to Council homes. This encouraged greater opportunity for council house tenants to own their own home. There were a number of unintended consequences of these changes. The significant sums involved, and the continued increase in property values, has made RTB discount fraud highly attractive to fraudsters. Audit coverage may include the following: a) Right to Buy Applications – to ensure that all applications are completed, validated properly, checked and approved by a Senior Officer and processed in a timely manner. b) Property Sales (Discounts and Repayments) - Financial monitoring, valuation of properties and repayment of discounts. c) Regulatory Compliance and Governance Arrangements - to ensure right to buy applications are processed in compliance with legislation, internal procedures are clearly defined and governance arrangements are sound and include authorisation, checking and anti-fraud review.	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	d) Performance Monitoring - Management data is collected and reported.	
Housing Allocations Scheme	Following recent updates to the Council's Housing Allocation Scheme, an audit of Housing Allocations is proposed to cover the following: a) Policies & Procedures – There is an up-to-date Housing Register and Allocations Policy in place. There are procedure notes for the allocation of points and nominations and there are set criteria for short listing Choice Based Lettings bids. b) System Access and Security – online applications are issued with a unique reference number and a password set by the applicant. Passwords require periodic change. Access rights and Super Users are only set up by the Housing Options Manager or the Housing Needs Manager. c) Housing Applications - Applications are completed in full and supported with evidence that is appropriately filed. Applications are assessed by an appropriately qualified officer and points allocated are consistently applied. There is clear correspondence with applicants informing them of their housing register points and bidding number. d) Choice Based Lettings - Lettings published are checked for accuracy before publication. Bids received are consistently assessed and clearly ranked in priority order. Let properties are accurately and appropriately recorded. There are regular reviews of amended and deleted bids. As appropriate in each assurance area, the audit will review the use of the Housing Allocations System.	15

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
Refugee Resettlement Programme	The Council and its supporting partners have confirmed their willingness to support the resettlement of Syrian refugees. SBC has stated that it can accommodate 20 individuals over the duration of the current Parliament. Proposed assurance areas include: a) Communication Plan - The plight of the Syrian refugees has a high public profile and it is therefore important that a clear communication plan is in place. b) Partnership Working - The Council continue close working with its partners in order to ensure a robust infrastructure is in place to support the arrival and continued integration of the Syrian refugee families within the local community. c) Council Working Groups – The Council establish working group(s) made up of relevant officers to meet regularly with partner agencies to help support the integration process. d) Private Sector Accommodation – With pressures of demand on the Council's own general needs stock, the private rented sector is the most viable route in relation to meeting the physical housing needs of refugees.	5
Concessions	The Council offers concessions on a range of services such as allotments, room hire, pest control and waste disposal. The estimated reduction in income to the Council resulting from the granting of concessions is over £200K. This audit will seek to give assurance that the process for granting concessions, including the evidence obtained to support the charge reduction, is well controlled.	9
Benchmarking Medium Term Financial Strategy	This project will involve the conduct of a benchmarking exercise between the Medium Term Financial Strategies of our various local authority partners for consistency of approach, as well as key similarities and differences. Of particular interest will be the	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	approach to Efficiency Plans in order to qualify for the four-year financial settlements from April.	
Officers Expenses (incl. Standby Payments)	Audit coverage may include the following: a) Approval and Communication of Expense Rates – to ensure that expense rates are formally reviewed, approved and communicated to all officers. b) Policy and Guidance Framework - to ensure that adequate guidance exists governing eligibility and appropriateness of claims. c) Authorisation and Appropriateness of Expense Claim Forms – to ensure expense claims are appropriate (made in respect of Council Business and in accordance with the Council scheme), checked and authorised appropriately. d) Payroll and expense data / management information for expense claims.	5
Corporate Credit Cards	Audit coverage may include the following: a) Policy and procedure framework – to ensure that there are policies for corporate credit cards and procedures governing their use, b) Procurement card and credit card transactions – to ensure that transactions are reasonable, appropriate and in compliance with Council policy, c) Administration – to ensure that adequate arrangements exist governing leavers, user agreements and expenditure levels etc. for credit cards, d) Accounting Arrangements – to ensure that a complete audit trail exists through the accountancy system to support the credit card purchase of goods and services.	10
Tree Surveys	Around Hertfordshire, there have been several high profile cases of death, injury or near misses from fallen trees, as well as property damage resulting in insurance claims. A coroner's report ruled 'accidental death' in one such case, but it was also noted that there	5

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	had been no inspection of the tree (since departmental responsibility for the land and trees thereon had not been established). As a result, this audit is intended to cover the following: a) There are systems and procedures in place to ensure that all land for which the Council is responsible (on which trees stand) has been identified and recorded, b) There are programmes of 'inspection and assessment' in place for all land / sites on which trees stand (and that appropriate risk criteria are applied to prioritise this) c) There are systems and procedures to ensure that if safety or other significant tree maintenance needs are identified by a programmed survey (or otherwise) that the necessary works are carried out on a timely basis d) Tree management undertaken by various departments / sections is coordinated both to avoid potential gaps or overlap and to achieve efficient use of resources e) Suitable policies, procedures and plans are in place for the management of trees across the Council to achieve the preceding factors.	
Freedom of Information	Audit coverage may include the following: a) Existence of appropriate policies, procedures and responsibilities to govern the recording, processing and response to FOI requests. b) Recording of and responding to FOI requests (including exemptions, charges and appeals) in compliance with FOI legislation and the Councils agreed policies and procedures. c) Training and awareness of roles and responsibilities in relation to FOI and adequate succession planning.	6
Managing Use of Council Vehicles	Audit coverage may include the following: a) Existence of appropriate policies and procedures that govern use of Council vehicles	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	(including personal / private use), b) Signed declarations on duties / responsibilities of personal use of Council vehicles, c) License checks (and appropriateness of license for type of vehicle being used), d) Fuel usage, e) Adequacy of insurance, f) Business considerations and tax implications (if any), g) Driver training and accident management, and h) Use of vehicle trackers, monitoring of tracker data and vehicle condition inspections.	
Statutory Compliance (BMO)	The audit coverage will include identification by the service of all statutory obligations for which they have responsibility, existence of up to date policies and procedures for each statutory obligation and provision of a service that meets the requirements of the relevant legislation. There may be a deep dive on one statutory obligation as agreed with relevant officers.	10
PROCUREMENT, CONTRACT MANAGEMENT AND PROJECT MANAGEMENT		
Contract Payments	Audit coverage of a selection of contracts will look to ensure that: a) Indexation clauses are not only clear, but correctly applied at the appropriate rate; also that the correct index (RPI / CPI) is applied, b) Invoices are checked prior to payment against the agreed / latest schedule of rates or other agreed pricing schedule. Failure to do so may lead to under or overpayment. c) Where profit sharing arrangements from local authority assets exist with partners, which have not resulted in the anticipated levels of income, there is adequate monitoring of performance and financial data, availability and transparency of data and an understanding or challenge of the accounting arrangements put in place by	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	the partner concerned, and d) There are checks of the financial viability of contractors as part of contract monitoring procedures. Contractors can go into administration, and does the Council have resilience and service continuity arrangements should this occur?	
Use of Consultants	Consultants have traditionally not been procured with the same degree of rigour as contractors or subject to the same level of monitoring and scrutiny. The audit coverage is anticipated to cover the following: a) Appointment of Consultants - Consultants are selected, appointed and utilised as per Contract Procedure Rules. The terms and conditions of each appointment are confirmed via a formal written agreement. b) Monitoring of Consultants Performance - Performance measures and delivery objectives are set as per the agreed contract and performance is reviewed on a regular basis. (The level of monitoring should be proportionate to the value, time and significance of the consultancy agreement.) c) Value for Money - Cost effectiveness of using the consultant is reviewed regularly. d) Payments to Consultants - Payments are made in line with the agreed rate and adequate checks are made to ensure accuracy of the invoices received.	10
JOINT REVIEWS		
Joint Reviews	The following audits have been proposed to the SIAS Board for consideration as joint reviews across the SIAS partners. a) Aspects of Budgetary Control b) Delivery of the 'Prevent' Agenda	5

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	c) Trading d) Digital by Design A maximum of five days per audit undertaken is anticipated, up to a total of 20 days.	
SHARED LEARNING		
Shared Learning	Shared Learning Newsletters and Summary Themed Reports – 2 days Audit Committee Workshop – 1 day Joint Review –Benchmarking Workshop tbd – 2 days	5
COUNTER FRAUD		
Significant Counter Fraud Risks	A comprehensive review of all fraud risks relating to the authority and the systems in place to prevent and detect fraud. To be informed by publications from the European Institute for Combatting Corruption and Fraud (TEICCAF), including 'Protecting the English Public Purse'. This time relates to an initiative agreed by the Shared Anti-Fraud Service / SIAS Board to roll out a fraud awareness questionnaire to service managers as part of the audit process.	5
RISK MANAGEMENT, GOVERNANCE AND AD HOC ADVICE		
Risk Management	The audit will involve a high level review of strategic and operational risk management	6

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	arrangements, and whether risk management has been embedded in operational decision-making and activity. Any emerging issues will be considered as part of the audit planning process. This audit traditionally informs the Annual Governance Statement.	
Ad Hoc Advice	This planned time has been allocated to provide for ad hoc advice to management on matters, issues or queries relating to risk, control, governance and anti-fraud. Ad hoc advice is relevant to activities that typically take less than one day to complete, e.g. advice on new policies or strategies.	5
IT AUDITS		
Internet and E-mail Usage	The audit coverage may include the following: a) Completeness and currency of policies and procedures. b) Relevance and delivery of training and awareness material. c) Monitoring arrangements for the detection of inappropriate usage. d) Management of breaches.	8
Cyber Risk	To provide assurance over the robustness of measures in place to protect the Councils systems and data from unintended or unauthorised access, change or destruction. More specifically, the focus may include some, or all, of the following: a) Security Strategy *(Setting Direction)*, b) Security Governance and Control *(Creating a sound framework of control)*, c) Threat and Vulnerability Management *(Managing Exposure)*, d) Architecture network security and identity *(Building secure systems and Infrastructure)*,	8

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	e) Incident response and forensic investigation *(Managing Incidents),* f) Mobile Network and Device Security *(Deep dive),*and g) Business Continuity Management *(Building in resilience).*	
CONTINGENCY		
Contingency	To provide for adequate response to risks emerging during the course of the financial year.	10
FOLLOW UP AUDITS		
	N/A in 2016/17 – no follow up audits planned.	
STRATEGIC SUPPORT AND CONTINGENCY		
Head of Internal Audit Opinion 2015/16	To prepare and agree the Head of Internal Audit Opinion for 2015/16.	5
Audit Committee	To provide services linked to the preparation and agreement of Audit Committee reports, meeting with the Audit Committee Chair prior to each Audit Committee (as required) and	10

Audit	Proposed Outline Scope / Reason for Inclusion	Proposed Days
	presentation of reports / participation at Audit Committee.	
Client Liaison	This involves meetings and updates with the Council's Audit Champion and other key officers.	8
Liaison with External Audit	To meet the external auditors and providing information as they require.	2
Monitoring	To produce and monitor performance and billing information, work allocation and scheduling.	12
SIAS Development	Included to reflect the Council's contribution to developing the partnership.	5
2017/18 Audit Planning	To provide services in relation to preparation and agreement of the 2017/18 Audit Plan.	5
15/16 projects requiring completion	Additional time, if required for the completion of 15/16 audit work carried forward into the 16/17 year.	10

Apr	May	Jun	July	Aug	Sept
Trade / Clinical Waste (incl. Large Item Collections)	FOI	Data / Information Management	Officers Expenses	Contract Payments	Concessions
Benchmarking MTFS	Data Protection	Right to Buy	Agency Staff	Asbestos Management	Tree Surveys
Overtime	Corporate Credit Cards	Recruitment	Housing Allocations Scheme	Use of Consultants	Managing Personal Use of Council Vehicles
		Cyber Risk			

Oct	Nov	Dec	Jan	Feb	Mar
Benefits	Housing Rents	Treasury Management	Cash and Banking	Refugee Resettlement Scheme	Risk Management
Council Tax	Debtors	Main Accounting System	Payroll		
NDR (Business Rates)	Creditors		Internet and E-mail Usage		