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Thurrock Council

The page features a decorative graphic of two blue lines that curve upwards from the left towards the right. A large, semi-transparent grey watermark of the Thurrock Council logo is overlaid on the page, centered behind the main text.

Draft Internal Audit Strategy
2013/2014 – 2015/2016

Presented at the Audit Committee meeting of: 26th June 2013

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Head of Internal Audit

1 INTRODUCTION

This document sets out the approach we have taken to develop your internal audit strategy for 2013/14 to 2015/16 and the annual plan for 2013/14.

1.1 Role of Internal Audit

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

(Definition of Internal Audit: Institute of Internal Auditors)

In line with the requirements of the International Standards, published by the Institute of Internal Auditors, we perform our internal audit work with a view to reviewing and evaluating the risk management, control and governance arrangements that the organisation has in place, focusing in particular on how these arrangements help Thurrock Council to achieve its objectives. The opinion may also be used by the Council to support its Annual Governance Statement. This is achieved through a risk-based plan of work, agreed with management and approved by the Audit Committee.

2 DEVELOPING THE INTERNAL AUDIT STRATEGY

2.1 Issues influencing Internal Audit coverage

The organisation's objectives are the starting point in the development of our strategy for delivery of internal audit services.

We have considered our previous work and findings on your risk management processes and consider that we can place reliance on your risk registers / assurance framework to inform the internal audit strategy.

Appendix A reflects the range of potential issues that may affect the organisation. These were used to focus our conversations along with the organisation's assurance priorities with the senior management team on where our work would be most effective.

In preparing your strategy and more detailed operational plan we have met with the:

- Assistant Chief Executive
- Acting Director of Children's Services
- Acting Director of Adults, Health & Commissioning
- Director of Housing
- Head of HR, OD & Customer Strategy
- Head of Planning & Transportation
- Head of Adult Services
- Head of Business Services
- Head of Communications
- Head of Corporate Finance
- Head of Public Protection

The plan was presented to Director's Board on 11th June 2013.

The key areas are summarised below:

Key Areas discussed with Management and their impact on the 2013/2014 plan

	Oracle Upgrade – Additional work included in annual plan to support external audit testing of annual accounts.
	Implementation of Oracle Payroll – Additional work included in annual plan to support external audit testing of annual accounts.
	Housing Repairs Contract – Review of interim contract with Mears Ltd included in the plan following the decision to cancel contract with Morrison during 2012/13.
	Transformation Programme – 2 reviews being carried out in the plan covering the financial savings identified and the staff reduction process.
	Public Health – Review of the processes around the commissioning and governance arrangements of new health projects.

The strategy is set out in Appendix B, with the more detailed annual plan for 2013/14 set out at Appendix C.

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

- a contingency allocation, which will only be utilised should the need arise, for example, for unplanned and ad-hoc work and will be subject to prior approval by the S151 Officer and/or Standards & Audit Committee;
- a follow-up allocation, which will be utilised to assess the degree of implementation achieved in relation to recommendations agreed by management during the prior and current financial year and will serve to inform the adequacy of the organisation's own recommendation tracking process;
- an allocation to attend Directorate Management Team, Leadership Group, Home Counties Chief Internal Auditors Group, Essex Audit Group and Essex & Herts Investigator Group meetings; and
- an audit management allocation, used at Partner and Manager level for quality control, client and External Audit liaison and for preparation for and attendance at Standards & Audit Committee.

2.2 Working with other assurance providers

We intend to meet with the External Auditor to confirm the scope of the work in the areas of financial control to ensure they can continue to place their planned level of reliance on our work for 2013/2014.

The Standards & Audit Committee are reminded that internal audit use only one source of assurance and through the delivery of our plan we will not, and do not, seek to cover all risks and processes at the organisation. We will however seek to work closely with other assurance providers, such as External Audit to ensure that duplication is minimised and a suitable breadth of assurance obtained.

3 INTERNAL AUDIT RESOURCES

3.1 Your Internal Audit Team

Your internal audit team is led by Chris Harris as Head of Internal Audit.

Your Client Manager is Gary Clifford.

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

3.2 Internal Audit Fees

The fee for your internal audit service for 2013/14 is £250,680.

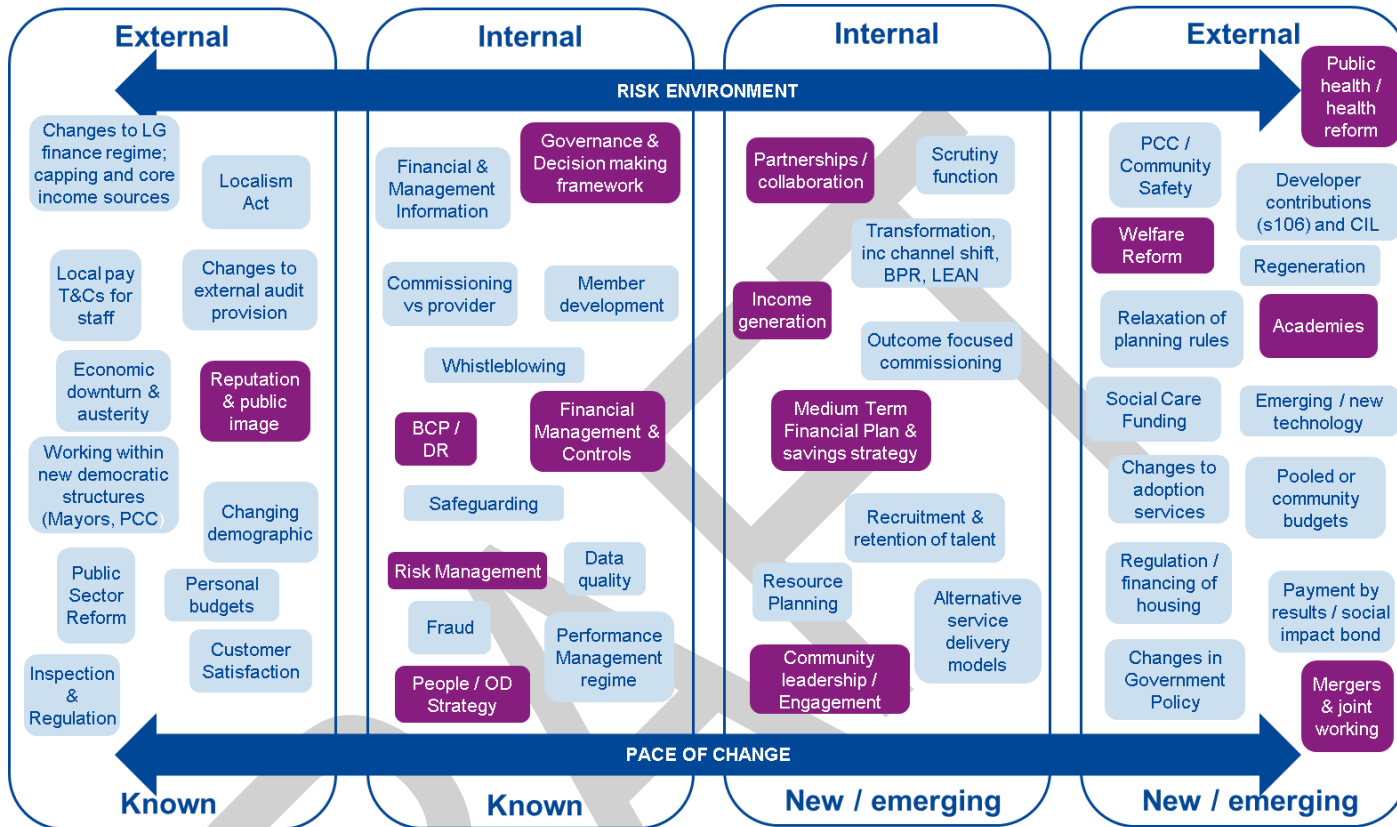
4 CONSIDERATIONS FOR THE AUDIT COMMITTEE

- Does the Strategy for Internal Audit (as set out at Appendix B) cover the organisation's key risks as they are recognised by the Standards & Audit Committee?
- Does the detailed internal audit plan for the coming financial year (as set out at Appendix C) reflect the areas that the Standards & Audit Committee believes should be covered as priority?
- Is the Committee satisfied that sufficient assurances are being received by the Council to monitor the organisation's risk profile effectively, including any emerging issues / key risks (see Appendix A) not included in our annual plan?

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APPENDIX A: ISSUES AFFECTING THURROCK COUNCIL

The chart below reflects some of the current issues facing the organisation. Those topics which have been highlighted (in purple) are those where internal audit coverage is planned in the coming year.



APPENDIX B: UPDATED STRATEGY FOR INTERNAL AUDIT 2013/14 – 2015/16

Risk Based Assurance

Auditable Areas	Risks	2013/14	2014/15	2015/16
Corporate/Thematic Reviews				
Determine that there is a performance management framework which is embedded in the organisation.	Performance Management may not be embedded in the organisation resulting in poor performance and poor quality information.		✓	
The Council has sufficient insurance cover, reviews it on a regular basis and seeks to benefit from reductions in premiums as risks reduce.	There could be an increase in claims due to ineffective monitoring and use of resources.		✓	
Procurement of contracts is in compliance with legislation and the Council's Constitution. The awarding of contracts is backed up by appropriate documentation and evidence.	Contract procedure rules and the procurement process may be ineffective leading to inefficiency and lack of value for money.	✓	✓	✓
To ensure case management of cases relating to conduct and disciplinary issues is robust and sufficient evidence is available to support decisions.	Appeals may be upheld due to a lack of evidence to support decisions made.	✓		
To ensure the smooth transition from the Delphi payroll system to an Oracle based system including project management, user testing, training etc.	Staff could be incorrectly paid or not paid at all.	✓		
Sickness management is an on-going problem and a key risk for the Council which needs to be revisited and checked on a regular basis.	Target levels set for sickness may not be achieved resulting in additional costs for agency workers.	✓	✓	
There are processes in place to ensure arrangements around post opening, recording of cheque payments, printing and recording and payment for franking machines are adequately controlled.	The Office Services Team might not operate effectively resulting in a potential loss to the Council.			✓

Auditable Areas	Risks	2013/14	2014/15	2015/16
Guidance and monitoring of progress against Equality Standards.	The authority might not achieve the Gold Equality Standard.	✓		
Test a sample of projects to check that the project is being managed in line with good practice.	The project management process might not meet its objectives and be rolled out across the Council.		✓	
Reports reflect the needs of budget holders and they understand them. Budget holders regularly meet with Finance and have their own monitoring and reporting arrangements in place.	Budgets may not be controlled and monitored leading to service overspends.		✓	
The Council complies with relevant legislation and discharges its responsibilities under the Crime & Disorder Act.	Non compliance with section 17 of the Crime and Disorder Act relating to the Council's duty to consider crime and disorder implications may leave them open to legal challenge.		✓	
To ensure there is a process in place to monitor savings identified in the medium term financial strategy (MTFS) as part of the transformation programme.	The Council may not achieve their reported savings resulting in budget overspends.	✓		
To ensure there are robust controls around the use of purchase cards including authorisation limits, compliance with financial rules and monitoring arrangements.	The use of Purchase Cards could result in staff ordering and paying for goods that are not appropriate resulting in a financial loss to the Council.			✓
There are robust business continuity and disaster recovery plans which are tested periodically.	The Council may not be able to provide key/critical front line services in the event of an emergency or serious disruption.	✓		
A follow-up audit to ensure that recommendations from the previous report on health and safety, which received a red assurance opinion, have been implemented in respect of recording, inspecting, monitoring and reporting on health and safety issues, both internally and externally.	Inadequate health and safety policies and procedures could result in an increase in incidents and accidents.	✓		
Annual review to confirm	Non-compliance with the	✓	✓	✓

Auditable Areas	Risks	2013/14	2014/15	2015/16
that Officers and members register interests, gifts and hospitality as required by Council procedures and codes of conduct.	Constitution and Code of Conduct may open the Council up to accusations of impropriety.			
Children's Services				
To review that there are appropriate controls around the appointment of foster carers and payments are appropriate.	Inappropriate persons may be allowed to act as foster parents.			✓
To review the adoption process and ensure there are robust controls around the vetting and payment of adoptive parents.	Children may not be appropriately placed with adoptive parents who have been through a robust adoption process.		✓	
Ensure there is a clear process for identifying improvements required to educational facilities, targets for improvement are set, monitored and reported. A post project review process is in place to ensure issues identified are not repeated for future projects.	The revised asset management arrangements may not lead to on-going improvements in the quality of educational facilities.		✓	
Review the processes around the Schools Admissions Service to ensure compliance with relevant legislation and good practice.	Failure to comply with relevant legislation and agreed local policies and procedures might result in an increase in appeals.	✓	✓	✓
Cyclical school visits programme to review financial management arrangements.	The operational and financial management arrangements in Secondary and Primary Schools may be inadequate increasing the risk of impropriety and failure to achieve Council objectives.	✓	✓	✓
Periodic review of Grangewaters Outdoor Education Centre to ensure the financial management and reporting processes are robust.	Failure to manage the budget and control income and expenditure could result in overspends and impact on service provision.	✓		
Following the commissioning out of some Children's Centres, to review the revised strategy and ensure there are processes in place to monitor service provision and ensure the Council is	The resources of Children's Centres may not be targeted at the most vulnerable families resulting in a poor use of resources.		✓	

Auditable Areas	Risks	2013/14	2014/15	2015/16
obtaining value for money.				
Periodic review of Little Pirates Nursery to ensure the financial management and reporting processes are robust.	Failure to manage the budget and control debt could result in overspends and impact on service provision.	✓		
Periodic review of Neptune Nursery to ensure the financial management and reporting processes are robust.	Failure to manage the budget and control debt could result in overspends and impact on service provision.	✓		
Review to look at the impact of austerity measures on the service level agreements, monitoring and reporting arrangements around partnerships between the Council and 3 rd sector providers.	Arrangements between the Council and the 3 rd (voluntary/charity) sector may not result in VFM being achieved.			✓
Management request for a review of Thurrock Adult Community College Crèche financial arrangements and business planning.	The Crèche may not have an appropriate business plan in place to identify opportunities to increase revenue.	✓		
To determine whether the decision to increase the use of mobile working enhances service provision and provides better value for money.	If not properly managed, mobile working could have an adverse impact on the quality of service being provided to clients.		✓	
The Education Transport service provision is currently spending above the statutory minimum. Management have requested a review be carried out to assess whether new policies and procedures have been implemented properly and are being followed.	Failure to adhere to the new policies and procedures could result in non-statutory services being provided and see costs escalating above the statutory minimum.		✓	
With the reduction in devolved capital funding available to schools, are the Council maximising opportunities from other sources.	The Authority may not be maximising the opportunities for schools to receive capital funding resulting in poor quality buildings due to a lack of investment.			✓
Due to changes coming out of the transformation programme and the introduction of community hubs, undertake cyclical	The operational and financial management arrangements in Libraries are inadequate which could result in poor budgetary control and misappropriation of		✓	

Auditable Areas	Risks	2013/14	2014/15	2015/16
reviews of libraries to ensure controls around expenditure and the collection of income are robust.	funds.			
Adults, Health & Commissioning				
Review the use of agency staff for in-house provider services to ensure the levels of staff reflect the needs of the service and are properly budgeted for. The review will include the use of in-house bank staff.	Failure to properly utilise existing and bank staff could result in reduced service quality, additional costs for agency staff, budget overspends and a lack of value for money.	✓		
Review of the newly formed Reablement Service to ensure it is meeting its objectives/targets and outcomes are being monitored when clients are handed over to independent providers.	Failure to achieve objectives/targets could result in clients' quality of life not being enhanced through their increased independence and expected cost reductions not being achieved by the Council.	✓		
To examine the procedures and processes around the recovery of income	Increasing levels of debt could result in reduced income and have an impact on budgets and service provision.	✓		
To look at the processes around the commissioning of new health projects and the governance arrangements in an area that is new to the Authority.	Failure to manage, monitor and report on new health projects could lead to poor prioritising and use of limited resources.	✓		
A new system is being introduced in late 2013, to devolve decision making for the use of resources around direct payments and individual budgets to Managers. Management have requested a review to evaluate the system from the first point of contact by a client to the handover to the Contracts Team.	A lack of transparency and clarity around the new processes could result in poor decision making and inappropriate use of resources.		✓	
The Council are part of a pilot scheme involving the appointing of Local Area Co-ordinators to work with local communities on asset based community development projects. The	Residents may not maximise the opportunities to develop their communities and improve their quality of life.		✓	

Auditable Areas	Risks	2013/14	2014/15	2015/16
aim is for local communities to build up their own local support mechanisms and work alongside the Council. Management have requested an independent review of the on-going evaluation process.				
To review the Council's charging arrangements to ensure the Council is maximising its income potential through the setting of fair and transparent fees for services.	If charges are set too high or are seen to be unfair, they could result in reduced take up of services and falling levels of income.		✓	
The Council is undertaking an extensive transformation programme called Building Positive Futures. This programme has a number of large and small individual projects which will start to deliver against agreed targets by 2015/16. Therefore, management have requested that Internal Audit independently review a number of these projects to check progress and identify any lessons learned that could assist future projects.	If projects fail to deliver and/or lessons are not learned, future projects may be at risk of repeating the same mistakes with the same outcomes.			✓
Corporate Finance				
External Audit request to verify transfer of balances and new chart of accounts following implementation of Oracle upgrade.	Incorrectly transferred balances or incorrect coding could result in errors in the annual accounts.	✓		
To review the processes that ensure the benefit subsidy claim is accurate.	The Housing Benefit Subsidy Claim could be incorrect resulting in loss of subsidy to the Council.	✓		
To review the work of the QA team and ensure that issues it identifies are discussed with and addressed by the Strategic Partner (Serco).	Errors may increase if issues identified by the QA team are not addressed, resulting in reduced performance.	✓		
The Council is treating VAT in accordance with relevant legislation and returns are made promptly.	The Council may not be complying with relevant VAT legislation resulting in potential fines or penalties.		✓	
Environment				

Auditable Areas	Risks	2013/14	2014/15	2015/16
Review to ensure that there are appropriate policies and procedures in place covering inspections of goods, weights and measures, licensed premises etc, and that legal action and success is communicated.	Non-compliance with statutory requirements in respect of Trading Standards might result in dissatisfaction amongst local residents.	✓		
There are a number of businesses which require the proprietor to have a licence and for each type issued, testing will be carried out to ensure that there are appropriate policies and procedures in place covering eligibility, fees and charges and monitoring arrangements.	Licences may be issued to persons who do not meet or satisfy statutory requirements		✓	
An audit to ensure that there are appropriate policies and procedures, street cleaning performance indicators have been developed and are monitored and there are action plans in place to address issues.	The street cleaning service may not be improving leading to dissatisfaction among residents and damage to the Council's reputation.		✓	
A review to determine that the emergency planning process is documented, roles and responsibilities amongst the partners are clear and the plans are periodically tested.	The Council may not be able to react appropriately in the event of a disaster.			✓
To review the policies, procedures, inspection, monitoring, reporting and enforcement arrangements around the work of the food team.	Poor environmental health processes could result in contaminated food being sold to the public which may increase the risk of illness and damage to the Council's reputation.	✓		
To review the policies, procedures, inspection, monitoring, reporting and enforcement arrangements around pollution control.	Poor environmental health processes could fail to identify and/or prevent pollution resulting in potential financial and reputational loss to the Council.		✓	
To review the governance, management and operational controls around the waste management contract and ensure it is delivering value for money.	Following the awarding of the waste management contract, internal controls may have lapsed.	✓		

Auditable Areas	Risks	2013/14	2014/15	2015/16
Chief Executive's Delivery Unit				
To review the Council's new risk management arrangements and how they feed into the business planning process.	Failure to identify risk as part of the business planning cycle could lead to failure of the plans and reputational damage to the Council.	✓		
Sample testing of key performance indicators taken from the balanced scorecard, both national and local to verify accuracy of data.	The rate of improvement may be below the national average.	✓		
To ensure that the bidding process around the Purfleet Regeneration Project is robust, there is engagement with other parts of the organisation and there are documented minutes of decisions.	Failure to manage the process effectively could leave the Council open to challenge from unsuccessful bidders which could have financial and reputational consequences.	✓		
To review the governance arrangements around the £4.3M grant funding made available as part of the Tiger Programme. This grant funding is to provide grants and loans to small business and is led by a partnership Programme Board in North Kent.	If the decision making process is not robust, business plans may not be properly assessed and monitored resulting in lost opportunities to improve the economic well-being of the area covered by the partnership.	✓		
An independent review of the process of deciding where community hubs are to be rolled out in 2014/15 has been requested by management.	Failure to locate and site the hubs in areas where they provide the most benefit to the community could result in a lost opportunity to provide a central point of contact and assist local residents.		✓	
Review the Sustainable Community Strategy and obtain evidence to determine performance, monitoring and reporting arrangements.	The Council may not be meeting their targets identified within the Sustainable Community Strategy.		✓	
Housing				
To review Serco's governance, management and operational controls around the Europa contract and ensure it is delivering value for money.	Failure to monitor and manage the contract could result in escalating costs and complaints.	✓		

Auditable Areas	Risks	2013/14	2014/15	2015/16
Equalities review to ensure the system used to allocate Council housing is fair, in line with the Council's policy and evidence of the decision making process is retained.	Policies and procedures may not be followed which could lead to complaints about equality and the fairness around the assessment process and allocation of Council properties.	✓		
Revisit and review processes around gas inspections on a cyclical basis.	Council properties may not be inspected in accordance with legislation and/or policy.	✓		
Revisit and review processes around electrical inspections on a cyclical basis.	Council properties may not be inspected in accordance with legislation and/or policy.	✓		
To ensure there are effective procedures and controls around the eligibility, funding and payment of Disabled Facilities Grants.	Disabled Facilities Grants may not be used in accordance with grant requirements.		✓	
Review the impact of changes on the level of requests being made the Homeless Section following the introduction of welfare reform.	New arrangements and changes to legislation mean that the Council might not be able to discharge its duties in respect of homelessness.		✓	
Review the management and payment arrangements with Mears around the fixed price per property contract to ensure the Council are obtaining value for money.	Failure to comply with the contract may result in escalating property repair costs, poor service quality and increased complaints.	✓		
To review that the method used to calculate bills, accuracy of bills and billing arrangements are appropriate and that Lands inform Housing of the charges applied.	Charges made to leaseholders for services provided may not be reasonable or in line with guidance.		✓	
To carry out a review around the governance arrangements for the approval of the Housing Capital Programme.	Capital may be used for projects that have not been formally approved resulting in approved projects not being completed due to lack of resources.		✓	
To ensure there are policies and procedures around the letting of shop premises, fees charged and monitoring of	Arrangements' around the management of shop premises may not be robust leading to loss of income to the Council.			✓

Auditable Areas	Risks	2013/14	2014/15	2015/16
contracts.				
To ensure there are policies and procedures around the letting of garages, fees charged and monitoring of contracts.	Arrangements' around the management of garages may not be robust leading to loss of income to the Council.			✓
Planning & Transportation				
A review to determine whether the Building Control Service is meeting the needs of its customers and is providing value for money.	The Building Control Service may not maintain a competitive place in the market and might not provide value for money.	✓		
To ensure that there is an approved programme of bridge works, maintenance and inspections that is monitored and reported. Any variations are appropriately approved and reported.	Ineffective Bridge Maintenance may result in expensive unplanned costs being incurred.	✓		
IT Audit				
Integrated Children's System - Review of system controls in the business area to identify any gaps in processes for improvement.	Lack of control in business area could result in data being accessed by unauthorised persons.	✓		
Integrated Adult's System - Review of system controls in the business area to identify any gaps in processes for improvement.	Lack of control in business area could result in data being accessed by unauthorised persons.	✓		
Microsoft Licencing – To provide the Council with an understanding of licencing implications and whether the Council is getting value for money.	The Council may not get value for money in its purchase of licences.		✓	
Line of Business Applications – To assess the life of the system, current supportability and if the Line of Business is fit for purpose.	There could be duplication taking place across the core business systems of the Council which means there may not be an effective, efficient and economic IT solution.			✓
Desktops – To assess the age, volume and sustainability of current deployed desktops.	Desktops may be incompatible with current software if they are not updated or replaced.		✓	

Auditable Areas	Risks	2013/14	2014/15	2015/16
Third Party Contracts – To determine contracts deliver value for money, service level agreements are being met and service standards are being complied with.	Poor contractual arrangements could result in service standards not being met.			✓
Carry out a general review of the project management and controls framework.	Home and Remote Working project fails due to poor project governance.			✓
Carry out a general review of the project management and controls framework.	Electronic Document & Records Management System (EDRMS) project fails due to poor project governance.		✓	

Financial Controls (including work allowing greater external audit reliance on our work)

Systems	Source of Requirement	2013/14	2014/15	2015/16
Main Accounting & Budgetary Control	External audit want to be able to place reliance on testing undertaken by internal audit.	✓	✓	✓
Cash Receipting		✓	✓	✓
Accounts Payable		✓	✓	✓
Accounts Receivable		✓	✓	✓
Council Tax		✓	✓	✓
National Non Domestic Rates		✓	✓	✓
Housing Benefits		✓	✓	✓
Treasury Management		✓	✓	✓
Payroll		✓	✓	✓
Bank Reconciliation		✓	✓	✓
Housing Rents		✓	✓	✓
Asset Register		✓	✓	✓
Adult Social Care Income		✓	✓	✓
Adult Social Care Expenditure		✓	✓	✓

Other Internal Audit Activity

Activity	Rationale	2013/14	2014/15	2015/16
Follow Up	To meet internal auditing standards and to provide management with on-going assurance regarding implementation of recommendations.	✓	✓	✓
Contingency	To allow for additional audits to be undertaken at the request of the Standards & Audit Committee or management based on changes in assurance needs as they may arise	✓	✓	✓

Activity	Rationale	2013/14	2014/15	2015/16
	during the year.			
Audit Management	This will include: <ul style="list-style-type: none"> ▪ Annual planning ▪ Preparation for, and attendance at, Audit Committee meetings ▪ Regular liaison and progress updates ▪ Liaison with external audit ▪ Preparation of the annual internal audit opinion 	✓	✓	✓

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Appendix C: Internal Audit plan 2013/2014

Audit	Internal Audit Coverage	Internal Audit Approach	Audit Days	Proposed Timing	Audit Committee
Assurance and Advisory Work to Address Specific Risks					
Corporate/Thematic Reviews					
Contracts Procedures	Procurement of contracts is in compliance with legislation and the Council's Constitution. The awarding of contracts is backed up by appropriate documentation and evidence.	Assurance	15	TBA	TBC
Case Management	To ensure case management of cases relating to conduct and disciplinary issues is robust and sufficient evidence is available to support decisions.	System	8	TBA	TBC
Oracle Payroll Project	To ensure the smooth transition from the Delphi payroll system to an Oracle based system including project management, user testing, training etc.	Assurance	13	TBA	TBC
Sickness Management	This is an on-going problem which needs to be revisited and checked on an on-going basis.	System	12	TBA	TBC
Equality Standards	Guidance and monitoring of progress against achieving Gold Equality Standard.	Advisory	10	TBA	TBC
Business Continuity & Disaster Recovery	There are robust processes around business continuity and disaster recovery plans which are tested periodically.	System	12	TBA	TBC
Transformation savings	To ensure there is a process in place to monitor savings identified in the medium term financial strategy (MTFS) as part of the transformation programme.	System	5	TBA	TBC
Register of Gifts, Interests & Hospitality	Annual review to confirm that Officers and members register interests, gifts and hospitality as required by Council procedures and codes of conduct.	Assurance	3	TBA	TBC
Health & Safety Follow-up	Follow-up on the recommendations made in the Health & Safety review 2012/13.	Follow-up	4	TBA	TBC
Children's Services					
School Visits	Cyclical school visits programme to review financial management arrangements.	System	60	TBA	TBC

Grangewaters	Review of the financial management arrangements around income and expenditure and the final accounts process.	System	5	TBA	TBC
Admissions Service	The allocation of school places and the appeals process is fair and decisions are in line with policies and supported by sufficient documentary evidence.	System	7	TBA	TBC
Little Pirates Nursery	Review of the financial management arrangements around income and expenditure.	System	4	TBA	TBC
Neptune Nursery	Review of the financial management arrangements around income and expenditure.	System	4	TBA	TBC
Thurrock Adult Community College - Creche	Review of the financial management arrangements around income and expenditure of the crèche which is currently overspending.	System	3	TBA	TBC
Adults, Health & Commissioning					
Use of Agency Staff by in-house providers	To ensure the level of agency staff used is appropriate to meet the needs of the service.	System	10	TBA	TBC
Reablement Service	To determine whether the Reablement service has resulted in reduced care costs and an improved service for clients.	System	12	TBA	TBC
Recovery of Income (Adult Services)	Review the processes around recovering income to ensure debt levels do not continue to rise and various legal remedies are being pursued.	System	10	TBA	TBC
Public Health (Community Budgets)	To review the processes around the commissioning of new health projects and their governance arrangements. This is a new area for the Council.	System	12	TBA	TBC
Corporate Finance					
Oracle upgrade - Accounts	External Audit request to verify transfer of balances and new chart of accounts following implementation of Oracle upgrade.	Assurance	13	TBA	TBC
HB Subsidy Claim	To review the processes that ensure the benefit subsidy claim is accurate.	System	8	TBA	TBC
Finance QA Team	To review the work of the QA team and ensure that issues it identifies are discussed with and addressed by the Strategic Partner (Serco).	Advisory	8	TBA	TBC

Environment					
Trading Standards	To ensure compliance with statutory requirements in respect of the provision of Trading Standards services.	System	8	TBA	TBC
Environmental Health (Food)	To review the policies, procedures, monitoring, reporting and enforcement arrangements.	System	5	TBA	TBC
Waste Management	To review the governance, management and operational controls around the waste management contract and ensure it is delivering value for money.	System	12	TBA	TBC
Chief Executive's Delivery Unit					
Risk Management	To review the Council's new risk management arrangements and how they feed into the business planning process.	Advisory	7	TBA	TBC
Key Performance Indicators	Sample testing of key performance indicators taken from the balanced scorecard, both national and local to verify accuracy of data.	Advisory	12	TBA	TBC
Purfleet Regeneration Project	To ensure the project planning and governance processes are robust and the awarding of contracts is fair.	System	12	TBA	TBC
Tiger Programme	To review the decision making processes around the awarding of loans/grants to small businesses and ensure the governance around the wider partnership with North Kent is robust.	System	12	TBA	TBC
Housing					
Housing Allocations	Equalities review to ensure the system used to allocate Council housing is fair, in line with the Council's policy and evidence of the decision making process is retained.	System	10	TBA	TBC
Econogas	To ensure regular inspections are being made in line with legislative and Council requirements.	System	7	TBA	TBC
Electrical Testing	To ensure regular inspections are being made in line with legislative and Council requirements.	System	7	TBA	TBC
Housing Repairs & Maintenance	Review the management and payment arrangements with Mears around the fixed price per property contract to ensure the Council are obtaining value for money.	Assurance	12	TBA	TBC

Contract Governance (Europa)	To review Serco's governance, management and operational controls around the Europa contract and ensure it is delivering value for money.	Assurance	12	TBA	TBC
Planning & Transportation					
Building Control	A review to determine whether the Building Control Service is meeting the needs of its customers and is providing value for money.	System	12	TBA	TBC
Bridge Maintenance	To ensure that there is an approved programme of works, maintenance and inspections that is monitored and reported. Any variations are appropriately approved and reported.	System	12	TBA	TBC
IT Audit					
Integrated Children's System	Review of system controls in the business area to identify any gaps in processes for improvement.	System	16	TBA	TBC
Integrated Adult's System	Review of system controls in the business area to identify any gaps in processes for improvement.	System	16	TBA	TBC
Core Financial Controls					
Main Accounting & Budgetary Control	<ul style="list-style-type: none"> • Reconciliation • Journals • Access arrangements 	System	14	TBA	TBC
Cash Receipting	<ul style="list-style-type: none"> • Banking arrangements • Reconciliation 	System	8	TBA	TBC
Accounts Payable	<ul style="list-style-type: none"> • Ordering & authorisation • Invoice matching • Separation of duties • Payment processing • BACS transfers • Reconciliation 	System	14	TBA	TBC
Accounts Receivable	<ul style="list-style-type: none"> • Processes and procedures • Reconciliation • Write-offs • Recovery • Analysis 	System	11	TBA	TBC
Council Tax	<ul style="list-style-type: none"> • Processes and procedures • Reconciliation 	System	12	TBA	TBC
National Non Domestic Rates	<ul style="list-style-type: none"> • Processes and procedures • Reconciliation 	System	12	TBA	TBC
Housing Benefits	<ul style="list-style-type: none"> • Processes and procedures • Processing of forms • Entitlement checks • Reconciliation • Year-end balancing 	System	18	TBA	TBC

Treasury Management	<ul style="list-style-type: none"> • Payment runs • Reconciliation 	System	5	TBA	TBC
Payroll	<ul style="list-style-type: none"> • Starters/Leavers • Authorisation • System access • Amendments • Exception reporting • Reconciliation • Suspense accounts 	System	16	TBA	TBC
Bank Reconciliation	<ul style="list-style-type: none"> • Policies and Procedures • Authorisation process • Monthly reconciliations • Exceptions 	System	5	TBA	TBC
Housing Rents	<ul style="list-style-type: none"> • Tenant checks • System access controls • Reconciliation • Calculations of payments 	System	10	TBA	TBC
Asset Register	<ul style="list-style-type: none"> • Acquisitions/Disposals • Depreciation and Capital charges • Year-end procedures 	System	12	TBA	TBC
Adult Social Care Income	<ul style="list-style-type: none"> • Policies and Procedures • Ordering and Authorisation process • Monthly reconciliations • Exceptions 	System	12	TBA	TBC
Adult Social Care Expenditure	<ul style="list-style-type: none"> • Policies and Procedures • Authorisation process • Write Offs • Recovery • Monthly reconciliations 	System	12	TBA	TBC
Other Internal Audit Coverage					
National Fraud Initiative	To act as main contact point and ensure departments are following up on any matches identified as part of NFI exercise. Also, provide guidance to departments and liaise with Audit Commission.	N/A	12	As required	As used
Contingency	For coverage of risks and changes in assurance needs as these arise during the year. To be agreed in advance with Management.	N/A	30	As required	As used
Follow Up	To meet internal auditing standards and to provide management with ongoing assurance regarding implementation of recommendations.	Follow up review	20	Ongoing	Delivered as per Standards & Audit Committee work plans

Client meetings	To attend Directorate Management Team, Leadership Group, Home Counties Chief Internal Auditors Group, Essex Audit Group and Essex & Herts Investigator Group meetings.	N/A	20	Ongoing	As used
Management	This will include: <ul style="list-style-type: none"> ▪ Annual planning. ▪ Preparation for, and attendance at, Standards & Audit Committee meetings. ▪ Regular liaison and progress updates. ▪ Liaison with external audit. ▪ Preparation of the annual internal audit opinion. 	N/A	70	Ongoing	As used
Total			723		

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