



Report of the Chief Officer (Financial Services)

Report to Corporate Governance and Audit Committee

Date: 15 March 2021

Subject: Internal Audit Plan 2021-22

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- The Corporate Governance and Audit Committee has responsibility for reviewing the adequacy of the Council's corporate governance arrangements.
- The Public Sector Internal Audit Standards (PSIAS) require the Head of Internal Audit to deliver an annual internal audit opinion and report that can be used by the Council to inform its governance statement. The standards also refer to the need for a risk-based plan to take into account the requirement to produce an annual internal audit opinion which includes input from management and the Corporate Governance and Audit Committee. Standard 2020 requires that internal audit plans are communicated to senior management and the Committee for review and approval.
- The Terms of Reference for the Corporate Governance and Audit Committee include the consideration of the Council's arrangements relating to internal audit requirements and specifically, reviewing and approving the risk-based plan and any additional significant work.
- This report provides Members with the proposed Internal Audit Plan for 2021-22

2. Best Council Plan Implications

- The work of Internal Audit contributes to Leeds City Council achieving its key priorities by helping to promote a secure and robust internal control environment, which enables a focus on accomplishing the Best Council Plan objectives.

3. Resource Implications

- A risk-based approach has been used to devise an Internal Audit plan that promotes the effective and efficient use of resources across the organisation.

Recommendations

- a) The Corporate Governance and Audit Committee is asked to review and approve the proposed Internal Audit Plan for 2021-22.

1. Purpose of this report

- 1.1 The purpose of this report is to present the proposed Internal Audit Plan for 2021-22 to the Corporate Governance and Audit Committee for review and approval. This report also includes a summary of the basis for the plan. The plan has been developed in consultation with senior management.

2. Background information

- 2.1 The Corporate Governance and Audit Committee has responsibility for reviewing the adequacy of the Council's corporate governance arrangements.
- 2.2 The Public Sector Internal Audit Standards (PSIAS) set out the standards for internal audit and apply to all public sector internal audit service providers. They include the need for risk-based plans to be developed for internal audit and for plans to receive input from management and the Corporate Governance and Audit Committee. Standard 2020 requires that internal audit plans are communicated to senior management and the Committee for review and approval.
- 2.3 The Chief Officer (Financial Services), as the Council's Section 151 Officer, is responsible under the Local Government Act 1972 for ensuring that there are arrangements in place for the proper administration of the authority's financial affairs. The work of Internal Audit is an important source of information for the Chief Officer (Financial Services) in exercising her responsibility for financial administration.

3. Main issues

3.1 Context

- 3.1.1 Internal audit contributes to Leeds City Council achieving its key priorities by helping to promote a secure and robust internal control environment, which enables a focus on achieving the Council's objectives.
- 3.1.2 Internal audit also supports the Chief Officer (Financial Services) in discharging her statutory duties. The following are two key pieces of legislation that internal audit supports the Chief Officer (Financial Services) to comply with:
- Section 151 of the Local Government Act 1972. The Chief Officer (Financial Services), as the Council's Section 151 Officer, is responsible under the Local Government Act for ensuring that there are arrangements in place for the proper administration of the authority's financial affairs. The work of internal audit is an important source of information for the Chief Officer (Financial Services) in exercising her responsibility for financial administration.
 - The Accounts and Audit Regulations 2015. The regulations state that 'A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance'.

3.1.3 The PSIAS set out the standards for internal audit and include the need for risk-based plans to be developed for internal audit and for plans to receive input from management and the 'Board'. Within Leeds City Council, the Corporate Governance and Audit Committee fulfils the key duties of the Board laid out in the PSIAS. This report sets out the proposed plan for 2021-22.

3.2 The Planning Process

3.2.1 The PSIAS require that the Head of Internal Audit *'must establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organisation's goals.'* The standards state that the risk-based plan should take into account the requirement to produce an annual internal audit opinion and report that is used by the organisation to inform its governance statement. The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control. To support this, the risk-based plan needs to include an appropriate and comprehensive range of work. There also needs to be a balance between breadth (taking a broad look at governance and risk management) and depth (drilling down into specific areas where internal audit can provide valuable insight).

3.2.2 The proposed plan for 2021-22 reflects a marginal increase in the level of internal audit resources to be devoted towards core assurance activities that will contribute towards the annual opinion. At this stage, the plan is considered to be sufficient to enable the Head of Audit to provide appropriate assurances in support of the statutory finance officer's role, nevertheless, this will need to be monitored going forward. Internal audit resource will need to be focused on the most significant risk areas and on the robustness of financial control. There will continue to be a need for greater reliance to be placed on management controls within the internal control framework and for a potentially higher level of risk to be accepted. Directorate Leadership Teams must have appropriate arrangements in place to ensure that they have assurance on key risk areas and that the risk management process supports and enables the delivery of objectives. We are looking to strengthen our regular representation across these teams throughout 2021-22.

3.2.3 In line with the PSIAS the proposed audit plan has been devised adopting a risk based approach using the following sources:

- the Council's risk management processes and the corporate and directorate risk registers;
- the results of previous internal audit work and our ongoing assessment of the auditable entities within the authority;
- planned work deferred from 2020-21;
- awareness of relevant local and national issues;
- consultation with Corporate Governance and Audit Committee, the Council's Section 151 Officer, the Monitoring Officer, the Corporate Leadership Team and other senior management and colleagues from across the organisation; and
- regular dialogue with the core cities and authorities within South and West Yorkshire helps to ensure that we are aware of emerging risks within other Councils so that they can be considered during audit planning.

3.2.4 The outputs from the planning process have been prioritised to produce a plan that balances the following:

- the requirement to give an objective and evidenced based opinion on aspects of governance, risk management and internal control;
- the time required for mandatory activities required to contribute to the council's ongoing COVID response;
- the time required for anti-fraud and corruption activity;
- the requirement for internal audit to add value through improving controls, streamlining processes and supporting corporate priorities;
- the need to retain a contingency element to remain responsive to emerging risks; and
- the resource and skill mix available to undertake the work

3.3 Resources

3.3.1 There are 16.65 FTEs in the Internal Audit team (16.78 FTEs for 2020-21). The number of days allocated in the plan to specifically provide the Head of Internal Audit with the evidence for the opinion on the control environment is 2,271 days (2,205 days for 2020-21). The level of resources required to provide internal audit services to external clients is 120 days (126 days for 2020-21). The total Internal Audit Plan for 2021-22 is therefore 2,391 days (in 2020-21 it was 2,331 days).

3.3.2 Productive audit days to contribute towards the annual opinion have increased marginally from the level in place for 2020-21. We have worked hard to review our proposed activities over the year and balance the need to allow time for ongoing staff development and wellbeing, with the importance of maximising the resource that can be devoted towards core assurance activities. We will continue to develop our use of modern audit techniques to ensure that we deliver the audit coverage as efficiently and effectively as possible. Consistent with other authorities, we will also be looking to draw on a multitude of other work streams to help deliver the annual opinion, including an increased focus on consultancy work and client liaison activities.

3.3.3 In the opinion of the Head of Audit, the resources that are currently available are sufficient to perform the work necessary to deliver the annual internal audit opinion and report that is used by the organisation to inform its governance statement. Sufficient time has also been set aside for the management, development and training of team members, and to support their health and wellbeing.

3.3.4 Other Local Authorities are currently in the process of agreeing audit plans and budgets for the coming year, and as such benchmarking data around planned activity for 2021-22 is not yet available.

3.4 Internal Audit Plan 2020-21

3.4.1 Appendix A provides a breakdown of the individual audits that are proposed for inclusion within the audit plan for 2021-22. The work is grouped at directorate level or functional area to align with risk registers and accountabilities. An overview of the assurance that each audit aims to achieve is provided together with a summary of the corresponding themes and risks covered.

3.4.2 The plan is designed to be responsive in nature and all efforts will be made to maximise coverage to provide an effective internal audit service that focuses on those key issues facing the organisation throughout the year.

3.4.3 Members were consulted ahead of drafting the plan. Progress against the plan will be monitored throughout the year, and key issues arising will continue to be reported to the Corporate Governance and Audit Committee.

3.4.4 Table 1: Comparison with Internal Audit Plan 2020-21

Assurance Block	Days in 2021/22 Plan	Days in 2020/21 Plan	% Change
COVID Response	40	n/a*	-
Anti-Fraud and Corruption	353	300	18%
Grants / Head of Audit Assurances	112	107	5%
Data analytics	100	80	25%
ICT and Information Governance	185	200	-8%
Finance Including Key Financial Systems	340	506	-33%
Procurement	180	150	20%
Directorate risks	762	685	11%
Schools	54	77	-30%
Corporate Governance and Audit Committee	25	n/a*	-
Contingency	120	100	20%
Total Assurance Days	2,271	2,205	3%
Other			
External Contracts	120	126	
Total Other	120	126	
Total Days	2,391	2,331	

* These areas were not previously accounted for within the calculation of resources available to contribute towards core assurance activities

3.4.5 Financial risk represents a key theme running throughout the plan, with budget savings reviews planned across each of the directorates and 62% of planned audits covering an element of financial management. This reflects the current risk profile of the organisation and provides an opportunity for us to provide valuable assurances across a wide range of financial systems and processes. We have retained a portion of time for contingency, the calculation of which has been based in correlation to the trends allowed for across recent years. This enables us to respond to new risks and priorities as they emerge.

4 Corporate considerations

4.1 Consultation and engagement

4.1.1 This report did not highlight any consultation and engagement considerations.

4.2 Equality and diversity / cohesion and integration

4.2.1 This report does not highlight any issues regarding equality, diversity, cohesion and integration.

4.3 Council policies and the Best Council Plan

- 4.3.1 The Terms of Reference of the Corporate Governance and Audit Committee require the Committee to review the adequacy of the Council's corporate governance arrangements (including matters such as internal control and risk management). They also require the Committee to consider the Council's arrangements relating to internal audit requirements including reviewing and approving the risk-based plan and any additional significant work.
- 4.3.2 The Council's Financial Regulations require that an effective internal audit service is provided in line with legislation and the appropriate audit standards to help the organisation accomplish its objectives.
- 4.3.3 The Internal Audit Plan has links to risks that may affect the achievement of Best Council Plan objectives and the aims of council policies.

Climate Emergency

- 4.3.4 The plan includes a review of the preparations and state of readiness for implementation of the expected national waste strategy, and the effect on the Leeds Waste Strategy development, central to which is the aim to manage waste sustainably and reduce carbon emissions. The annual programme of contract management audits will also review the engagement of procurement activity with social value themes, central to which are activities contributing to the climate agenda. Internal Audit will ensure that the Climate Emergency is considered in the scope of all relevant audits, and will review the wider delivery of the strategic priorities as these become embedded.

4.4 Resources, procurement and value for money

- 4.4.1 The Internal Audit Plan includes a number of reviews that evaluate the effectiveness of financial governance, risk management and internal control arrangements, including coverage of procurement activity.
- 4.4.2 In relation to resources and value for money, the Internal Audit Plan includes a number of reviews that are aligned with the Council's value of spending money wisely.
- 4.4.3 The Internal Audit Quality Assurance and Improvement Programme and service development work that is reported to the Committee demonstrates a commitment to continuous improvement in respect of efficiency and effectiveness.

4.5 Legal implications, access to information, and call-in

- 4.5.1 None.

4.6 Risk management

- 4.6.1 The Internal Audit Plan has been and will continue to be subject to constant review throughout the financial year to ensure that audit resources are prioritised and directed towards the areas of highest risk. This process incorporates a review of information from a number of sources, one of these being the corporate risk register.

4.6.2 The risks relating to the achievement of the Internal Audit Plan are managed through ongoing monitoring of performance and resource levels. This information will continue to be reported to the Committee.

5 Conclusions

5.1 The proposed Internal Audit Plan for 2021-22 has been prepared in line with the PSIAS. A risk-based approach has been used to prioritise internal audit work and ensure that there is sufficient coverage and internal audit resource to provide an evidence-based assurance opinion that concludes on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

5.2 The plan is responsive in nature and all efforts will be made to maximise coverage to provide the most effective internal audit service that focuses on those key risks facing the organisation throughout the year.

5.3 Progress against the plan will be monitored throughout the year and key issues will continue to be reported to the Corporate Governance and Audit Committee

6 Recommendations

6.1 The Corporate Governance and Audit Committee is asked to review and approve the proposed Internal Audit Plan for 2021-22.

7 Background documents

7.1 None.

Appendix A – Internal Audit Plan 2021/22

Audit Area	Overview of Assurance	Assurance Themes	Risks
COVID Response 40 Days			
Business Grants	Post-payment assurance on COVID-19 Business Grants.	Financial Management, Anti-Fraud and Corruption, Legislative / Regulatory Compliance	LCC05 – Coronavirus: threat to health, disruption to services, significant economic impact
Anti-Fraud and Corruption 353 Days			
Whistleblowing Hotline and Reactive Work	Risk assessment and investigation of allegations and referrals.	Anti-Fraud and Corruption, Legislative / Regulatory Compliance	RH09 – Fraud and Corruption
Anti-Fraud and Corruption Proactive Work	Risk-based work to prevent and detect fraud.	Anti-Fraud and Corruption, Financial Management, Legislative / Regulatory Compliance	RH09 – Fraud and Corruption
Anti-Fraud and Corruption Policy Update	Update of anti-fraud and corruption policies.	Anti-Fraud and Corruption, Financial Management, Legislative / Regulatory Compliance, Ethics and Culture, Human Resource Management	RH09 – Fraud and Corruption
Grants and Head of Audit Assurances 112 Days			
Local Transport Capital Block Funding	Independent examination of accounts and / or assurance that the grant claim has been spent in accordance with the grant determination.	Legislative / Regulatory Compliance, Financial Management, Governance and Decision Making	Various including cross-Council Directorate budget risks
West Yorkshire Plus Transport Fund			
Cycle City Ambition Grant			

Audit Area	Overview of Assurance	Assurance Themes	Risks
Pot Holes Grant			
National Productivity Investment Funds			
Leeds Public Transport Investment Programme			
Transforming Cities Fund			
Challenge Fund Grant			
Active Travel Fund Tranche 2			
Bus Subsidy Ring Fenced Grant			
West Yorkshire Combined Authority Treasury Management Assurance			
Families First Earned Autonomy			
Blue Badge Grant			
Schools Central Financial Controls			
Pensions Contributions			
PAYE Settlement Agreement			

Audit Area	Overview of Assurance	Assurance Themes	Risks
Data Analytics 100 Days			
Data Analytics	Evaluation of control effectiveness across key systems on a routine basis, highlighting and reviewing high risk events or transactions.	Financial Management, Anti-Fraud and Corruption, Contracts and Procurement / Commissioning	Cross-Council Directorate Budget Risks RH09 – Fraud and Corruption
ICT and Information Governance 185 Days			
Privileged User Access Follow Up	To review the progress made implementing the recommendations made in relation to the limited opinion.	Information governance, Legislative / Regulatory Compliance, Risk Management	Cross-Council Directorate Information Governance Risks LCC 15 – Major ICT Failure LCC 31 – Major Cyber Incident
Internal Software Development	To provide assurance that there are appropriate controls in place for the development of software internally.	Business Innovation / Development, Project / Programme Management, Information Governance, Value for Money	LCC 15 – Major ICT Failure LCC 26 – Information Management and Governance
Database Management	Review of the controls in place to ensure effective DBA and prevent and identify misuse of database admin access.	Information Governance, Legislative / Regulatory Compliance, Project / Programme Management	Cross-Council Directorate Information Governance Risks LCC 15 – Major ICT Failure LCC 31 – Major Cyber Incident
Information Governance Policy Reviews	To provide support to the business in the development of the new Information Governance Policies.	Information Governance, Governance and Decision Making, Risk Management, Ethics and Culture, Human Resource Management	LCC26 – Information Management and Governance Cross-Council Directorate Information Governance Risks

Audit Area	Overview of Assurance	Assurance Themes	Risks
Information Governance	To provide assurance on the security of personal and special category data.	Information Governance, Legislative / Regulatory Compliance, Safeguarding, Governance and Decision Making, Risk Management	LCC26 – Information Management and Governance Cross-Council Directorate Information Governance Risks
Digital Efficiencies	To provide support to the business in the achievement of £1m savings linked to digitisation.	Financial Management, Risk Management, Information Governance, Governance and Decision Making, Project / Programme Management, Value for Money	Cross-Council Directorate Information Governance and Budget Risks LCC 15 – Major ICT failure
ICT Projects	Time reserved to provide internal audit support for ICT related projects.	Project / Programme Management, Value for Money, Governance and Decision Making, Information Governance, Business Innovation / Development, Financial Management	Cross-Council Directorate Information Governance and Budget Risks LCC 15 – Major ICT failure LCC 31 – Major Cyber Incident
Microsoft 365 Project Board	Time allocated within the plan to robustly challenge the project, and to provide assurance on the governance and value for money arrangements.	Financial Management, Risk Management, Project / Programme Management, Contracts and Procurement / Commissioning, Value for Money, Business Innovation / Development, Performance Management, Information Governance	LCC 15 – Major ICT Failure LCC26 – Information Management and Governance LCC 31 – Major Cyber Incident
Advice	Time allocated within the plan to provide professional advice to officers.	Various	Various
Client Liaison	Time allocated to attend Directorate Leadership Team meetings and liaise with Senior Officers.	Various	Various

Audit Area	Overview of Assurance	Assurance Themes	Risks
Finance including Key Financial Systems 340 Days			
Core Business Transformation Programme – Work Streams	To undertake consultancy work that provides continued support towards the delivery of the Core Business Transformation Programme.	Financial Management, Risk Management, Governance and Decision Making, Business Innovation / Development, Performance Management	LCC10 – Medium term budget
Core Business Transformation Programme – Programme Assurance	Time allocated within the plan to robustly challenge the programme, and to provide assurance on the governance and value for money arrangements.	Financial Management, Performance Management, Risk Management, Governance and Decision Making, Information Governance, Business Innovation / Development, Value for Money, Contracts and Procurement / Commissioning, Project / Programme Management, Human Resource Management, Ethics and Culture	LCC10 – Medium term budget LCC26 – Information Management and Governance RH16 – Contractor / Bidder Challenge
Budget Monitoring and Control	To review the effectiveness of new budget monitoring and control processes introduced across the authority.	Financial Management, Risk Management, Performance Management, Governance and Decision Making, Business Innovation / Development	LCC09 – In year budget LCC10 – Medium term budget Cross-Council Directorate Budget Risks
Silver Group Challenge	To review the effectiveness of the Silver Group in driving the delivery of planned savings targets.	Financial Management, Risk Management, Performance Management, Governance and Decision Making	LCC09 – In year budget LCC10 – Medium term budget
Capital Programme Central Controls	To gain assurance that expenditure in the capital programme is appropriately approved, controlled and monitored and that the accounting system provides accurate and timely information.	Financial Management, Governance and Decision Making, Anti-Fraud & Corruption	LCC09 – In year budget LCC10 – Medium term budget RH01 Capital Programme RH09 – Fraud and Corruption RH08 – Capital receipts

Audit Area	Overview of Assurance	Assurance Themes	Risks
Treasury Management	Data analytics work to provide assurance on the Treasury Management system.	Financial Management, Value for Money, Anti-Fraud & Corruption	LCC09 – In year budget LCC10 – Medium term budget RH07 - Financial institutions RH09 – Fraud and Corruption
Sundry Income Directorate Reviews	To undertake an analytical review of directorate income to identify areas of concern which may require further investigation.	Financial Management, Anti-Fraud & Corruption	LCC09 – In year budget RH09 – Fraud and Corruption
Income Management System	To review the transition to the new Income Management System, providing assurance over the systems that ensure all sources of income have been identified and accurately processed.	Financial Management, Business Innovation / Development, Anti-Fraud & Corruption	LCC09 – In year budget RH09 – Fraud and Corruption
FMS Creditor Purchase and Payment; Central and Directorate Processes	A review of the system through which orders are raised and payments are made to suppliers for goods and services, providing assurance that controls remain in place following the implementation of the new system. This will also include a review of the controls in relation to prompt payments.	Financial Management, Performance Management, Business Innovation / Development, Legislative / Regulatory Compliance, Anti-Fraud & Corruption	LCC09 – In year budget RH09 – Fraud and Corruption
Central Purchasing Card Controls	Data analytics work to provide assurance on purchasing card transactions.	Financial Management, Anti-Fraud and Corruption	LCC09 – In year budget RH09 – Fraud and Corruption

Audit Area	Overview of Assurance	Assurance Themes	Risks
Total Repairs	To provide assurance that there are adequate systems in place to ensure that payments made through the Total Repairs system are made to the correct creditor for goods / services which have been provided to the Council and that the payments are accurately recorded within the Council's accounting system. This will include a review of the transition to the new system.	Financial Management, Business Innovation / Development, Legislative / Regulatory Compliance, Anti-Fraud & Corruption	LCC09 – In year budget RH09 – Fraud and Corruption
Advice	Time allocated within the plan to provide professional advice to officers.	Various	Various
Client Liaison	Time allocated to attend Directorate Leadership Team meetings and liaise with Senior Officers.	Various	Various
Procurement 180 Days			
Contract Management	Individual reviews of contract management arrangements on a sample of contracts to gain assurance that they are being managed to deliver their intended outcomes, incorporating a review of contract extensions and open book review where necessary.	Contracts and Procurement / Commissioning, Value for Money, Governance and Decision Making, Legislative / Regulatory Compliance, Anti-Fraud and Corruption, Climate Emergency and Sustainability	RH16 – Contractor / Bidder Challenge RH17 – Contract Management RH23 – Contractor / Supplier Failure

Audit Area	Overview of Assurance	Assurance Themes	Risks
PFI Contract Management	To provide assurance that the contracts are being managed to deliver their intended outcomes, the contract terms are being met and value for money is being achieved.	Contracts and Procurement / Commissioning, Value for Money, Governance and Decision Making, Partnerships, Financial Management	LCC09 – In year budget LCC10 – Medium term budget RH17 – Contract Management CF2 – Revenue budget overspend CF10 – Children's Services' capital budget deficit
Contract Management Central Controls	Consultancy work to aid the development of a central resource of contract management training and guidance.	Contracts and Procurement / Commissioning, Value for Money, Governance and Decision Making, Legislative / Regulatory Compliance	RH16 – Contractor / Bidder Challenge RH17 – Contract Management RH23 – Contractor / Supplier Failure
Contract Extensions and Waivers – Data Analytics	To undertake an analytical review of contract extensions and waivers to identify areas of concern which may require further investigation.	Contracts and Procurement / Commissioning, Value for Money, Governance and Decision Making, Legislative / Regulatory Compliance	RH16 – Contractor / Bidder Challenge RH17 – Contract Management
Emerging Procurement Risks	Time reserved to respond to emerging procurement risks throughout the year.	Contracts and Procurement / Commissioning, Value for Money, Governance and Decision Making, Legislative / Regulatory Compliance, Anti-Fraud and Corruption	RH16 – Contractor / Bidder Challenge RH17 – Contract Management RH23 – Contractor / Supplier Failure
Advice	Time allocated within the plan to provide professional advice to officers.	Various	Various
Client Liaison	Time allocated to attend Directorate Leadership Team meetings and liaise with Senior Officers.	Various	Various

Audit Area	Overview of Assurance	Assurance Themes	Risks
Directorate Risks – Adults and Health 125 Days			
CIS Payments	To provide assurance that payments are only made in relation to people with an assessed need, have been correctly processed and are net of any client contribution, where applicable. The review will also provide assurance on the adequacy of controls for identifying changes in circumstances. The review will cover all payments made through CIS.	Financial Management, Anti-Fraud & Corruption, Information Governance, Safeguarding	LCC09 – In year budget AH1 – Significant budgetary overspend in Adult Social Care services
Payments to Providers of Homecare Follow Up	To review the progress made implementing the recommendations made for the objectives that received a limited opinion.	Financial Management, Contracts and Procurement / Commissioning, Anti-Fraud & Corruption	LCC09 – In year budget AH1 – Significant budgetary overspend in Adult Social Care services
Deprivation of Liberties (DoLS) Follow Up	To review the progress made implementing the recommendations made for the objectives that received a limited opinion.	Legislative / Regulatory Compliance, Risk Management, Governance and Decision Making, Safeguarding	LCC 08 – Safeguarding Adults
Income Recovery Project	To attend Income Recovery Project Board meetings to provide support to the service and ensure that potential risks and control weaknesses are highlighted and considered in the service redesign.	Financial Management, Risk Management, Project / Programme Management, Governance and Decision Making, Performance Management, Business Innovation / Development	LCC09 – In year budget AH1 – Significant budgetary overspend in Adult Social Care services

Audit Area	Overview of Assurance	Assurance Themes	Risks
Budget Action Plans	To support and challenge the directorate in the achievement of the budget action plans for 2021/22.	Financial Management, Risk Management, Value for Money, Governance and Decision Making, Performance Management	LCC09 – In year budget AH1 – Significant budgetary overspend in Adult Social Care services
Recovery Service	To review the Recovery Hubs and ensure that there are adequate controls in place in terms of care received, safeguarding and safeguarding client's personal assets.	Safeguarding, Performance Management, Anti-Fraud & Corruption, Information Governance	LCC 08 – Safeguarding Adults AH 14 – Significant increased pressures on A&H as a result of NHS capacity or de-commissioning of services
Direct Payments	To provide assurance on the work undertaken to identify fraudulent or erroneous payments including an assessment of the robustness of action taken.	Financial Management, Value for Money, Legislative / Regulatory Compliance, Anti-Fraud and Corruption	AH1 – Significant budgetary overspend in Adult Social Care services RH09 – Fraud and Corruption
Advice	Time allocated within the plan to provide professional advice to officers.	Various	Various
Client Liaison	Time allocated to attend Directorate Leadership Team meetings and liaise with Senior Officers.	Various	Various

Audit Area	Overview of Assurance	Assurance Themes	Risks
Directorate Risks – Children and Families 152 Days			
Support for Care Leavers	To ensure that all care leavers who are eligible for support have been identified and that support needs are adequately reflected in pathway plans which are subject to regular review.	Legislative / Regulatory Compliance, Financial Management, Safeguarding, Risk Management, Governance and Decision Making, Information Governance	LCC 03 – Safeguarding children LCC09 – In year budget LCC 13 – Children and Families Inspections: LCC standing corporate risk CF2 – Revenue budget overspend
Safeguarding	To provide assurance that the new requirements for improved partnerships set out in the Working Together to Safeguard Children 2018 have been effectively implemented.	Safeguarding, Partnerships, Risk Management, Information Governance, Legislative / Regulatory Compliance	LCC 03 – Safeguarding children
Budget Action Plans	To support and challenge the directorate in the achievement of the budget action plans for 2021/22.	Financial Management, Risk Management, Value for Money, Governance and Decision Making, Performance Management	LCC09 – In year budget CF2 – Revenue budget overspend
Budget Savings Proposals Support	To attend the Board being set up in C&F to monitor and challenge the Budget Action Plans.	Financial Management, Risk Management, Project / Programme Management, Governance and Decision Making, Performance Management	LCC09 – In year budget CF2 – Revenue budget overspend
Children Looked After Placement Board	To attend the Children Looked After Placements & Payments Board meetings to provide support to the service and ensure that potential risks and control weaknesses are highlighted and considered in the service redesign.	Financial Management, Risk Management, Project / Programme Management, Governance and Decision Making, Performance Management, Safeguarding, Information Governance	LCC09 – In year budget CF2 – Revenue budget overspend

Audit Area	Overview of Assurance	Assurance Themes	Risks
Area Inclusion Partnerships	To provide assurance that there are arrangements in place to monitor performance against expected outcomes for the service, including financial outcomes, and that action is taken where issues are identified.	Financial Management, Partnerships, Risk Management, Governance and Decision Making, Performance Management, Safeguarding	LCC09 – In year budget CF2 – Revenue budget overspend
Commissioning	To provide assurance over the governance and management arrangements for the new joint arrangements.	Contracts and Procurement / Commissioning, Value for Money, Governance and Decision Making, Legislative / Regulatory Compliance, Partnerships, Financial Management, Performance Management	LCC09 – In year budget CF2 – Revenue budget overspend CF10 – Children's Services' capital budget deficit
Advice	Time allocated within the plan to provide professional advice to officers.	Various	Various
Client Liaison	Time allocated to attend Directorate Leadership Team meetings and liaise with Senior Officers.	Various	Various
Directorate Risks – Housing 250 Days			
Private Sector Regulation – Selective Licensing	A review of the processes in place for ensuring that properties subject to selective licensing are licenced and inspected as appropriate.	Risk Management, Governance and Decision Making, Performance Management, Safeguarding, Legislative / Regulatory Compliance	LCC 03 – Safeguarding children LCC 08 – Safeguarding Adults Housing management risks

Audit Area	Overview of Assurance	Assurance Themes	Risks
Housing Disrepair	To assess the extent to which the Authority manages claims received in line with established best practice, ensuring that appropriate consideration has been given to the council's responsibilities in line with the Fitness for Human Habitation Act.	Risk Management, Asset Management, Governance and Decision Making, Performance Management, Safeguarding, Legislative / Regulatory Compliance, Financial Management	LCC 03 – Safeguarding children LCC 08 – Safeguarding Adults RH03 – HRA Budget Housing management risks
BITMO Assurances	To provide support to Housing Partnerships in the management of the BITMO Assurance Framework.	Financial Management, Risk Management, Governance and Decision Making, Partnerships, Legislative / Regulatory Compliance	Housing management risks Partnership risks
Leeds Building Services Assurances	Time set aside to provide assurance that key risks relating to Leeds Building Services are appropriately managed.	Value for Money, Performance Management, Business Innovation / Development, Contracts and Procurement / Commissioning, Asset Management, Governance and Decision Making, Financial Management	RH03 – HRA Budget Housing management risks
Retirement Life / Wellbeing Checks	To ensure wellbeing checks are being carried out, and relevant action/referrals are being undertaken as a result of any issues identified.	Safeguarding, Information Governance, Risk Management, Performance Management, Legislative / Regulatory Compliance	LCC 03 – Safeguarding children LCC 08 – Safeguarding Adults Housing management risks
Replacement Housing Rents System	To review the controls following the implementation of the replacement housing rents system to ensure these are operating as intended.	Financial Management, Risk Management, Business Innovation / Development, Legislative / Regulatory Compliance, Anti-Fraud and Corruption	RH03 – HRA Budget Housing management risks

Audit Area	Overview of Assurance	Assurance Themes	Risks
Health & Safety	To review and provide assurance on selected areas that risk impacting on the health and safety of council properties.	Legislative / Regulatory Compliance, Safeguarding, Risk Management, Performance Management, Asset Management	LCC 03 – Safeguarding children LCC 08 – Safeguarding Adults LCC11 – Health & Safety failure
Disabled Facilities Grant	To complete a review enabling sign off of the annual Disabled Facilities Grant claim	Legislative / Regulatory Compliance, Financial Management, Anti-Fraud & Corruption	RH09 – Fraud and Corruption
Houses of Multiple Occupancy Follow Up	To review the progress made implementing the recommendations made for the objectives that received a limited opinion.	Legislative / Regulatory Compliance, Safeguarding, Risk Management, Performance Management	LCC 03 – Safeguarding children LCC 08 – Safeguarding Adults
Advice	Time allocated within the plan to provide professional advice to officers.	Various	Various
Client Liaison	Time allocated to attend Directorate Leadership Team meetings and liaise with Senior Officers.	Various	Various
Housing Leeds Contingency	Time set aside to respond to emerging risks within Housing Leeds.	N/A	N/A
Other Directorate Risks 235 Days			
Application of HR Policies	To gain assurance that a sample of HR policies are consistently and properly applied across the authority.	Human Resource Management, Legislative / Regulatory Compliance, Risk Management, Ethics and Culture, Information Governance	LCC06 – Workforce planning LCC11 – Health & Safety failure LCC18 – Employment litigation

Audit Area	Overview of Assurance	Assurance Themes	Risks
Community Cohesion	To review the governance arrangements in place to identify and address the barriers to community cohesion in the city.	Governance and Decision Making, Risk Management, Partnerships, Ethics and Culture	LCC 33 – Community cohesion
Waste Strategy	To assess the preparations and state of readiness for implementation of the expected national waste strategy, and the effect on the Leeds waste strategy development.	Climate Emergency and Sustainability, Governance and Decision Making, Risk Management, Project / Programme Management, Value for Money	CE8 – Waste Strategy
Budget Action Plans – Communities and Environment	To support and challenge the directorate in the achievement of the budget action plans for 2021/22.	Financial Management, Risk Management, Value for Money, Governance and Decision Making, Performance Management	LCC09 – In year budget CE5 – Failure to balance the Communities and Environment directorate's revenue budget
Highways DLO	To provide assurance over the arrangements in place to plan and monitor the performance of the Highways DLO.	Performance Management, Project / Programme Management, Financial Management, Value for Money, Governance and Decision Making	LCC30 – Failure to adequately maintain and manage the current transport infrastructure to keep the city moving H&T21 – Timely delivery of the long term transport vision and strategy to facilitate the city's future aspirations
Budget Action Plans – City Development	To support and challenge the directorate in the achievement of the budget action plans for 2021/22.	Financial Management, Risk Management, Value for Money, Governance and Decision Making, Performance Management	LCC09 – In year budget CD17 – Failure to meet the Revenue Budget
Governance and Decision Making	Time set aside to contribute to the review of governance and decision making procedures.	Governance and Decision Making, Risk Management, Legislative / Regulatory Compliance, Partnerships	Various Cross-Council Risks
Advice	Time allocated within the plan to provide professional advice to officers.	Various	Various

Audit Area	Overview of Assurance	Assurance Themes	Risks
Client Liaison	Time allocated to attend Directorate Leadership Team meetings and liaise with Senior Officers.	Various	Various
Schools 54 Days			
School Audits	Individual audits of LCC maintained schools undertaken on a risk basis and audits of year end school voluntary fund accounts.	Financial management, Anti-Fraud and Corruption, Risk Management, Governance and Decision Making Information Governance	CF5 – Risk that the council is required to fund a deficit in the central DSG.
Corporate Governance and Audit Committee 25 Days			
Corporate Governance and Audit Committee	Time allocated to draft reports, attend Officer Co-ordination Meetings, Chair's Briefings, Corporate Governance and Audit Committee meetings and to answer member queries.	Various	Various
Contingency 120 Days			
Contingency	Time set aside for new emerging risks, unplanned work and to complete individual follow up audits of areas that have been given a low assurance audit opinion arising during the year.	Various	Various
Total Assurance Days 2,271 Days			

