

Non-Executive Report of the: Audit Committee 8 th November 2016	 TOWER HAMLETS
Report of: Zena Cooke - Corporate Director - Resources	Classification: Unrestricted
Revised Audit Plan 2016/17	

Originating Officer(s)	Minesh Jani and Bharat Mehta
Wards affected	All wards

1. SUMMARY

- 1.1. This report provides an update of audit activity planned for this financial year and reflects changes made to the original internal audit plan as a result of changing priorities of the authority within the resources available to perform audit work.

2. RECOMMENDATIONS

- 2.1 The Audit Committee is asked to note the changes proposed and to endorse the revised 2016/17 internal audit plan attached at Appendix 2.
- 2.2 The Audit Committee is asked to note the resourcing of the audit plan, as detailed at para. 4.1 of this report.

3. BACKGROUND

- 3.1 The original internal audit plan was prepared at the start of the current financial year and was presented to CMT and the Audit Committee for endorsement in March 2016. The internal audit plan was formulated using the governance model whereby four key areas were assessed for all operations of the Council and prioritised.
- 3.2 In line with the internal audit strategy, the plan has been refreshed and some changes made to the original annual audit plan. The reasons for this are as follows:
- Requests from officers to perform audits that were not originally planned;

- Requests from officers to increase the scope of audits which has resulted in higher allocation of audit days;
- Requests from Chief Officers to defer audits due to service restructuring, other external inspections and changes made to existing systems and the need to allow a period of bedding in;
- Make use of days provided in the original plan that had not been allocated to specific audits.
- To avoid duplication of work with either the external auditor or other assurance provider; and
- Additional commitment to unplanned work.

4. UPDATED INTERNAL AUDIT PLAN FOR 2016/17

4.1 Appendix 1 summarises audits that have been added to or deferred from the original internal audit plan. Audits listed in Appendix 1 which are proposed to be carried forward to 2017/18, could still be scheduled for 2016/17 if resources permit. The summary below shows how the plan has changed from that approved in March 2016.

Number of days originally planned	1,521
Add: Additional audits added to the plan (Please refer to Appendix 1)	147
Less: Audits to be considered as part of 2017/18 Audit Plan (Please refer to Appendix 1)	85
Less: Use of previously unallocated days to specific audits	37
Less: Use of reactive fraud allocation	25
Number of days per the Revised plan	1,521

5. COMMENTS OF THE CHIEF FINANCE OFFICERS

5.1 The 2016/17 audit plan will be delivered within the existing resources taking account of changes to the original scope and making use of the unallocated 'contingency days' in the original plan. To the extent that additional urgent audits arise they will either be accommodated by re-prioritising proposed audit work or through the identification of additional resources.

6. LEGAL COMMENTS

- 6.1 The Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.
- 6.2 Under Regulation 3 of the Accounts and Audit Regulations 2015 (**‘the 2015 Regulations’**), the Council is required to ensure that it has a sound system of internal control that facilitates effective exercise of the Council’s functions and includes arrangements for the management of risk. The Council is also required by Regulation 5 to maintain an effective system of internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards and guidance.
- 6.3 The Audit Plan assists with compliance with the Council’s Best Value Duty and regulations 3 and 5 of the 2015 Regulations.

7. ONE TOWER HAMLETS

- 7.1. There are no specific one Tower Hamlets considerations.
- 7.2. There are no specific Anti-Poverty issues arising from this report

8. BEST VALUE IMPLICATIONS

- 8.1. The revised plan includes areas where internal control, governance and risk management can be improved to meet the Best Value Duty of the Council.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1. In compiling the original and the revised audit plans, the Council’s Corporate and Directorate level risks have been considered. These risks have been programmed for review within the scope of individual audits listed in the plan.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT (SAGE)

- 10.1. There are no specific SAGE implications.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 11.1. By having a sound planning system for a systematic and independent review of the Council’s internal controls, governance and risk management, the Council can safeguard against the risk of fraud and abuse of financial resources and

A Summary of Changes to the Internal Audit Plan – 2016/17

Appendix 1

	Directorate	No. of days	No. of days
Original 2016/17 Audit Plan			1,521
<i>Audits Added to the Original Plan</i>			
Waiver of Procurement Rules for ATOS	RES	10	
Grant Claim Certification for Rogue Landlords	CLC	7	
Tendering for Ice Cream Pitches	CLC	15	
Withey House TMO	THH	15	
Corporate Purchase cards	CORP	25	
Youth Service Review	CS	20	
Ben Jonson School - Investigation	CS	10	
Lettings – further testing	D&R	15	
PFI Contract Review	RES	15	
Pensions Testing	RES	15	
<i>Sub Total</i>			147
			1,668
Less			
Audits amended and carried forward to 2017/18			
Control of Executive Decisions	CORP	15	
Management of Information Security Breaches	LPG	10	
Member-Officer Protocol	LPG	10	
Members' Hospitality and Gifts	LPG	5	
Procurement of Legal Advice	LPG	15	
Mulberry Place - Dilapidations	D&R	10	
Monitoring of MSG Grants Programme	RES	20	
<i>Sub Total</i>			85
Use of Management Request contingency		37	
Use of Reactive Fraud provision		25	
<i>Sub Total</i>			62
Total Revised Plan			1,521

Appendix 2



London Borough of Tower Hamlets

Risk, Internal Audit and Control – Revised Audit Plan 2016/17

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Foreword

The role of internal audit is important in supporting the Council achieve its goals and outcomes. For internal audit to contribute towards the overall goals of the organisation, effective planning of audit activity is essential, whether planned or unplanned. The annual audit plan for 2016/17 is devised using a risk based methodology, and focuses on areas where Tower Hamlets needs to be sure its risks are being properly managed. The plan also recognises the wider role audit has in supporting management, who strive to deliver excellent public services to residents living in, and people working in the borough, by including for example, consultancy audits, corporate reviews, value for money, contract and ICT audits. A large part of the annual plan rightly focuses on providing independent assurance over the systems of control for managing risks across the authority. There is also some flexibility within the plan for risks that will arise over the next financial year.

In preparing the plan, it is important to recognise the contributions made by officers at the Departmental and Corporate Management Teams, the S151 Officer, and the Chair of the Audit Committee for which I am grateful.

Minesh Jani
Head of Risk Management and Audit

Context

Risk taking is vital to the success of any business; it is inherent in everything we do. All too often, however, risks are regarded only as hazards despite the fact they can present significant opportunities for organisations to innovate and gain short and long-term competitive advantages. Risk and opportunity are, in essence, a duality – like two sides of the same coin.

The Good Governance Standard for Public Services identifies that ‘Good governance means “taking informed, transparent decisions and managing risk”. This implies creating a framework of enterprise-wide risk management that is embedded in the ‘business as usual’ operations and viewed as an integral component of how the organisation is governed.

Risk management is not about avoiding or eliminating risk. It is about understanding what risks are and the potential impact upon the organisation should the risks materialise and also about controlling risks when they arise.

Embedding good, enterprise-wide risk management systems will facilitate the achievement of our strategic objectives.

Internal Audit and their evaluation of controls provide an important part of the tool kit that the Corporate Management Team and the Audit Committee have in evaluating the risks being faced by the organisation, and the controls that are in place to mitigate these risks.

Key Risks

The Audit Plan is based on three principal sources of information – Risk Registers (Strategic Risks and Directorate based service risks), our own risk analysis and management request. In formulating the Audit Plan, the key corporate risks and Directorate based risks have been considered. There are **11 corporate risks** currently facing the Council which are being monitored by the CMT and the Audit Committee and are summarised below. These risks have been referenced within the Audit Plan, where applicable.

Risk Ref..	Risk
ASD0015	Death or serious harm to a vulnerable adult that was or should have been in receipt of services, either from the council or a partner agency.
DRA0016	Failure to meet the borough's housing targets.
CSDR0002	Council's inability to meet demand for school places
CSD0016	Death or serious harm to a child that was or should have been in receipt of services, either from the council or a partner agency.
LPGCOM0003	Failure to effectively manage the reputation of the Council.

No.	Risk
PPM0016	Failure of the Council's supply chain.
LPGSE0001	Failure to achieve community cohesion, Radicalisation of young people and gangs.
DR0029	Council is unable to identify a viable exit route from Mulberry Place that ensures staff are decanted by September 2019.
LPGLS0001	Non-compliance with corporate governance procedures.
CLSCEI0008	There is a risk that, should a major incident take place affecting Council services, there may be a failure to implement an effective response.

The Role of Internal Audit

The role of Internal Audit is to provide an independent 'assurance' to the organisation that its systems of internal control are sound and adequate, and are being complied with by staff and management.

Internal Audit is a review function, which independently reviews and reports upon the organisation's internal control, governance and risk management arrangements. It critically evaluates the entire internal control framework and where necessary, makes recommendations for improvement and the introduction of best practice.

The public sector internal audit standards defines internal audit as:

“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.”

The findings emerging from internal audit reviews provide a basis for an Annual Audit Opinion in the Statement of Internal Control within the Annual Governance Statement.

London Borough of Tower Hamlets 2016/17 Internal Audit Plan

	Audit Days	Pages
Corporate systems and Council-wide reviews	195	8-10
Adults Services	85	11-12
Children's Services	260	13-14
Communities, Localities & Culture	172	15-17
Development & Renewal	120	18-19
Resources & core financial systems	256	20-22
Tower Hamlets Homes	145	23-25
Information technology audits	100	26
Follow up, management and reactive fraud provision	188	26
Total Provision	1,521	-

Internal Audit Plan 2016/17

Corporate Audits

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Best Value Action Plans	The objective of this audit would be to test and determine the extent to which the five Best Value Improvement Plans around Procurement, Property, Communications, Grants and Organisational Culture have been embedded into the business processes.	50	CMT and Commissioners	One Tower Hamlets Working efficiently and effectively as One Council
Control and Monitoring of DBS checks	This audit will review the effectiveness of systems and procedures in place for controlling, monitoring and reviewing DBS checks for employees working in the relevant professions which require basic and enhanced DBS clearance.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Business Continuity Planning and Disaster Recovery	This audit will examine systems for ensuring that should a major incident takes place which affects Council's services, the Council is resilient to plan, co-ordinate and manage an effective response to such events.	15	Audit Needs Analysis Corporate Risk Ref. CLSCEI0008	One Tower Hamlets Working efficiently and effectively as One Council
Fees and Charges	This audit will examine the Council's arrangements for reviewing fees and charges to ensure compliance with its fees and charges policy and to maximise the potential for generating income. A sample of fees and charges across all Directorates will be selected for testing.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Staff Hospitality	The objective of this audit will be to review the systems and procedures for controlling and monitoring staff hospitality and gifts across all Directorates to ensure that the Council's ethical standards are complied with.	15	Audit Needs Analysis Corporate Risk LPGLS0001	One Tower Hamlets Working efficiently and effectively as One Council
Control and Monitoring of Corporate Purchase Cards	This audit will examine the Council's systems and procedures for using, controlling and monitoring of Purchase Cards.	25	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Staff Declaration of Interests	To provide assurance that the systems for declaration of interests by staff across Directors are sound and secure to ensure that the Council's ethical standards are complied with.	15	Audit Needs Analysis Corporate Risk LPGLS0001	One Tower Hamlets Working efficiently and effectively as One Council
Programme and Project Management	This audit will review the Council's Corporate arrangements for ensuring that there are sound procedures and tools for managing and monitoring major change programmes and projects.	10	Audit Needs Analysis Corporate Risk LPGCOM0003 and RSB0019	One Tower Hamlets Working efficiently and effectively as One Council
Acting up and Honoraria Payments	The objective of this audit will be ensure that current acting up and honoraria payments across all Directorates are in accordance with Council's policy and that such payments are approved, controlled, monitored and reviewed.	15	Audit Needs Analysis Corporate Risk LPGCOM0003	One Tower Hamlets Working efficiently and effectively as One Council
Local Code of Corporate Governance	To ensure that the best practice principles of CIPFA Good Governance Framework 2016 are incorporated in the	10	Audit Needs Analysis and Corporate Risk	One Tower Hamlets Working efficiently and effectively as One Council

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
	LBTH Local Code of Corporate Governance and to test compliance with the best practice.		LPGLS0001	
Whistle blowing procedures	The review will review the Council's whistle blowing arrangements once planned changes have been implemented and provide assurance over their operations.	10	Audit Needs Analysis Corporate Risk LPGLS0001	One Tower Hamlets Working efficiently and effectively as One Council
Total		195		

Adult Services

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Financial Assessments	This audit will review the systems for carrying out financial assessments of service users to ensure that assessments are undertaken and charged for in accordance with policy, procedures and regulations.	15	Audit Needs Analysis Corporate Risk ASD0015	A Safe and Supportive Community Empower Older and Vulnerable People
Electronic Home Care Monitoring System	To provide assurance that the newly implemented electronic system is operating effectively to ensure that the service users receive the required service and payments are made only for the service/hours provided.	20	Audit Needs Analysis Corporate Risk ASD0015	A Safe and Supportive Community Empower Older and Vulnerable People. Focus on Early Intervention
Contract Monitoring of Commissioned Services	This audit will examine systems and procedures for monitoring a sample of commissioned services to ensure that providers effectively deliver the services to vulnerable service users and that payments are made in line with the rates set out in the contract.	20	Audit Needs Analysis Corporate Risk ASD0015	A Safe and Supportive Community Empower Older and Vulnerable People. Focus on Early Intervention

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Procurement of Domiciliary Home Care Contracts	This audit will review the tendering arrangements for domiciliary care contracts to ensure that Council's procurement procedures and financial regulations are complied with in the procurement process.	15	Audit Needs Analysis	A Safe and Supportive Community Empower Older and Vulnerable People. Focus on Early Intervention
Reviews of Care Plans	The objective of this audit is to provide assurance that controls are in place to ensure that Care Plans for vulnerable adults are reviewed within the statutory time period and that the plans are properly costed and budgeted for.	15	Audit Needs Analysis Corporate Risk ASD0015	A Safe and Supportive Community Focus on Early Intervention
Total		85		

Children's Services

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Quality Assurance Systems for Child Protection	This audit will provide assurance that the quality assurance and review systems over child protection cases are sound and secure.	15	Audit Needs Analysis Corporate Risk CS0016	A Safe and Supportive Community Focus on Early Intervention
Prevent Strategy and Action Plan	This audit will review the arrangements put in place to discharge the requirements of the Council's Prevent Duty and the effectiveness of the delivery and monitoring of the action plan.	15	Management Request Corporate Risk LPGSE0001	A Safe and Supportive Community Focus on Early Intervention
Contract Audit	We will select a sample of building works in progress and test the effectiveness of contract management and monitoring to ensure that building works are delivered on time and to the agreed budget.	10	Audit Needs Analysis Corporate Risk CSDR0002	One Tower Hamlets Working efficiently and effectively as One Council
Schools Probity Audit	The school visits will cover areas of Leadership and Governance; Budget Management; Procurement; Income and Expenditure controls; Payroll and Personnel; Asset Management; and other key areas of schools' business.	160	Annual Programme of Audit	A Prosperous Community Support lifelong learning opportunities for all.
Youth Offending Service	This audit will review the arrangements for planning, controlling and governing the operation of the Youth Offending service to ensure that Council objectives are achieved.	15	Audit Needs Analysis and Management Request	A Safe and Supportive Community Focus on Early Intervention

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Commissioning of Special Education Placements	This audit will review the effectiveness of procuring and monitoring placements for SEN pupils to ensure that the placements provide good value for money and that Council's procedures are complied.	15	Audit Needs Analysis and Management Request	A Prosperous Community Support lifelong learning opportunities for all.
Youth Service Review	This review will examine management controls and monitoring systems to provide assurance that the current service meets the Council's key objectives and priorities for youth service.	20	Management Request	A Prosperous Community Support lifelong learning opportunities for all.
Ben Jonson School Investigation	Providing assistance and support in the continuing investigation.	10		
Total		260		

Communities, Locality and Culture

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Street Lighting	This audit will review the monitoring arrangements for street lighting to ensure that works are identified, ordered, carried out, monitored and paid for in accordance with the contract.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Penalty Charge Notices	To review the systems and controls for processing and management of PCNs, including the effectiveness of debt recovery through the bailiff contract.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Parking Permits	The objective of this audit is to review the systems for processing new and renewal applications for parking permits, ensuring that permits are issued to those who meet the eligibility requirements and that there are sound controls in place.	20	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Tendering for Waste Contracts	To review compliance with Council's procurement procedures and to provide necessary advice.	5	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
On the Spot Fine Collection	This audit will review the systems and controls for on the spot fine collection by officers in accordance with their delegated function to charge, collect and arrange for the safe custody, transfer and banking of the collected income.	10	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Boishakhi Mela	To be determined.	10	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Contract Procurement and Monitoring	This audit will review the systems and controls in place for procuring and monitoring contracts to ensure that Council procedures are complied with and that payments to contractors and income received from providers of concessionary services are in accordance with agreed rates and contract conditions.	25	Audit Needs Analysis Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Watney Market Idea Store	This will be a regularity visit to ensure that procedures for petty cash, income collection and banking, stock control, security, ordering of goods and services, staffing control, inventory control, health and safety etc. are being complied with.	10	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Brady Arts Centre and Kobi Nazrul Centre	This will be a regularity visit to ensure that procedures for petty cash, income collection and banking, security, ordering of goods and services, staffing control, inventory control, health and safety etc. are being complied with.	10	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
CCTV Control Room	To review the controls over the effective operation of the control room and to provide assurance that any surveillance carried out is in accordance with the	10	Management Request	One Tower Hamlets Working efficiently and effectively as One Council

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
	RIPA regulations.			
Bancroft Library Archiving	To provide assurance that the controls over archiving, valuation, security and insurance of literature, arts and other pieces of heritage and history are sound and secure.	10	Management request	One Tower Hamlets Working efficiently and effectively as One Council
King George's Trust – Mile End Park	To review the governance and financial probity and management of the Trust accounts to provide assurance to stakeholders that arrangements are sound and secure and protects Council's interests.	10	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Tendering for Ice Cream Pitches	This audit reviewed the tendering procedures followed in letting concession contracts for Ice Cream Pitches in the Council's parks.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Grant Certification for Rogue Landlords	This was grant certification work required by Management.	7	Management Request	One Tower Hamlets Working efficiently and effectively as One Council.
Total		172		

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Development and Renewal				
Asset Disposals	This will be compliance testing of procedures developed by Management for managing the disposal of Council assets.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Procurement of Temporary Accommodation	This audit will review the arrangements for procuring temporary accommodation for homeless families to ensure that the Council's procedures are complied with and that payments made are in accordance with the agreed rates.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Control and Monitoring of RTB Valuations	The objective of this audit is to provide assurance over the robustness of systems for procuring, ordering, controlling and monitoring the valuations for RTB properties to ensure that Council's objectives are achieved.	15	Audit Needs Analysis and Management Request. Corporate Risk DRA0016	One Tower Hamlets Working efficiently and effectively as One Council
Property Buy Back Programme	To review the effectiveness of the Council's buy back programme to ensure that properties bought back meet the set criteria, are valued appropriately and the programme is managed effectively to achieve Council's objectives and value for money principles.	15	Audit Needs Analysis Corporate Risk DRA0016	One Tower Hamlets Working efficiently and effectively as One Council

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Economic Benefits	This review will provide assurance that the Council has effective systems and controls in place for managing and monitoring the various Economic Benefits to the community designed in various agreements and contracts.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Planning Permissions and Approvals	This audit will provide assurance that the Council's arrangements for granting and approving planning permissions are in accordance with rules and regulations.	15	Audit Needs Analysis and Management Request.	One Tower Hamlets Working efficiently and effectively as One Council
New Town Hall Building Project	To provide assurance that there are sound and secure project management arrangements in place to manage and monitor various contractual agreements for commissioning and building of the new town hall.	15	Audit Needs Analysis Corporate Risk DR0029	One Tower Hamlets Working efficiently and effectively as One Council
Lettings	This audit reviewed systems for control and management of the Lettings process to ensure that Council policy and procedures are complied.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Total		120		

Resources

	Broad Scope	Audit days	Audit Source	Link with Corporate Priorities
Staff Recruitment	To ensure that recruitment to established posts are in compliance with the Council's recruitment policy and procedures.	20	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Waiving of Procurement Rules	This audit reviewed the compliance with the Council procedures on waiving of procurement rules for a supplier.	10	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Procurement Procedures	To review the Council's Procurement Procedures to provide assurance that they are fit for purpose and meet Council's priorities and objectives.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Category Management	To test the effectiveness of the category management function to ensure that the operational procedures for category management are complied with.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Client Monitoring of ICT Contract	This audit will examine the procedures for monitoring the contract with Agilisys by the client team to ensure that the systems for performance monitoring are effective and that payments and deductions are made in accordance with the contract.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council

	Broad Scope	Audit days	Audit Source	Link with Corporate Priorities
Treasury Management	Annual Review of key financial system	10	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
HR/payroll	Annual Review of key financial system	15	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
General Ledger	Annual Review of key financial system	10	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Creditors	Annual Review of key financial system	15	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Debtors	Annual Review of key financial system	15	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
NNDR	Annual Review of key financial system	10	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Council Tax	Annual Review of key financial system	15	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Revenue and Capital Budgetary Control	Annual Review of key financial system	15	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Control and Monitoring of cash income C&D	Annual Review of key financial system	10	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council

	Broad Scope	Audit days	Audit Source	Link with Corporate Priorities
Pensions	Annual Review of key financial system	8	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Housing and Council Tax Benefit	Annual Review of key financial system	15	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Housing Rents	Annual Review of key financial system	8	Part of Managed Audit approach	One Tower Hamlets Working efficiently and effectively as One Council
Back Office Revenue Collection and Processing	This audit will review and test the effectiveness of the back office revenue collection, processing, payment and support functions provided by the ex-Cashier's office at Albert Jacob House.	10	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Contract Review	This was provision of consultancy support and assistance in a review of contract for schools.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council.
Pensions Review	This was a review of the administration and control over statutory pension statements.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Total		256		

Tower Hamlets Homes	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Right to Buy	This audit will examine systems of control for managing Right to Buy applications and compliance with appropriate legislation, regulations and authorisations from LBTH.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Programme and Project Management	We will review the company's arrangements for programme and project management to ensure that the required standards and procedures are sound and secure to achieve strategic aims and priorities.	10	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Management and Control of Voids	We will review the effectiveness of the systems and controls for managing void Council dwellings to ensure that these are re-let efficiently and effectively and the required policy, procedures and standards are followed.	15	Audit Needs Analysis Carried forward from 2015/16	One Tower Hamlets Working efficiently and effectively as One Council
Estate and caretaking management	We will review the effectiveness of Estate and Caretaking management to ensure that the required policy, procedures and standards are followed.	10	Audit Needs Analysis Carried forward from 2015/16	One Tower Hamlets Working efficiently and effectively as One Council

Tower Hamlets Homes	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Financial Systems	This audit will review the robustness of key financial systems such as income and expenditure systems, cash flow forecasting, Treasury Management, VAT and reconciliation processes, as part of the annual assurance on the soundness of financial control across THH.	10	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Follow Up Audits	We will undertake follow up audits to ensure that the agreed internal audit recommendations have been implemented and that the control environment has improved.	15	Audit Needs Analysis	One Tower Hamlets Working efficiently and effectively as One Council
Withy House TMO	This audit examined systems and controls for management of the TMO to ensure that it complies with the management agreement.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council

Tower Hamlets Homes	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Contract Audits and Final Account Audits	We will review the effectiveness of systems and controls for managing and monitoring various building contracts delivered by the company under the Delegated powers from LBTH.	20	Audit Needs Analysis Corporate Risk Ref. DRA0016	One Tower Hamlets Working efficiently and effectively as One Council
Estate Parking, Sheds and Garages	This audit will examine systems for managing and controlling estate parking, sheds and garages to ensure that the assets are managed efficiently and effectively.	15	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Management of ASB	We will review systems and procedures for managing and reporting anti-social behaviour to ensure that the key objectives and priorities are achieved.	10	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Sickness Management	To review systems and controls for effective management of sickness to ensure that procedures are complied with and that the company's objectives are achieved.	10	Management Request	One Tower Hamlets Working efficiently and effectively as One Council
Total		145		

	Broad Scope	Audit Days	Audit Source	Link with Corporate Priorities
Information Technology		100		
Other				
Follow up Audits	We will undertake follow up audits to ensure that the agreed internal audit recommendations have been implemented and that the control environment has improved.	100		One Tower Hamlets Working efficiently and effectively as One Council
Management Requests	Contingency set aside to service Management requests during the year.	13		One Tower Hamlets Working efficiently and effectively as One Council
Reactive Fraud	Earmarked resource to support the investigation of cases of potential fraud, irregularities, waste of public money and whistle blow inquiries directed to the team.	25		One Tower Hamlets Working efficiently and effectively as One Council
Management Time	Provision for management time to direct, control and monitor the work of the team.	50		One Tower Hamlets Working efficiently and effectively as One Council
Grand Plan Total		1,521		

Governance-based Audit Assessment Methodology

Assessment Categories

The Risk Assessment model takes account four assessment categories to produce a risk index for each auditable area. The auditable area is scored in each category using assessment criteria to gauge the degree of risk or materiality associated with the particular area. The table below summarises the proposed four assessment categories and what each is intended to measure.

Assessment Category		Measure
A	Corporate Importance – Objectives/Priorities	Corporate materiality
B	Corporate Sensitivity – Impact	Reputational materiality
C	Inherent Risk	Inherent vulnerability
D	Control Risk	Control effectiveness

The full definition for each category and the scoring criteria are described below.

Assessment Process

Assessment was based on professional judgement after careful consideration of the key risks to the authority with the Executive Directors and other key officers, a review of current and previous audit plans and strategic issues facing the authority. The following steps were followed in performing the risk assessment:

Step	Action
1	Select the System and Corporate Controls to be risk assessed, to ensure a clear and unambiguous understanding of the area under review. This is normally called the Auditable Area
2	Select the most appropriate assessment criterion and therefore the score in each assessment category
3	Record the scores.
4	Compute the risk index by reference to the following section

Calculation of the Audit Risk Index

Internal Audit risk is the product of risk and materiality. In valuing materiality it is appropriate to add the constituent assessments of Corporate Importance and Corporate Sensitivity to generate a Materiality Factor on a scale of 100.

Total Risk is the product of inherent and control risk. For the purposes of simplicity in this model Inherent Risk is assessed on a scale of 5-10 and Control Risk on a scale of 2-10. The minimum Risk Factor is produced by multiplying these components is therefore 10% (2 x 5).

The Audit Risk Index for each auditable area is, therefore, the Materiality Factor multiplied by the Risk Factor.

Results of the Audit Risk Assessment

The structured list of auditable areas with illustrative assessment scores is recorded and the summarised scores used to give the Risk Factor and Materiality Factor and the resultant Audit Risk Index.

The list of auditable areas is then ranked by reference to the Audit Risk Index and grouped as high, medium or low priority. The top third are considered to be high priority, the next medium priority, and the bottom third low priority.

Internal Audit Risk Assessment Matrices

A CORPORATE IMPORTANCE This aspect considers the effect on an organisation of any inability to achieve management defined service objectives should the system or process fail. This aspect also takes into account the financial exposure or materiality of the area. The consequential impact, either directly or indirectly, on other systems and processes is also relevant to the assessment. Overall it is a measure of the extent to which the organisation depends on the correct running of the system to achieve its strategic objectives.					
Score	Risk to Department, Corporate and/or Service Objectives		Operational Risk Exposure		Financial Risk Exposure
10	Negligible impact on achievement of service objectives. This would still be achieved with minimum extra cost or inconvenience.	or	Minor inconvenience	or	Under 2% of total operating income or net assets.
20	Service objectives only partially achievable without compensating action being taken or reallocation of resources.	or	Difficult to recover	or	Between 2% and 10% of operating income or net assets.
30	Unable to achieve service objectives without substantial additional costs or time delays or adverse effect on achievement of national targets / performance indicators.	or	Permanent loss of data	or	Between 10% and 30% of operating income or net assets.
40	Unable to achieve service objectives resulting in significant visible impact on service provision such as closure of facilities.	or	Unable to restore system	or	Between 30% and 50% of operating income or net assets.
50	Unable to achieve service objectives, resulting in inability to fulfil corporate obligations.	or	Organisation unable to function	or	Over 50% of total operating income or net assets

Internal Audit Risk Assessment Matrices

B Corporate Sensitivity This aspect takes into account the sensitivity / confidentiality of the information processed, or service delivered by the system, or decisions influenced by the output. It also assesses any legal and regulatory compliance requirements. The measure should also reflect any management concerns and sensitivities.

Score	Risk to Public Image		Risk of Adverse Publicity		Risk to Accountability		Risk of non-legal Compliance
10	Negligible consequences					or	No regulatory requirements
20	Some public embarrassment but no damage to reputation or standing in the community	or	Information would be of interest to local press			or	Minimal regulatory requirements and limited sensitivity to non-compliance
30	Some public embarrassment leading to limited damage	or	Information would be of interest to local MPs			or	Modest legal and regulatory requirements
40	Loss of credibility and public confidence in the service concerned	or	Incident of interest to National Press	O r	Incident potentially leading to the dismissal or resignation of the responsible functional manager	or	Extensive legal and regulatory requirements with sanctions for non-compliance
50	Highly damaging with immediate impact on public confidence	or	Incident of interest to the Audit Commission, government agencies	O r	Incident potentially leading to the resignation or dismissal of a Chief Officer	or	Possible court enforcement order for non-compliance

Internal Audit Risk Assessment Matrices

C Inherent Risk This aspect considers the inherent risk of the system, service, process or related assets to error, loss, irregularity, inefficiency, illegality or failure. The particular service sector, nature of operations and the pace of change will also affect the level of inherent risk. Similarly the relative complexity of the system will influence the inherent risk or error. The inherent vulnerability of a system, service or process cannot be altered, only mitigated by the quality of controls considered in section D.

Score	Inherent Risk – Vulnerability		Risk of Error due to System Complexity		Risk resulting from Pace of Change		Risk to Asset Security
5	Low vulnerability		Simple system with low risk of error	or	No changes planned	or	Undesirable low value assets not at risk of fraud or loss
6	Medium or low inherent risk	or		or	Limited changes planned with reasonable timescale		
7	Medium vulnerability	or	Moderately complex system with medium risk of error	or	Moderate level of change over medium term		
8	Medium to high inherent risk	or		or	Significant level of change with restricted timescale		
10	Highly vulnerable	or	Complex system with high risk of error	or	Extensive changes planned with short timescale	or	Highly desirable assets exposed to high risk of fraud or loss

Internal Audit Risk Assessment Matrices

<p>D Control Risk This aspect assesses the level of control risk based upon the results of past audits of the control environment under review. This aspect also takes into account of the operating history and condition of systems and processes and knowledge of management controls to minimise exposure to risk. CRSA and extensive Control Risk Workshops under the leadership of the Council's Risk Manager could support evaluation.</p>					
Score	History of Risk Management Success		Management Risk and Control Environment		Condition of Risk Management Controls
2	No history of control weakness	or	There is effective risk management in place and adequate controls operated by risk-aware management	or	Effective controls and robust attitude to the management of all material risks. Embedded risk management culture
4	No history of significant weakness	or	Good management risk and control environment	or	Stable system with history of reliability and controls. Risk management issued considered regularly.
6	No high risk issues outstanding from the previous audit/investigation/best value/external review	or	No knowledge of management risk and control environment	or	Risk management and system controls not validated.
8	Some significant problems were identified and are known to be outstanding from the previous audit/review	or	Some significant concerns have been expressed by management (through Controls Risk Workshops)	or	Technical health of system of risk management and controls in doubt.
10	Major weaknesses in risk management and controls were identified and are known to be outstanding	or	Major concerns have been expressed by management (through Controls Risk workshops)	or	Obsolete system with history of problems and ineffective control. Little or no work undertaken on risk management.

Internal Audit Charter

This Charter sets out the purpose, authority and responsibility of the Council's Internal Audit function, in accordance with the UK Public Sector Internal Audit Standards.

The Charter will be reviewed annually and presented to the Audit Committee and to Corporate Management Team for final approval.

Purpose

Internal Audit is defined by the Institute of Internal Auditors' International Professional Practices Framework as "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."

Internal audit provides independent and objective assurance to the organisation, its Members, the Corporate Management Team (CMT) and in particular to the Chief Financial Officer to help discharge responsibilities under S151 of the Local Government Act 1972, relating to the proper administration of the Council's financial affairs.

In addition, the Accounts and Audit Regulations (2011) specifically require the provision of an internal audit service. In line with regulations, Internal Audit provides independent assurance on the adequacy of the Council's governance, risk management and internal control systems. Further information around the purpose of Audit is set out in the Council's Financial Regulations (D3) and Financial Procedures (CR4).

Authority

The Internal Audit function has unrestricted access to all Council records and information, both manual and computerised, cash, stores and other Council property or assets it considers necessary to fulfil its responsibilities. Audit may enter Council property and has unrestricted access to all locations and officers where necessary on demand and without prior notice. Right of access to other bodies funded by the Council should be set out in the conditions of funding.

The Internal Audit function will consider all requests from the external auditors for access to any information, files or working papers obtained or prepared during audit work that has been finalised, which External Audit would need to discharge their responsibilities.

Responsibility

The Council's Head of Internal Audit (The Head of Audit and Risk Management) is required to provide an annual opinion to the Council and to the Chief Financial Officer, through the Audit Committee, on the adequacy and the effectiveness of the internal control system for the whole Council. In order to achieve this, the Internal Audit function has the following objectives:

- To provide a quality, independent and objective audit service that effectively meets the Council's needs, adds value, improves operations and helps protect public resources
- To provide assurance to management that the Council's operations are being conducted in accordance with external regulations, legislation, internal policies and procedures.
- To provide a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes
- To provide assurance that significant risks to the Council's objectives are being managed. This is achieved by annually assessing the adequacy and effectiveness of the risk management process.
- To provide advice and support to management to enable an effective control environment to be maintained
- To promote an anti-fraud, anti-bribery and anti-corruption culture within the Council to aid the prevention and detection of fraud
- To investigate allegations of fraud, bribery and corruption

Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud. Internal audit procedures are designed to focus on areas identified by the organisation as being of greatest risk

and significance and rely on management to provide full access to accounting records and transactions for the purposes of audit work and to ensure the authenticity of these documents.

Where appropriate, Internal Audit will undertake audit or consulting work for the benefit of the Council in organisations wholly owned by the Council, such as Tower Hamlets Homes. Internal Audit may also provide assurance to the Council on third party operations (such as contractors and partners) where this has been provided for as part of the contract.

Reporting

The UK Public Sector Internal Audit Standards require the Head of Internal Audit to report at the top of the organisation and this is done in the following ways:

- The Internal Audit Strategy and Charter and any amendments to them are reported to the Corporate Management Team (CMT) and the Audit Committee (AC). Both documents must then be presented to these bodies annually.
- The annual Internal Audit Plan is compiled by the Head of Internal Audit taking account of the Council's risk framework and after input from members of CMT. It is then presented to CMT and AC annually for noting and endorsement.
- The internal audit budget is reported to Cabinet and Full Council for approval annually as part of the overall Council budget.
- The adequacy, or otherwise, of the level of internal audit resources (as determined by the Head of Internal Audit) and the independence of internal audit will be reported annually to the AC. The approach to providing resource is set out in the Internal Audit Strategy.
- Performance against the Internal Audit Plan and any significant risk exposures and control issues arising from audit work are reported to CMT and AC on a quarterly basis.
- Any significant consulting activity not already included in the audit plan and which might affect the level of assurance work undertaken will be reported to the AC.
- Results from internal audit's Quality Assurance and Improvement Programme will be reported to both CMT and the AC.
- Any instances of non-conformance with the Public Sector Internal Audit Standards must be reported to CMT and the AC and will be included in the annual Head of Internal Audit report. If there is significant non-conformance this may be included in the Council's Annual Governance Statement.

Independence

The Head of Internal Audit (the Head of Audit and Risk Management) has free and unfettered access to the following:

- Chief Financial Officer (Corporate Director, Resources)
- Head of Paid Service
- Chair of the Audit Committee (AC)
- Monitoring Officer
- Any other member of the Corporate Management Team

The independence of the Head of Internal Audit is further safeguarded by ensuring that his annual appraisal is not inappropriately influenced by those subject to audit. This is achieved by ensuring that both the Chief Executive and the Chair of the AC contribute to, and/or review the appraisal of the Head of Internal Audit.

All Council and contractor staff in the Governance Service are required to make an annual declaration of interest to ensure that auditors' objectivity is not impaired and that any potential conflicts of interest are appropriately managed.

Internal Audit may also provide consultancy services, such as providing advice on implementing new systems and controls. However, any significant consulting activity not already included in the audit plan and which might affect the level of assurance work undertaken will be reported to the AC. To maintain independence, any audit staff involved in significant consulting activity will not be involved in the audit of that area for at least 12 months.

Due Professional Care

The Internal Audit function is bound by the following standards:

- Institute of Internal Auditor's International Code of Ethics
- Seven Principles of Public Life (Nolan Principles)

- UK Public Sector Internal Audit Standards.
- All Council Policies and Procedures
- All relevant legislation

Internal Audit is subject to a Quality Assurance and Improvement Programme that covers all aspects of internal audit activity. This consists of an annual self-assessment of the service and its compliance with the UK Public Sector Internal Audit Standards, ongoing performance monitoring and an external assessment at least once every five years by a suitably qualified, independent assessor.

A programme of Continuous Professional Development (CPD) is maintained for all staff working on audit engagements to ensure that auditors maintain and enhance their knowledge, skills and audit competencies. Both the Head of Audit and Risk Management and the Audit Manager are required to hold a professional qualification (CCAB or CMIIA) and be suitably experienced.

The Internal Strategy



This Strategy sets out how the Council's Internal Audit service will be delivered in accordance with the Internal Audit Charter.

The Strategy will be reviewed annually and presented to the Audit Committee and to Corporate Management Team for final approval.

Internal Audit Objectives

Internal Audit will provide independent and objective assurance to the organisation, its Members, the Corporate Management Team (CMT) and in particular to the Corporate Director, Resources to support him in discharging his responsibilities under S151 of the Local Government Act 1972, relating to the proper administration of the Council's financial affairs.

It is the Council's intention to provide a best practice, cost efficient internal audit service.

Internal Audit's Remit

The internal audit service is an assurance function that primarily provides an independent and objective opinion on the degree to which the internal control environment supports and promotes the achievement of the council's objectives.

Under the direction of a suitably qualified and experienced Head of Internal Audit (the Head of Audit and Risk Management), Internal Audit will:

- Provide management and members with an independent, objective assurance and consulting activity designed to add value

and improve the Council's operations.

- Assist the Audit Committee to reinforce the importance of effective corporate governance and ensure internal control improvements are delivered;
- Drive organisational change to improve processes and service performance;
- Work with other internal stakeholders and customers to review and recommend improvements to internal control and governance arrangements in accordance with regulatory and statutory requirements;
- Work closely with other assurance providers to share information and provide a value for money assurance service; and
- Participate in local and national bodies and working groups to influence agendas and developments within the profession.

Internal Audit must ensure that it is not responsible for the agreed design, installation and operation of controls so as to compromise its independence and objectivity. Internal Audit will however offer advice on the design of new internal controls in accordance with best practice.

Service Delivery

The Service will be delivered by the Council's internal audit team and the Council's strategic internal audit partner (currently Mazars) under the direction of the Council's Head of Internal Audit and Risk Management and supported by the Audit Manager.

To ensure that the benefits of the Internal Audit service are maximised and shared as best practice, Tower Hamlets will participate in the London Audit & Anti-Fraud Partnership to work with other local authorities on a shared service basis. This includes appropriate: resource provision, joint working, audit management & strategy and a range of value added services.

Internal Audit Planning

Audit planning will be undertaken on an annual basis and audit coverage will be based on the following:

- Discussions with the Council's Management Team (CMT) and management
- The Council's Risk Register
- Outputs from other assurance providers
- Requirements as agreed in the joint working protocol with External Audit

The Head of Internal Audit and Risk Management or his deputy will attend all Departmental Management Team meetings as part of the annual planning process to ensure that management views and suggestions are taken into account when producing the audit plan.

The Internal Audit Plan 2014-15 is composed of the following:

- **Risk Based Systems Audit:** Audits of systems, processes or tasks where the internal controls are identified, evaluated and confirmed through risk assessment process. The internal controls depending on the risk assessment are tested to confirm that they operating correctly. The selection of work in this category is driven by Departments' own risk processes and will increasingly include work in areas where the Council services are delivered with other organisations.

Internal Audit planning is already significantly based on the Council's risk register. Internal audit will continue to have a significant role in risk management with audit planning being focused by risk and the results of audit work feeding back into the risk management process.

- **Key Financial Systems:** Audits of the Council's key financial systems where External Audit require annual assurance as part of their external audit work programme.
- **Probity Audit (schools & other establishments):** Audit of a discrete unit. Compliance with legislation, regulation, policies, procedures or best practice are confirmed. For schools this includes assessment against the Schools Financial Value Standard.
- **Computer Audit:** The review of ICT infrastructure and associated systems, software and hardware.
- **Contract Audit:** Audits of the Council's procedures and processes for the letting and monitoring of contracts, including reviews of completed and current contracts.
- **Fraud and Ad Hoc Work:** A contingency of audit days are set aside to cover any fraud and irregularity investigations arising during the year and additional work due to changes or issues arising in-year.
- **Knowledge and Insight:** The Head of Audit and Risk Management, in conjunction with the Internal Audit and the Corporate Fraud teams, will use the knowledge and insight gained of the organisation and carry out reviews in specific areas.

Follow-up

Internal Audit will evaluate the Council's progress in implementing audit recommendations against set targets for implementation. Progress will be reported to management and to the Audit Committee on a quarterly basis.

Where progress is unsatisfactory or management fail to provide a satisfactory response to follow up requests, Internal Audit will implement the escalation procedure as agreed with management.

Reporting

Internal audit reports the findings of its work in detail to local management at the conclusion of each piece of audit work and in summary to departmental and corporate management on a quarterly basis. Summary reports are also provided to the Audit Committee four times per year. This includes the Head of Internal Audit's annual report which contributes to the assurances underpinning the Annual Governance Statement of the Council.

The Internal Audit Process

The Pre-Audit Stage

Based on the audit timetable, which has previously been agreed, Internal Audit Team will give two weeks' notice to the appropriate Corporate Director and Service Head (the Audit Owner) of an impending audit review and issue an Audit Brief. The Audit Brief will also detail how the audit relates to the agreed audit plan. The Audit Owner has an opportunity to comment on the Audit Brief and raise any areas of concern.

The Audit Owner will ensure that Internal Audit is provided with a written agreement or otherwise to the Audit Brief within two weeks following the receipt of the draft by the Audit Owner.

During the Audit

At this stage Internal Audit will keep the Auditee informed of key findings found during the course of the audit. Where an officer has not been able to provide information requested, Internal Audit will refer matters to the Audit Owner.

The Auditee will ensure that the auditor is provided with all the resources and facilities, including information requested, to facilitate the smooth progress of the audit, including responding to any auditor enquiries promptly.

Post Audit Stage

Upon conclusion of the audit field work Internal Audit will present a Draft Audit Report to be discussed at the audit exit meeting with the Audit Owner. At the audit exit meeting, the findings will be discussed, along with any recommendations for improvement.

Following the audit exit meeting, LB Tower Hamlets Internal Audit will issue a formal Draft of the Audit Report which includes a Management Action Plan of Recommendations to the Audit Owner within three weeks following the completion of the audit exit meeting.

The Audit Owner has three weeks to respond to the Draft Audit Report by completing the Management Action Plan of Recommendations, including listing responsible officers and proposed completion dates. Upon receipt of the agreed Action Plan, a Final Report will be issued to all parties concerned.

The Audit Owner will then enter the agreed management actions and target dates into the Audit Tracker System, and monitor the progress in implementing the recommendations.

The LB Tower Hamlets Internal Audit will present a Summary of Findings from recently issued Final Audit Reports to the Audit Committee. The Audit Owner will have the opportunity to add a response to the Summary of Findings before this report is presented to the Audit Committee.

The Monitoring Process

Follow-up audits will be conducted six months after the issue of the Final Report, and a follow up audit report will be issued showing the progress on implementing the agreed recommendations.

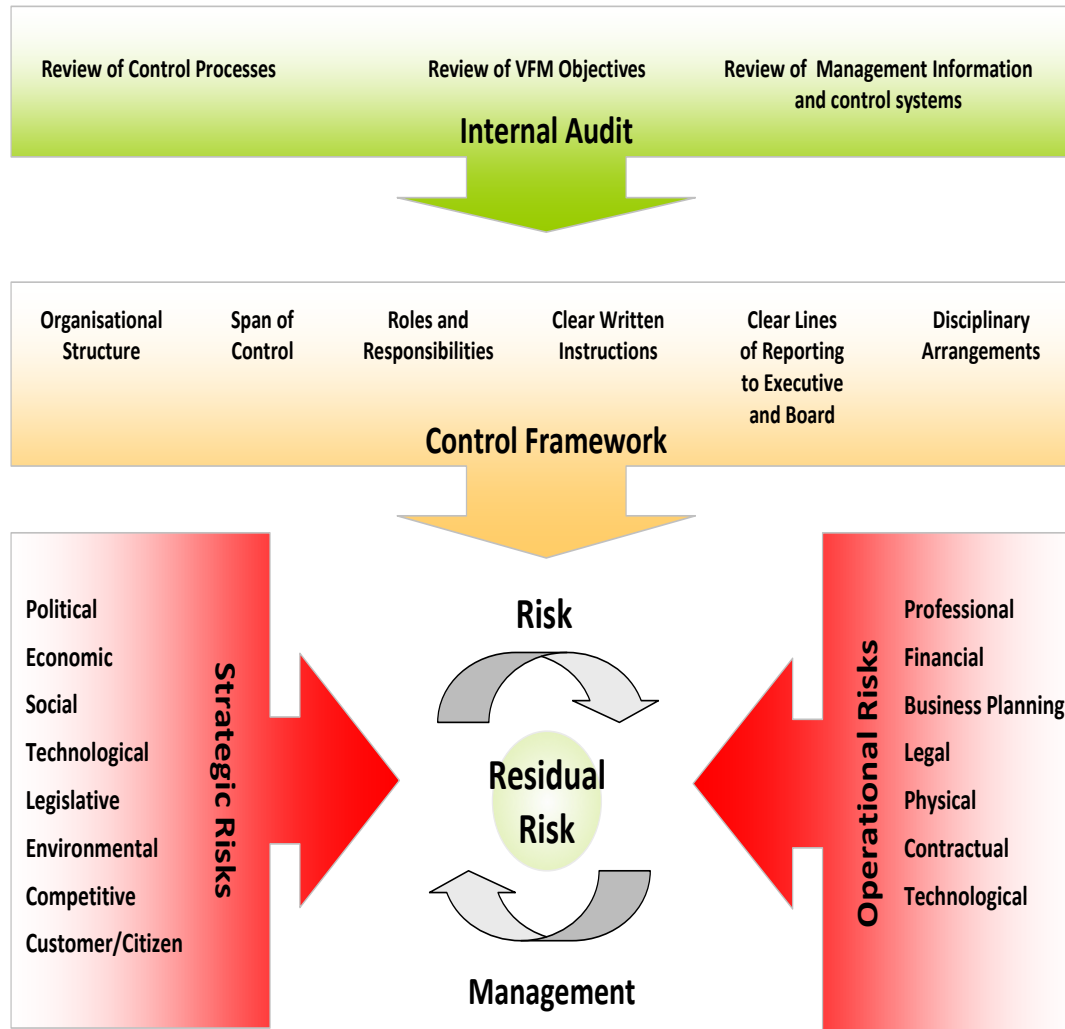
Internal Audit recommendations are classified as follows:

Category 1 – High Priority - 100% of recommendations to be implemented within six months

Category 2 – Medium Priority – 95% of recommendations to be implemented within six months

Summary

Appendix 6



Internal Audit: Will provide assurance that risk management processes and internal controls are operating effectively, ensure major business risks are being managed effectively, and that governance arrangements are operating effectively.

Control Framework: A matrix of control mechanisms will be developed to ensure that every member of staff is aware of their responsibility in managing risk, and a reporting framework will ensure that the Senior Management Team and the Board have a clear view of the effectiveness of the controls in place.

Risk Management: The Risk Register will be reviewed on a periodic basis to reassess the residual level of risk for the strategic risks identified in the first year of operation; new risks added as they become evident.

Risk Management Framework

Definitions

Risk “Any issue which could impact on an organisation’s ability to meet its objectives”

Risk Management Risk management is a planned and systematic approach to the identification, analysis and control of risks that challenge and threaten the achievement of the objectives of the organisation. Risk management makes it possible to determine whether the risks pose a large enough threat and the innovations a big enough opportunity, to implement mitigation techniques.

Objective Is to implement an effective risk management framework that ensures that risks are identified and managed to an acceptable level and that opportunities are fully exploited, whilst minimising, financial loss, service disruption, bad publicity, reputation loss, claims for compensation and threats to the public and staff.

Our Policy: We believe that by managing risks effectively, we at LB of Tower Hamlets will be in a stronger position to deliver our strategic and operational objectives. By taking advantage of opportunities and managing them well, we will be in a better position to improve services and give our stakeholders better value for money.



Objectives of Risk Management:

- Ensure that systems are in place to identify, track and report upon existing and emerging risks that could damage the interest of our business and our stakeholders.
- Ensure that risk management is embedded throughout the organisation, creating an environment where all staff assumes responsibility for managing risk.

These Objectives will be Achieved by:

- Establishing clear roles, responsibilities and reporting lines within the organisation for risk management;
- Providing opportunities for shared learning on risk management across the organisation;
- Developing and maintaining systems for identifying and evaluating all significant risks;
- Developing and maintaining a framework for allocating resources to identified priority risk areas;
- Reinforcing the importance of effective risk management as part of the everyday work of employees by offering training;
- Incorporating risk management considerations into Best Value and service reviews and business planning;
- Put in place review and monitoring arrangements to assess the effectiveness of our mechanisms and arrangements.

To Emphasise the Organisation's Working Commitment to Risk Management, the Risk Management Mission Statement is as Follows:

“London Borough of Tower Hamlets recognises that it has a responsibility to manage opportunities and risks in a structured manner in order that LB Tower Hamlets will better achieve its corporate objectives and enhance the value of services it provides to the Community”.

The Audit Committee, Corporate Management Team (CMT) and the Directorate Management Team (DMT) will have overall responsibility for risk management and will be consulted and kept informed as to the progress of the implementation of the strategy on at least an annual basis.

Roles and Responsibilities

Audit Committee	The Committee's primary role is to review and conclude upon the adequacy and effectiveness of the Council's overall internal control system. In performing this role the Committee's work predominantly focuses upon the framework of risks, controls and related assurances that underpin the delivery of the Council's objectives.
Corporate Management Team	One of the roles of the CMT is to work on a cross-directorate basis to ensure that the Council has an effective risk management arrangement in place to achieve its objectives and to consider quarterly reports on the key strategic risks faced by the Council and how these risks are being managed and mitigated.
Corporate Director of Resources	As S.151 officer, the Corporate Director of Resources is responsible for the proper administration of the financial affairs of the Council. The requirement to have an Internal Audit function derives from S.151 of the Local Government Act 1972. As such the Corporate Director of Resources supports the Council and its departments in ensuring that the arrangements made for financial management, risk management and internal control systems are sound and secure.
Corporate Directors	The Corporate Directors have the operational responsibility for ensuring that there are sound procedures in place at Directorate level for effective financial management, risk management and internal control systems.

Risk Management Action Plans

One of the key risk management objectives is the effective management of the organisation's risks, both strategic and operational. This has been achieved by the sessions to identify and profile the organisation's significant strategic risks.

Once this task has been compiled, SMT and the Audit Committee will be asked to comment on these risks and the risk assessment process. In relation to the operational risks, each Director has facilitated and co-ordinated a similar risk assessment exercise in order that the significant operational risks have been accurately identified profiled and managed. The aim of such a process is that it will eventually form part of each Division's annual business planning process.

Coming out of this process, will be risk management action plans relating to the most serious significant risks, i.e. those where the existing levels of internal control are seen as inadequate. The above assessments (both strategic and operational) will be a yearly process with tracking and monitoring of risks on an annual basis.

The Director of Resources will receive copies of each Division's operational risk management action plans in order that any cross-departmental risks can be picked up and managed accordingly. The Director of Resources will also monitor the risk improvement strategy to ensure that progress is made against the key significant risks.

Similarly, the same risk assessment programme can be adopted when services are going through the Best Value programme. A risk management pack can be included in the Best Value documentation. It is generally accepted that each Directorate must be seen to be managing its risks in order to demonstrate Best Value.

Classification of Risk

Strategic Risks		Operational Risks	
<p>Political</p> <p>Wrong strategic priorities Not meeting Government agendas Too slow to innovate/modernise Decisions based on incomplete information Unfulfilled promises to Council Failure to recruit a suitable CEO</p>	<p>Economic</p> <p>General economic problems Regional economic problems Treasury risk Missed business or service opportunities</p>	<p>Professional</p> <p>Failure to recruit/retain staff Lack of training Over-reliance on key officers Inefficient management processes Inability to implement change Lack of employee motivation Bad management of partners</p>	<p>Financial and business planning</p> <p>Failure of major project(s) Failure to prioritise, allocate appropriate budgets and monitor Failure to implement effective partnering contracts for property and estate services</p>
<p>Social</p> <p>Failing to meet the needs of disadvantaged Impact of demographic changes Employment challenges Lack of development of staff Failures in partnership working</p>	<p>Technological</p> <p>Obsolescence of technology Security policies Breach of confidentiality Failure in communications</p>	<p>Legal</p> <p>Not meeting statutory duties Breach of confidentiality/DPA Failure to comply with European Directives on procurement of works, supplies, and services Failure to implement new legislation</p>	<p>Physical</p> <p>Attacks on personnel Loss of tangible assets Non-compliance with health & safety law Loss of physical assets Local and national emergencies</p>
<p>Legislative</p> <p>Judicial review Human Rights Act breaches Intervention by regulatory bodies Inadequate response to new legislation Poor response to Audit Commission</p>	<p>Environmental</p> <p>Impact of sustainability policies Noise, contamination and pollution</p>	<p>Contractual</p> <p>Over-reliance on key suppliers/contractors Failure of outsource provider Quality issues Non-compliance with procurement policies</p>	<p>Technological</p> <p>Failure of big technology project IT system crashes affect services Breaches of security of network and data Bad management of intranets and websites</p>

Competitive Failure to show best value Failure of bids for government funds	Customer/Citizen Lack of appropriate consultation Bad public and media relations		
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