

Appendix 2: Internal Audit Plan 2019/20

Managing the Business			
All Outcomes			
All	<p>Risk Management Strategy</p> <p>To lead on the Council's work to embed a robust and efficient risk management framework into its wider governance arrangements.</p>	No	<p>Risk Management Policy Statement and Strategy agreed by Cabinet September 2019.</p> <p>Agreed Implementation Action Plan to test and roll out the new approach between October 2019 to May 2020.</p> <p>Updated Risk Management Strategy approved by Cabinet.</p> <p>Implementation in progress, but timelines will need to be extended due to the disruption caused by Covid-19.</p>
PL (ST)	<p>IT Risk Assessment</p> <p>To undertake a baseline assessment of IT risks against a standard good practice framework and use this to develop the IT element of the Audit Plan going forward.</p>	No	<p>2019/20 work complete.</p> <p>To be revisited as part of Audit Plan for 2020/21 to take account of the new service delivery arrangements currently being implemented.</p>
Implementing Action Plans			
F&R (JC)	<p>Shareholder Board</p> <p>To check that actions agreed have been effectively implemented and are now embedded into the day to day operation of the service.</p>	No	<p>Draft report being discussed with the service.</p> <p>Completed April 2020.</p> <p>Completed April 2020.</p>
L&D (JW)	<p>Emergency Planning</p> <p>To check that actions agreed have been effectively implemented and are now embedded into the day to day operation of the service.</p>	No	
L&D (JW)	<p>Business Continuity</p> <p>To check that actions agreed have been effectively implemented and are now embedded into the day to day operation of the service.</p>	No	

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T (JR)	Information Governance, General Data Protection Regulations To check that actions agreed have been effectively implemented and are now embedded into the day to day operation of the service.	No	Draft report being discussed with service.
Managing Service Delivery Risks			
Pride and Joy By 2050 Southenders are fiercely proud of and go out of their way to champion what our city has to offer.			
PL (NH)	Local Transport Capital Block Funding - Flood Resilience To certify, in all significant respects, that the conditions attached to the grant have been complied with.	Yes	Completed September 2019.
PL (NH)	National Productivity Investment Fund – Town Centre Redevelopment Improvement Project To certify, in all significant respects, that the conditions attached to the grant have been complied with.	Yes	Completed September 2019.
Implementing Action Plans			
No work required			
Safe and Well By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives			
PE (BM)	Children Centres Contract Management (2018/19) To assess whether the contract is being effectively managed to ensure the planned outcomes for children and families are being delivered in compliance with the specified performance and/or quality standards, at the correct price.	No	Completed July 2019.

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PE (GH)	<p>Homelessness and Rough Sleeping</p> <p>To assess the robustness of arrangements for quickly and effectively supporting people facing homelessness to prevent this from happening and where it does that this is brief and non-recurrent.</p>	Yes	Draft report with the Audit Manager.
PE (JOL)	<p>Independent Reviewing Officers</p> <p>To assess the effectiveness of Independent Reviewing Officers in ensuring children's needs are met and their outcomes improved through the support and services that they receive, enabling them to reach their potential.</p>	No	Completed July 2020.
PE (JL)	<p>Commissioning of a New Service</p> <p>To assess whether commissioning decisions were evidence based through clear and concise commissioning proposals, in order to meet the needs and outcomes required.</p>	Yes	<p>Draft Terms of Reference with Audit Manager.</p> <p>Work halted as a result of a wholesale strategic review of the Council's commissioning function and activity.</p> <p>The work has been included in the 2020/21 Audit Plan and priority will be reassessed as part of the review of the Audit Plan being reported to the October 2020 Audit Committee.</p>
PE (JL)	<p>Outcome Realisation of a Commissioned Service</p> <p>To assess whether the delivery of a commissioned service is being effectively managed to ensure the planned outcomes and / or benefits for residents anticipated by the commissioning process are delivered.</p>	Yes	<p>Draft Terms of Reference with Audit Manager.</p> <p>The work was to be focused around the 0-5 Service (Health Visiting) which was brought back in house from April 2019. Work halted as the Health Visiting Service operates within the Director of Public Health's service which has been significantly impacted by Covid-19.</p> <p>The work has been included in the Risk Watch List for 2020/21 and its priority will be reassessed as part of the review of the Audit Plan being reported to the October 2020 Audit Committee.</p>

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<p>PE (GH)</p>	<p>Private Sector Housing</p> <p>To assess the effectiveness of the Private Sector Housing offer in regeneration of the housing market to ensure inclusive, healthy and safe places to live.</p>	<p>Yes</p>	<p>Moved to 2020/21 Audit Plan.</p> <p>Service moved to Executive Director Neighbourhoods & Environment. Management now responsible in the new service area is currently reviewing processes and resources with the team.</p>
<p>PE (JOL)</p>	<p>In House Foster Carers</p> <p>To assess the effectiveness of the 'Fostering Team Action Plan' in ensuring appropriate processes are developed to allow for statutory requirements to be met and good practice followed, supporting safe and high quality placements for children.</p> <p>(Please note the focus of the audit has changed as a result of the action plan developed after the 'Diagnostic and review of fostering services' undertaken as part of the Partner's in Practice arrangements).</p>	<p>Yes</p>	<p>Completed May 2020.</p>
<p>PL (CR)</p>	<p>Environmental Health</p> <p>To assess whether there are robust arrangements in place to ensure concerns and referrals received are properly and effectively dealt with and statutory responsibilities discharged to protect and improve the wellbeing of residents.</p>		<p>Work in progress halted due to end of year service priorities.</p> <p>Agreed with service to resume audit work May 2020. This was ahead of Covid-19 so timing will need to be renegotiated.</p> <p>Work suspended as a result of Covid-19 and the impact on the service area dealing with issues arising from that.</p> <p>The work has been included in the 2020/21 Audit Plan and its priority will be reassessed as part of the review of the Audit Plan due to be reported to the October 2020 Audit Committee.</p>
<p>PE (SB)</p>	<p>Deprivation of Liberty Safeguards (DoLS)</p> <p>To assess the robustness of arrangements which ensure when a person is deprived of liberty, is necessary and in their best interests.</p>		<p>Removed from the 2019/20 Audit Plan as initial audit enquiries identified that work is underway to fundamentally change the arrangements for how DoLS are managed.</p> <p>The audit has been added to the Risk Watch List for the 2020/2021 Audit Plan.</p>

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PE (SB)	Adult Social Care Financial Assessments To assess the robustness of the process that determines eligibility for financial support towards care needs to ensure it is accurate, transparent and accessible.	Yes	Completed July 2020.
PE (MB / JOL)	Data Quality – Children’s Services To assess the robustness of arrangements to confirm that data entered into the care management system (LCS) by social care staff, which is then used to produce performance indicators for senior management, is reliable.	No	Completed July 2020.
PL (PG)	Building a Safer Future To assess the Building Control team’s preparedness for implementing the changes to Building Regulations and Fire Safety emanating from the Hackitt Enquiry published in December 2018.	No	Removed from the 2019/20 Audit Plan as the required changes emanating from the Hackitt Enquiry have not been confirmed by government.
PE (JOL)	Early Help and Family Support Quality Assurance Framework To assess the effectiveness of the Assurance Framework in supporting the Edge of Care Team to ensure that the right decisions are made to meet children’s needs and keep them safe.	No	Removed from the 2019/20 Audit Plan as the 2019 Ofsted Inspection confirmed that Early Help Services ‘work effectively with families to promote children’s welfare and reduce risk’, and stated ‘Families are involved in evaluating the help they receive; they report that things are better following intervention’.
PE (JOL)	Financial assistance duties under Section 17 To assess the suitability of arrangements in place to identify, approve, monitor and understand spend in relation to the Section 17 budget, to ensure the most effective use of financial resources on an ongoing basis.	No	Added to the audit plan February 2020. Draft report with the Head of Internal Audit.
PE (GH)	Disabled Facilities Grant To certify that, in all significant respects, the conditions attached to the grant have been complied with.	Yes	Completed September 2019.
PE (JOL)	Troubled Families To certify that, in all significant respects, the conditions attached to the grant have been complied with.	Yes	Report on the July to September 2019 submissions completed September 2019. Completed April 2020

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Implementing Action Plans			
PL (PG)	<p>Building Control</p> <p>To check that actions agreed have been effectively implemented and are now embedded into the day to day operation of the service.</p>	Yes	Completed December 2019.
PE (JOL)	<p>Management Response to Quality Assurance Audits (2018-19)</p> <p>To assess whether the actions agreed in the original audit dated July 2018 have been implemented and are now effectively embedded into the day-to-day operation of the service.</p>	No	Completed October 2019.
PE (JOL)	<p>Social Care Payments to Individuals and Providers – Children (2018-19)</p> <p>To assess the robustness of the arrangements identified in the previous memo issued in June 2018, in ensuring that accurate and timely social care payments are made to individuals and providers.</p>	Yes	Completed October 2019.
<p>Active and Involved</p> <p>By 2050 we have a thriving, active and involved community that feel invested in our city</p>			
Implementing Action Plans			
PL (PG)	<p>South Essex Active Travel (SEAT) Governance Arrangements</p> <p>To check that actions agreed have been effectively implemented and are now embedded into the day to day operation of the service.</p>	Yes	Completed May 2020.

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Opportunity and Prosperity By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people			
T (JR)	Hayes Contract Management To assess whether there are robust arrangements in place to ensure that the contract is delivering the planned outcomes and / or benefits in compliance with the specified performance and quality standards, at the correct cost.	Yes	Date for work to be re-determined with the service, as the service is currently focused on Covid-19 initiatives and ensuring optimum utilisation of the Council's human resources. Resource lost due to contractor scaling down staffing resources in response to Covid-19. The work has been included in the 2020/21 Audit Plan and priority will be reassessed as part of the review of the Audit Plan being reported to the October 2020 Audit Committee.
PL (PG)	Parking Enforcement Income Collection To assess the effectiveness of arrangements for the timely collection of this income in line with the expectations set out in the Corporate Debt Policy (November 2017).	Yes	Terms of reference being drawn up. Now added to 20/21 Audit Plan.
PL (PG)	Rechargeable Works To assess the effectiveness of arrangements for recharging third parties for the cost of making good accidental damage to Council assets.	Yes	Feedback from the work undertaken to date is being prepared with a view to developing an action plan alongside the service to help strengthen existing arrangements and maximise recharges to third parties. Completion has been stalled as a result of a combination of the impact of the increased workload the Highways service has experienced due to Covid-19 and supporting the borough in responding effectively to changing government requirements and a loss of resource from the in house audit team.

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Implementing Action Plans			
No work required			
Connected and Smart By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure			
PL (ST)	IT Audit – Focus: Disaster Recovery and Continuity Planning The focus of these audits has now been determined following the IT Risk Assessment work (see Managing the Business above).	Yes	Draft report with the Head of Internal Audit.
PL (ST)	IT Audit – Focus: Remote Working The focus of these audits has now been determined following the IT Risk Assessment work (see Managing the Business above).	Yes	Draft report being prepared.
PL (PG)	Local Transport Capital Block Funding - Highways Maintenance To certify that, in all significant respects, the conditions attached to the grant have been complied with.	Yes	Completed September 2019.
PL (PG)	Pothole Action Fund To certify that, in all significant respects, the conditions attached to the grant have been complied with.	Yes	Completed September 2019.
Implementing Action Plans			
No work required			

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Key Financial Systems			
All Outcomes			
T (JR)	<p>Payroll (2018/19)</p> <p>To assess the robustness of arrangements which ensure staff are paid the right amount at the right time in line with Council policies and legislative requirements.</p>	Yes	Completed August 2019.
F&R (JC)	<p>Housing Benefits</p> <p>To assess whether the key controls effectively prevent or detect material financial errors, on a timely basis, so that information from the system can be relied upon when producing the Council's statement of accounts.</p>	Yes	Completed April 2020
F&R (JC)	<p>Council Tax</p> <p>To assess whether the key controls effectively prevent or detect material financial errors, on a timely basis, so that information from the system can be relied upon when producing the Council's statement of accounts.</p>	Yes	Completed April 2020
F&R (JC)	<p>Accounts Payable – Batch Input Files (BIF)</p> <p>To assess the robustness of arrangements to ensure that these payment files are accurate and secure.</p>	Yes	<p>Terms of reference being drawn up.</p> <p>Work suspended as a result of loss of resource in the in-house audit team.</p> <p>The work has been added to the 2020/21 Audit Plan and priority will be reassessed as part of the review of the Audit Plan being reported to the October 2020 Audit Committee.</p>

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F&R (JC)	<p>Income Management System</p> <p>To assess the robustness of the new system to ensure that all income is accounted for in an accurate, secure and timely manner.</p>	Yes	<p>Initial planning and scoping work completed.</p> <p>Terms of reference to be agreed with service.</p> <p>Resource lost as a result of contractor scaling down staffing resources in response to Covid-19.</p> <p>The work has been added to the Risk Watch List as part of the 2020/21 Audit Plan and priority will be reassessed as part of the review of the Audit Plan being reported to the October 2020 Audit Committee.</p>
PE (SB)	<p>Social Care Debt Collection</p> <p>To assess the effectiveness of arrangements for the timely collection of this income in line with the expectations set out in the Corporate Debt Policy (November 2017).</p>	Yes	<p>Completed July 2020.</p>
Implementing Action Plans			
T (JR)	<p>Payroll</p> <p>To check that actions agreed have been effectively implemented and are now embedded into the day to day operation of the service.</p>	Yes	<p>New addition to the Audit Plan from the Risk Watch list (see Appendix 2a).</p> <p>Fieldwork nearing completion.</p>
Advice and Support			
All Outcomes			
PL (AL)	<p>Cyber Security</p> <p>To provide support and challenge over the robustness of the arrangements for implementing the improvement actions identified by the Local Government Association's 'stock take' of resilience arrangements against cyber-attacks.</p>	Yes	<p>Timing being aligned to the council's internal reporting arrangements for updates arising from the LGA 'stock take'.</p> <p>Progress is being reported to the Good Governance Group at each meeting.</p> <p>Work complete until the next independent 'stock take' is undertaken.</p>

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All	<p>Transforming Together & Southend 2050</p> <p>To provide support and challenge to the organisation as these continue to develop.</p>	No	<p>The Head of Internal Audit has been supporting the work of the Transforming Together Team this quarter as work on ‘simple and effective governance’ develops.</p> <p>Work in progress, but this will need to be re-visited following the impact caused by Covid-19 and the Head of Internal Audit will continue to support.</p> <p>Work completed for 2019/20.</p>
All	<p>Information Asset Register Group</p> <p>To provide support and challenge to the group as the Information Asset Register continues to develop.</p>	No	<p>Removed from the Audit Plan as the Information Asset Register Group did not meet.</p>
GGG ¹	<p>Subject Access Requests Children’s Services</p> <p>To provide support and challenge around the robustness of arrangements for responding to these requests in the required time frames.</p> <p>(Working with the Transformation Service’s Service Design Team)</p>	No	<p>Work halted after improved response times to Subject Access requests resulted from the recruitment of extra staff and additional training being provided.</p> <p>Good Governance Group continue to receive updates on response times at each meeting.</p> <p>Work complete.</p>
<p>Pride and Joy</p> <p>By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.</p>			
No work planned.			

¹ Good Governance Group

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<p style="text-align: center;">Safe and Well</p> <p style="text-align: center;">By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives</p>			
PL (AL)	<p>Fire Safety</p> <p>To provide support and challenge to the working group to ensure that fire safety arrangements are appropriate and effectively managed to make buildings safe and feel safe, now and in the future.</p>	Yes	<p>Work in progress.</p> <p>Progress stalled as a result of loss of resource in the in-house audit team. Interim feedback has been provided to services as work has been undertaken and during the annual audit planning process. Added to the 2020/21 Audit Plan for completion.</p>
<p style="text-align: center;">Active and Involved</p> <p style="text-align: center;">By 2050 we have a thriving, active and involved community that feel invested in our city</p>			
No work planned.			
<p style="text-align: center;">Opportunity and Prosperity</p> <p style="text-align: center;">By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people</p>			
PL (EC)	<p>Better Queensway Joint Venture</p> <p>To provide support and challenge as the organisation develops and implements governance arrangements to monitor the delivery of the programme through the Joint Venture Limited Liability Partnership.</p>	Yes	<p>Support being provided to the Project team and the Council's Partnership Board to assess, capture and manage risk.</p> <p>Further work planned with the Board for January 2020.</p> <p>Work completed for 2019/20. The Risk Register is now regularly presented to the Council's Partnership Board.</p> <p>See Audit Plan 2020-21 for next phase of audit work.</p>
All	<p>Corporate Establishment</p> <p>To provide support and challenge over the development of a corporate establishment, with the purpose of ensuring a complete and accurate personnel establishment list within Agresso and realisation of associated benefits.</p>	Yes	<p>Timing to be determined once the project timeline has been agreed.</p> <p>Now added to the 2020-21 Risk Watch List. Need to determine the current priority of this piece of work given disruption caused by Covid-19.</p>

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PE / F&R (BM / JC)	Use of the Basic Need Capital Grant for Schools To support the Council in determining its role and responsibilities in ensuring value for money for the provision of increased pupil places.	Yes	Completed April 2019.
<p>Connected and Smart</p> <p>By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure</p>			
PL (PG)	Highways Improvement Plan To provide support and challenge over the robustness of the arrangements for implementing the agreed improvement actions and for measuring the positive impact of the actions.	No	<p>Feedback provided covering the clarity of ownership and agreed target dates for actions detailed in the Improvement Plan.</p> <p>Recently appointed Executive Director Neighbourhoods and Environment is reviewing current plan to address the above, as well as ensuring clarity of actions and outcomes.</p> <p>Arrangements for monitoring delivery of the Improvement Plan will be considered for potential inclusion in the 2020/2021 Audit Plan.</p> <p>Completed November 2019.</p> <p>Also included in the Risk Watch List for the 2020/21 Audit Plan.</p>

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Managing Service Delivery	
<p>Delivering the internal audit service involves:</p> <ul style="list-style-type: none"> • audit planning and resourcing • managing Audit Plan delivery which includes overseeing contractor work • reporting to senior management and the Audit Committee. 	
<p>Implementing the outstanding actions arising from the external quality assessment undertaken by the Institute of Internal Auditors undertaken in October 2017.</p>	
Risk Watch List	
PE	The effectiveness of the Children's Services Quality Assurance and Practice Framework
PE	Adherence to terms and conditions of the Early Years grant funding (advice and support 2019/20)
PE	Delivery of outcomes from the block contract with Southend Care
PE	Monitoring the delivery of outcomes for older people placed in residential care
PE	Implementation of the Special Education Needs Inspection Action Plan
PE	Essex Partnership University NHS Foundation Trust S75 Agreement
F&R	Counter Fraud and Investigations delivery against the Service Level Agreement with Thurrock Council (New alternative arrangements now being implemented)
PL	Management of the ICT Liquid Logic and / or Logicalis contract
PE	Delivery of outcomes from the Locality delivery model in Adult Social Care
PL	Environmental Health (Now added to the 2019/20 Audit Plan)
T	Payroll revisited (Now added to the 2019/20 Audit Plan)
PE	Vibrance contract management revisited
T	Governance architecture for service delivery
F&R	Implementation of the automated P2P new supplier process (advice and support 2019/20)
PE	Deprivation of Liberty Safeguards (DoLS)
PL	Building a Safer Future

These are other potential audits that may be considered for inclusion in the Audit Plan during the year should resources permit.

Appendix 2a: Internal Audit Plan 2019/20

Audit Activities	Resource allocation
Managing the Business	3%
Managing Service Delivery Risks	42%
Key Financial Systems	13%
Grant Claims	6%
Advice and Support	7%
Follow Ups	8%
Contingency	11%
Managing Delivery of the Audit Plan	10%
Total	100%
Total Council Audit Plan Days	
	583

The days required to revisit and retest action plans from previous reports are included under each heading.

The Total Council Audit Plan Days reflects the higher cost of buying in external contractors to cover internal vacancies.

Analysis Over Departments		
All	Cross Cutting	4%
F&R	Finance and Resources Service	11%
L&D	Legal and Democratic Services	3%
T	Transformation Service	4%
PE	People	32%
PL	Place	25%
All	Contingency	11%
All	Managing Delivery of the Audit Plan	10%
	Total	100%