

Governance, Risk and Best Value Committee

10.00am, Tuesday 8 March 2022

Internal Audit Annual Plan 2022-23

Item number	
Executive/routine	Executive
Wards	
Council Commitments	

1. Recommendations

- 1.1 The Committee is requested to review and approve 2022/23 Internal Audit plan and supporting risk assessment.

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Internal Audit Annual Plan 2022-23

2. Executive Summary

- 2.1 The purpose of this paper is to present the draft Internal Audit (IA) plan and supporting IA risk assessment for the period 1 April 2022 to 31 March 2023 (the 2022/23 plan) to the Committee for approval.

Plan Assumptions

- 2.2 Recognising the ongoing Covid-19 resilience challenges that continue to impact the Council and the need to ensure that the risks associated with open IA findings are effectively addressed by directorates and divisions, assurance coverage in the 2022/23 annual plan has been maintained at a similarly reduced level as the annual plans for the previous two years.
- 2.3 It is expected that this approach will enable the Council to continue to focus on its ongoing Covid-19 resilience and service resumption activities; closure of open IA findings and associated agreed management actions; and implementation of the new first line governance and assurance presented to the Committee in August 2021.
- 2.4 The risk associated with adopting this approach is a reduced level of assurance on the effectiveness of 'business as usual' operational service delivery controls that may have been impacted as a result of focusing on Covid-19 resilience activities.
- 2.5 This assurance risk is mitigated to an extent by the inclusion of a validation audit that will confirm whether actions implemented to address previously closed IA findings have been effectively implemented and sustained; and ongoing IA follow-up activity.
- 2.6 It is not proposed that reliance will be placed on assurance carried out by first or second lines teams as there is currently no clearly established assurance framework model upon which IA can properly rely to support the 2022/23 Internal Audit Annual Opinion.

Plan Summary

- 2.7 The draft 2021/22 annual plan includes a total of 47 audits (excluding follow-up days), with 38 audits to be delivered across the Council, which is aligned with 2020/21 IA plan coverage.
- 2.8 A review of progress with implementation of the 50 recommendations included in the Independent Review into Whistleblowing and Organisational Culture will be included in the 2023/24 annual plan, recognising the time required to secure funding and resources to support implementation progress.
- 2.9 The number of follow-up days included in the plan has been decreased to 500 days which reflects actual IA follow-up time throughout 2021/22.
- 2.10 The IA resourcing model has confirmed that IA is currently adequately resourced to support delivery of the proposed plan, but may need to use co-source support (as required) within established budget parameters to support plan delivery if audits are delayed, or not completed in line with established key performance indicators for completion of audit reviews.
- 2.11 It is IA's opinion that the plan is appropriately structured to cover the Council's most significant current strategic; operational; and Covid-19 risks.

3. Background

Plan Preparation Process

- 3.1 The IA plan is driven by Public Sector Internal Audit Standards (PSIAS) requirements; the Council's organisational objectives and priorities; and an assessment of the risks that could prevent the Council from meeting those objectives and providing services to citizens.
- 3.2 The approach applied in developing the plan considered the outcomes of work performed by across the Council by other second and third lines of defence assurance providers, and the extent to which reliance can be placed upon them.
- 3.3 The optimal timing for a review of the Council's progress with implementation of the 50 recommendations included in the Independent Review into Whistleblowing and Organisational Culture in published in December 2021 was also considered as part of the annual plan preparation process.
- 3.4 The Audit Scotland Code of Audit Practice 2016 and PSIAS requirements have also been considered and a coordinated and integrated approach with Azets (the Council's External Auditors) and members of the Council's Local Area Network (LAN) has been applied in developing the plan.

IA Risk Assessment Process

- 3.5 As the Council currently has no established operational risk framework that provides a consolidated view of risks across services and directorates, the risk

assessment supporting the annual plan is based on IA's assessment of the original (pre-controls) risks managed by Council services.

- 3.6 This is achieved through ongoing IA attendance at quarterly Corporate Leadership Team (CLT) and Directorate Risk Committee meetings; and knowledge and awareness of new projects and initiatives undertaken by the Council;
- 3.7 The control effectiveness assessment is based on the outcomes of recent assurance reviews and progress with implementation of agreed management actions to support closure of IA findings raised.
- 3.8 To support this process, a detailed mapping of completed audits across the Council's refreshed organisational structure has been completed, and is included in the risk assessment.
- 3.9 The outcomes of both the risk and control effectiveness assessments determine the frequency of IA coverage across the Council's services.

IA Capacity to Support Plan Delivery

- 3.10 Adequacy and capability of Internal Audit resources has also been reviewed in line with PSIAS requirements to confirm whether sufficient resources, skills and capability are available to support delivery of the plan.

Adequacy of IA Assurance Coverage

- 3.11 Benchmarking analysis was performed in September 2019 and again in September 2021 that compared audit coverage in Edinburgh with the circa 22 Scottish Local Authorities who publish their annual IA plans.
- 3.12 This compared Edinburgh IA assurance coverage with the other Local Authorities based on audit days included in annual plans calculated as a percentage of a range of organisational scale measures.

Internal Audit Follow-Up

- 3.13 The IA follow-up process is designed to confirm that findings raised in previous audits have been effectively implemented. IA does not currently apply a 'risk based' follow-up approach based on the need to further improve risk and control awareness and embed the risk and control culture across the Council.
- 3.14 Consequently, all IA findings raised in audit reports regardless of their ratings are reviewed by IA to confirm that the agreed management actions have been effectively implemented and sustained. This approach will continue to be reviewed annually.

4. Main report

Plan Content

- 4.1 The draft 2022/23 annual plan includes a total of 47 audits (excluding ongoing follow-up assurance), with 38 audits to be delivered across the Council, which is

aligned with 2021/22 IA plan coverage, and includes a total of 9 audits carried forward from the 2021/22 IA annual plan.

- 4.2 A review of the Council's progress with implementation of the 50 recommendations included in the Independent Review into Whistleblowing and Organisation Culture will be included in the 2023/24 IA annual plan to ensure the Council has sufficient time to secure the funding and resources required to support the implementation of the recommendations as presented to the Council in February 2022.
- 4.3 The draft plan currently includes two low risk audits requested annually by the Department for Transport and the Scottish Government. Both organisations have confirmed the ongoing requirement for completion of these reviews.
- 4.4 As in previous years, 9 audits will be delivered for arm's length and external organisations: 3 for the Lothian Pension Fund, and the remaining 6 for the Lothian Valuation Joint Board (1); SEStran (1); the Edinburgh Royal Military Tattoo (1) and the Edinburgh Integration Joint Board (3).
- 4.5 The plan includes 12 Council-wide and multiple service area reviews that have been included to provide assurance on the key controls established to manage the most significant risks associated with services and processes that span across the Council.

Follow-up

- 4.6 The number of follow-up days included in the plan has been decreased in from 625 days for (the equivalent of circa 25 completed audits) to 500 days (the equivalent of circa 20 completed audits) for 2022/23, which reflects actual IA time spent on follow-up activity during 2021/22. This allocation of available assurance days to follow-up activity also reflects that IA does not currently apply a 'risk based' follow up approach.
- 4.7 Reliance will be placed on IA follow-up work to provide assurance across the risks managed by the following divisions and services, where assurance is required (based on IA audit coverage model outcomes) and no specific audit coverage is planned.
 - **Corporate Services, Legal and Assurance** – Corporate Risk Management
 - **Place, Operational Services** – Neighbourhood and Environmental Services; and
- 4.8 It is important to note that if agreed management actions associated with open IA findings are not implemented on time, and implementation dates extended, then only limited assurance will be obtained from the ongoing follow-up process, which could potentially affect the ability of the Chief Internal Auditor to provide an annual assurance opinion for 2022/23.

IA Capacity

- 4.9 The IA resourcing model has confirmed that IA is currently adequately resourced to support deliver of the proposed plan.

- 4.10 The resourcing model allows for potential sickness absence, and reserves time (circa 30% of available days) to support team training and personal development; performance management; governance and committee reporting activities as well as time spent by the Chief Internal Auditor on Corporate Risk Management service delivery.
- 4.11 A minor potential shortfall of 10 days is currently forecast to support delivery of the proposed audit plan, with no available contingency time to support any potential delays.
- 4.12 IA can currently cover this anticipated shortfall through established co-source arrangements and will use co-source support (as required) within established budget parameters to support plan delivery.
- 4.13 Consequently, delivery of the IA annual plan should be achieved, but will be significantly dependent on services supporting smooth delivery of the plan throughout the year, and both IA and services achieving the established key performance indicators for completion of audit reviews.

Assurance Coverage

- 4.14 It is IA's opinion that the plan is appropriately designed to cover the Council's most significant strategic; operational; and Covid-19 risks, which have been mapped to the individual audits included in the draft plan.
- 4.15 The outcomes of the benchmarking exercises completed in September 2019 and 2021 confirmed that the majority of other authorities had higher IA coverage levels than Edinburgh.
- 4.16 The outcomes presented to GRBV in November 2021 estimated that Edinburgh would require to increase audit coverage across the Council from 1.1 days to somewhere between 2 – 2.5 days per £1m of Council revenue to ensure alignment with Glasgow; North Lanarkshire; Dundee; and Renfrewshire.
- 4.17 IA's assessment of original service delivery risks and recent IA coverage across the Council identified, a total of 3 areas where no recent assurance has been provided, and no new audit coverage is included in the proposed plan. Further detail is included at section 3.3.2 of the proposed IA annual plan included at Appendix 1.
- 4.18 Some of these areas have been included in the reserve list of audits supporting the plan. Further detail on the use of the reserve list is included below.

IA Quality Assurance and Training

- 4.19 The plan also includes time (20 days) for the IA team to complete an internal quality (IQA) assessment as per PSIAS requirements, which will include implementation of actions to address any findings raised in the quinquennial external quality assessment performed by the Institute of Internal Auditors.

- 4.20 Time has also been included (5 days) for delivery of one half day of training per quarter that will be open to all employees; and IA attendance at, and involvement in, new start and senior management induction training.
- 4.21 A further 50 days has been included to support implementation of the new IA system that is currently being procured.

Partnership Working

- 4.22 The draft plan has been discussed with Azets (the Council's currently appointed external auditors); Audit Scotland; and other Local Area Network (LAN members) in line with the requirements of the Audit Scotland Code of Audit Practice 2016 (section 33) that requires external auditors to coordinate their work with IA; Audit Scotland; other external auditors; and relevant scrutiny bodies to secure value for money by removing unnecessary duplication and provide a clear programme of scrutiny activity for audited bodies.
- 4.23 A co-ordinated and integrated approach with Azets will be adopted (where possible) to support assurance delivery. Azets has identified 8 audits where they will endeavour to take account of the work performed by IA (dependent on delivery timeframes) to support their 2021/22 financial statements review. Recognising that new external auditors will be appointed by Audit Scotland during 2022/23, the IA annual plan will also be discussed with them following their appointment.
- 4.24 The Care Inspectorate has also requested reports detailing the outcomes of 7 audits included in the 2022/23 annual plan.
- 4.25 Both Azets and the Care Inspectorate have confirmed that there is no duplication between the proposed IA plan and their assurance activities. Responses have not yet been received from the Scottish Housing Regulator or Audit Scotland.
- 4.26 Further detail on the coordinated and integrated approach with External Audit; Audit Scotland; and Local Area Network members is included at section 3.3.3 of the proposed IA annual plan included at Appendix 1.

Ongoing co-source support

- 4.27 Support will be required to deliver 8 specialist audits covering Digital Services; Health and Safety; the Edinburgh Integration Joint Board; and Lothian Pension Fund. This will leave a balance of 39 audits (including follow-up) to be delivered by the Council's Internal Audit team across the Council and the remaining Arm's Length External Organisations.

Reserve List

- 4.28 Recognising the need to potentially revise the IA plan to reflect the Council's changing risk profile and organisational changes, a 'reserve list' of audits has also been prepared that have not been included in the plan. Where any planned audits cannot be completed (for example, where a decision has been taken that a major project will not now progress), the risks associated with the areas included on the reserve list will be considered and an alternative audit selected.

Reliance on other assurance providers

- 4.29 Whilst assurance work performed by other second and third line assurance providers have been considered as part of the risk assessment processes, Internal Audit will not place reliance upon these other sources of assurance to support the 2022/23 annual Internal Audit Opinion.

5. Next Steps

- 5.1 Once approved by the GRBV, the IA plan will be shared with the Corporate Leadership Team, Service Directors and Heads of Service, with reviews commencing from 1 April 2022.

6. Financial impact

- 6.1 There is no direct financial impact arising from this report.

7. Stakeholder/Community Impact

- 7.1 The Corporate Leadership Team; Senior Management; Trade Union colleagues; political groups; elected members of the Governance, Risk and Best Value Committee; and members of the Council's Local Area Network have been consulted and engaged when developing the plan.

8. Background reading/external references

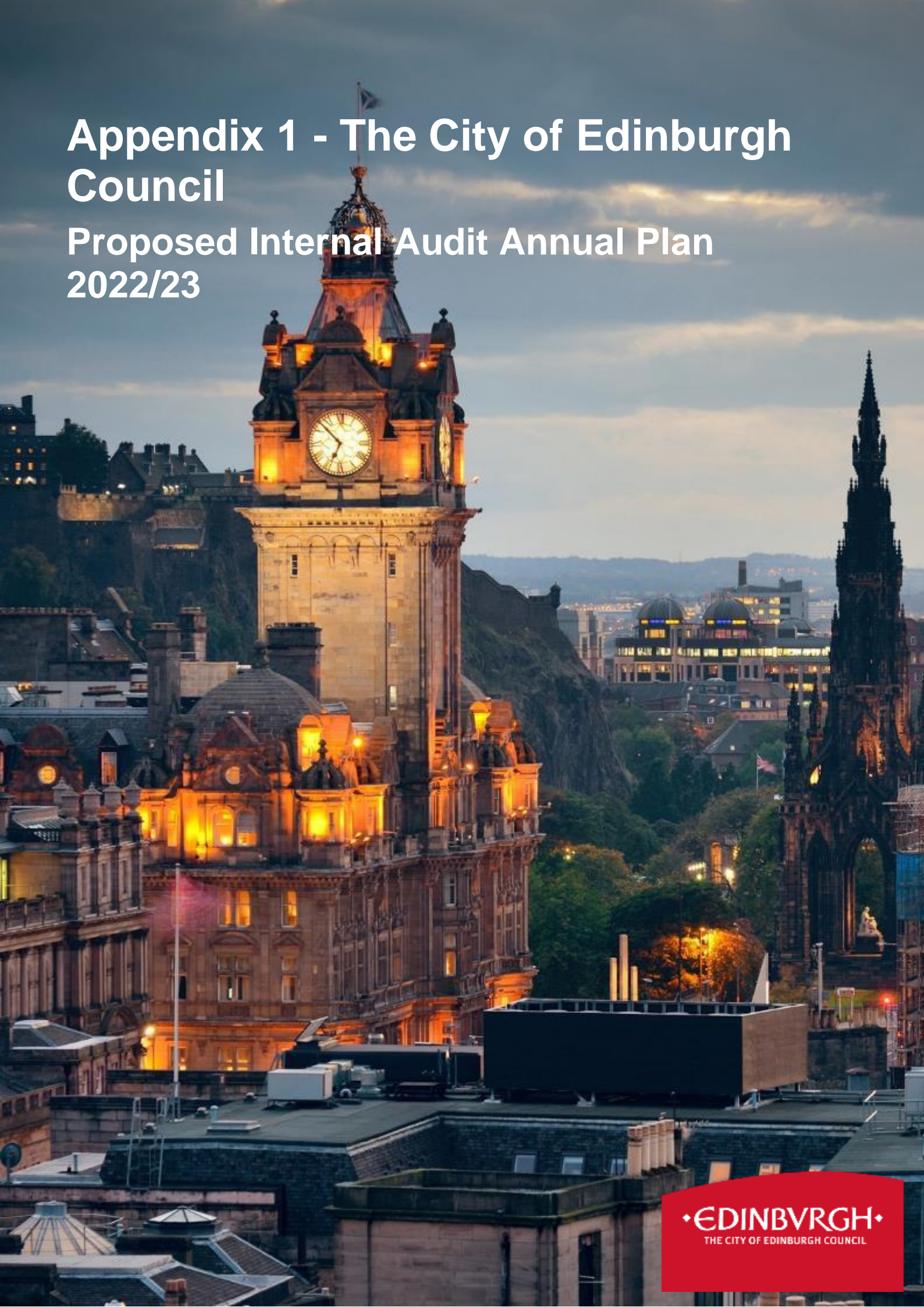
- 8.1 [Public Sector Internal Audit Standards](#)
- 8.2 [Process for approving changes to the Internal Audit plan – item 7.9](#)
- 8.3 [Internal Audit Annual Plan 2021-22 – item 8.3](#)
- 8.4 [Capacity to Deliver the 2021-22 Internal Audit Annual Plan – item 8.3](#)
- 8.5 [Independent Review into Whistleblowing and Organisational Culture – item 7.3](#)
- 8.6 [Independent Review into Whistleblowing Culture – Next Steps – item 7.1](#)

9. Appendices

- 9.1 Appendix 1 – Proposed Internal Audit annual plan 2022-23

Appendix 1 - The City of Edinburgh Council

Proposed Internal Audit Annual Plan 2022/23



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1. Introduction and Approach

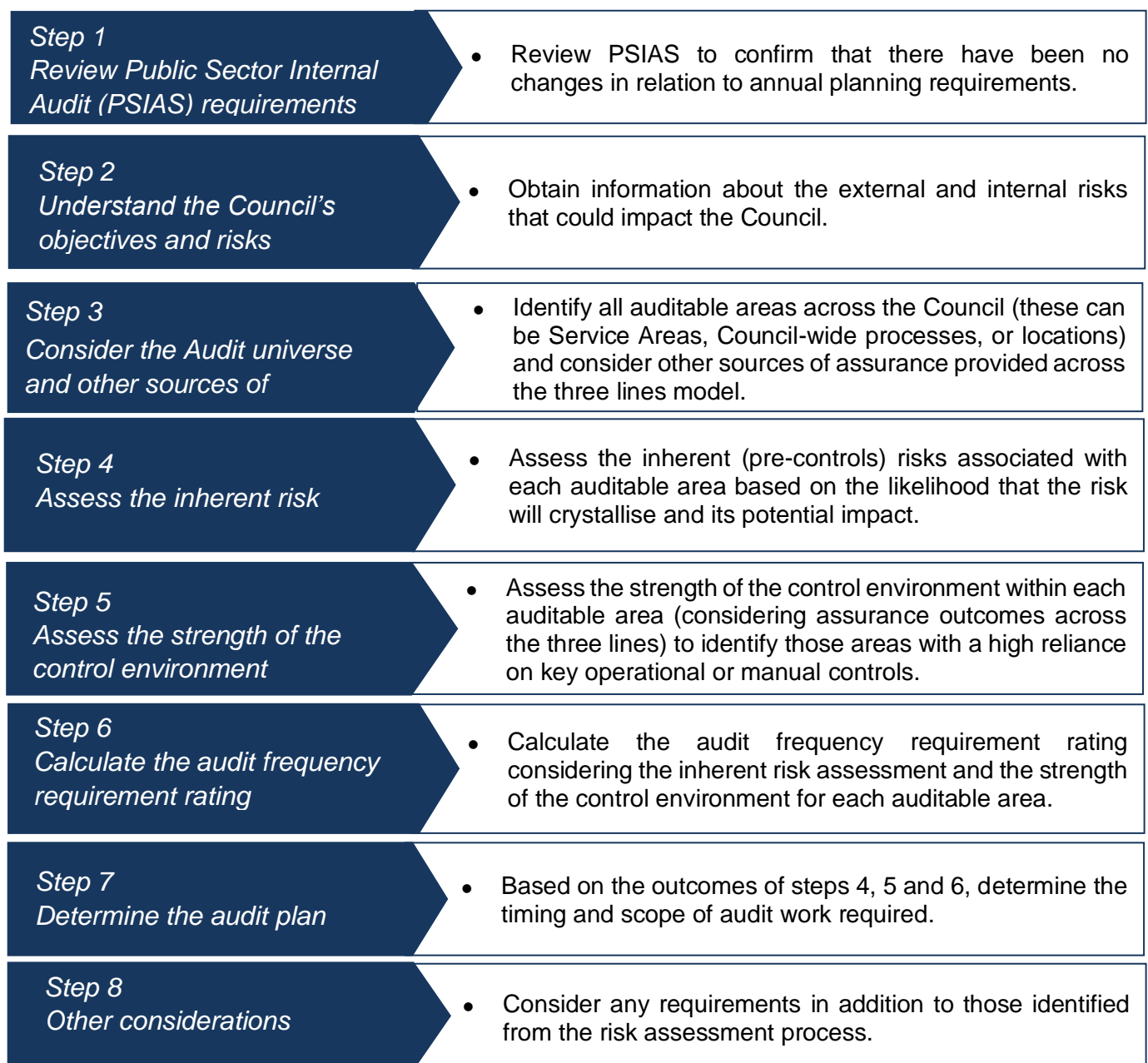
1.1 Introduction

This document sets out the scope of the Internal Audit (IA) 2022/23 annual plan that will be delivered during the 2022/23 financial year, with the objective of the delivering independent assurance on the key controls established across the Council to mitigate its most significant risks.

1.2 Approach

A summary of the approach applied when assessing the Council's key risks and preparing the annual plan is set out below in Figure 1. The IA plan is driven by the requirements of Public Sector Internal Audit Standards (PSIAS); the Council's organisational objectives and priorities; and an assessment of the risks that could prevent the Council from meeting those objectives and providing services to citizens. A more detailed description of our risk assessment approach can be found at section 2 below and in Appendices 1 and 2.

Figure 1: Approach applied in developing the 2022/23 IA Annual Plan



1.3 Public Sector Internal Audit Standards Requirements – Step 1

The IA plan has been developed based on the requirements of the Public Sector Internal Audit Standards (PSIAS) originally published in April 2013 and last refreshed in April 2017, which specify that:

- the Chief Internal Auditor (CIA) must develop a risk based plan that is consistent with the organisation's goals, and determines the priority of IA activity;
- the plan must be based on a documented risk assessment, undertaken at least annually, with input from senior management and the board (the Corporate Leadership Team);
- the CIA must consult with senior management and the Corporate Leadership Team (CLT) to obtain an understanding of the organisation's strategies, key business objectives, and associated risks and risk management processes;
- the plan must consider the requirement to produce an annual Internal Audit opinion;
- the plan must incorporate or be linked to a strategic or high-level statement of how Internal Audit assurance will be delivered and developed in accordance with the Internal Audit charter and how it links to organisational objectives and priorities;
- the CIA must communicate the Internal Audit plan and resource requirements, including significant interim changes, to senior management and the CLT for review and approval;
- the CIA must ensure that Internal Audit resources are appropriate, sufficient; and effectively deployed to achieve the approved plan;
- the plan must explain how internal audit's resource requirements have been assessed. Where the CIA believes that the level of agreed resources will impact adversely on the provision of the annual internal audit opinion, the consequences must be brought to the attention of the CLT; and
- the CIA must review and adjust the plan, as necessary, in response to changes in the organisation's business, risks, operations, programmes, systems, and controls.

1.4 Understand the Council's Objectives and Risks – Step 2

The annual IA plan is based on an annual assessment performed by IA of the key risks across the Council's Directorates; Divisions; and Services (the audit universe). The outcomes of the risk assessment process are included at Section 2.

The risk assessment process normally involves attendance at relevant risk committees and governance meetings; combined with stakeholder engagement across the Council to understand perspectives on the Council's objectives and new and emerging risks; engagement with Elected Members; and Local Area Network Members (including the Care Inspectorate; Education Scotland; and the Housing Regulatory Authority).

During the Covid-19 pandemic, reliance has also been placed on review of the documents detailed below combined with attendance at the twice weekly Corporate Incident Management Team (CIMT) and fortnightly Council wide Risk Forum meetings to identify the key risks and challenges currently facing the Council:

Review of the following documents was also performed:

- the Covid-19 risk management plan
- the Council's current Corporate Leadership Team risk register;
- projects and initiatives currently included in the Council's major projects portfolio;
- the Council's financial and performance management information;

- the outcomes of any assurance reviews performed by LAN members;
- progress with implementation of agreed management actions to support closure of open and overdue Internal Audit findings.

Further details on the risk based approach and methodology applied are included at Appendices 1 and 2.

1.5 The Audit Universe and other assurance providers – Step 3

The Council's audit universe is essentially its entire organisational structure. For completion of the risk assessment and development of the annual plan, the structure has been divided into the elements of the central support services within the Council's established Directorates and Divisions.

1.5.1 Corporate Risk Management

As the CIA is also responsible for the Council's Corporate Risk Management team, the IA Principal Audit Managers (PAMs) have independently considered whether a risk management audit should be included in the 2022/23 annual plan, and have concluded that this is not required.

This conclusion is based on the recent (June 2020) Risk Management Audit completed by Azets, and the ongoing independent assurance that will be provided in 2022/23 by Azets to validate that agreed actions to address the 2 High and 3 Medium rated IA findings raised have been effectively implemented and sustained.

Progress with implementation of any open Risk Management findings is also monitored through the established IA process and reported monthly to the Corporate Leadership Team and quarterly to the Governance, Risk and Best Value Committee.

1.5.2 Major Project Assurance

The Strategic Change and Delivery team within the Corporate Services Directorate continues to provide oversight of projects included in the Council's Major Projects Portfolio to ensure application of a consistent project management approach across all significant projects.

These projects have not been included as auditable areas for the purposes of the risk assessment supporting the plan as delivery responsibilities are allocated across all Council directorates.

1.5.3 Localities Model

Both the Edinburgh Health and Social Care Partnership / Integration Joint Board and the Council's Place Directorate currently operate locality models, where services provided by the Council are grouped and managed under four geographic localities (North East; North West; South East; and South West) that are common to both the Council and other public and third sector organisations across Edinburgh. Localities are also supported by the 12 existing Neighbourhood Networks.

Whilst Localities have not been identified as distinct auditable areas within the plan, audit work performed will cover how Council services are provided across the four Localities and will consider the potentially different risk profiles across the Localities.

1.5.4 Centre visits

Whilst no specific centre based reviews (for example depots; libraries; and cultural venues) have been included in the 2022/23 plan, the Council Wide audit of Allocation and Management of Purchase Cards and Directorate reviews of Schools Attendance; Repairs and Maintenance Framework; Physical Security; Community Centres; and Fleet Operations are likely to focus on some Council centres and schools..

1.5.5 Lothian Pension Fund

The Council's IA team also provides audit services to the Lothian Pension Fund. This comprises three or four audits each year and a total of circa 75 - 100 audit days. These outcomes of these audits will be reported to the Pensions Audit Sub-Committee and Pensions Committee and will not be subject to scrutiny by GRBV.

1.5.6 Edinburgh Integration Joint Board

Audit services are also provided by the Council's IA team to the Edinburgh Integration Joint Board (EIJB). This comprises three audits each year and a total of 75 audit days. These audits are performed for the EIJB and will not be subject to scrutiny by GRBV. However, it is expected that the EIJB Audit and Assurance Committee would refer any relevant internal audit reports to GRBV under the existing reciprocal referral arrangements.

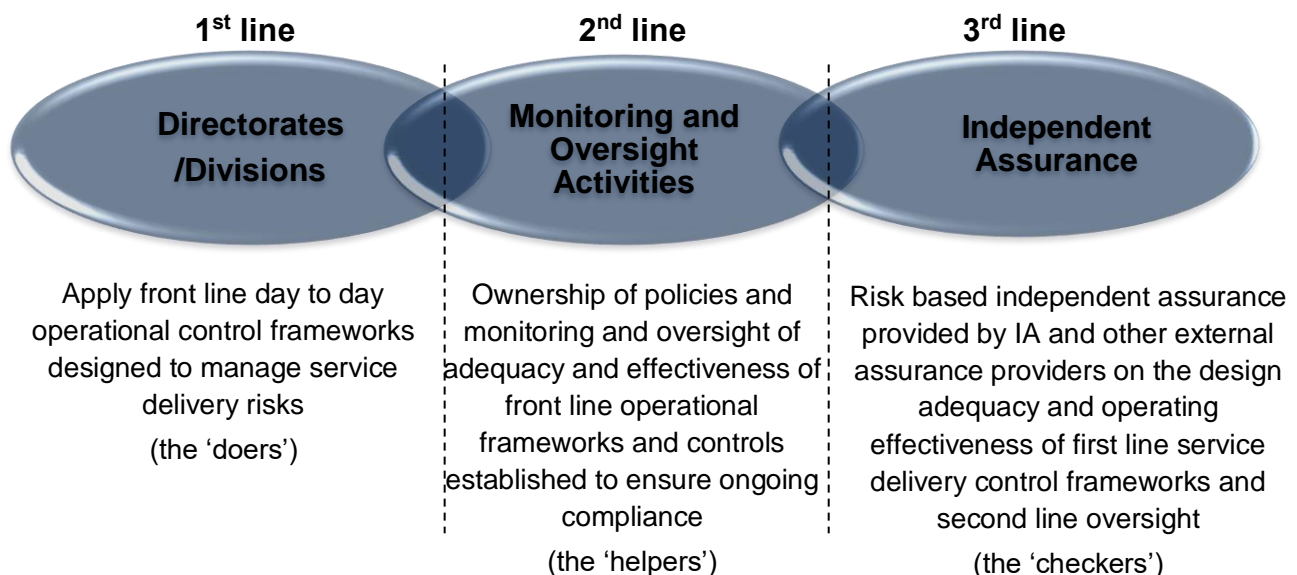
1.5.7 Other Organisations

Assurance is also provided by the Council's IA team to three external arm's length organisations (the Lothian Valuation Joint Board; the Royal Edinburgh Military Tattoo; and the South East of Scotland Transport Partnership (SEStran)). This involves one audit for each organisation and a total of 70 audit days.

1.5.8 The Three Lines Model

The approach applied in developing the plan also considers Internal Audit's role as one of the Council's 3rd line independent assurance providers. The diagram below outlines the three lines assurance model.

Figure 2: The Three Lines Model



It should be noted that some second line teams (for example Human Resources and Finance) may also have responsibility for ongoing first line service delivery in addition to owning the policies and frameworks that should be applied by all first line service delivery teams.

1.5.9 Other sources of assurance – 2nd and 3rd Lines

In developing the IA risk assessment and plan we have considered other sources of assurance provided to the Council across the second and third lines of defence and have assessed the extent to which reliance can be placed upon them. These include:

- **Second Line** - Risk Management; Corporate Health and Safety; Information Governance; Resilience; Strategic Change and Delivery; Procurement (including Contracts and Grant Management); Human Resources; Finance; and Quality, Governance, and Regulation.
- **Third Line** – Local Area Network members which include the Care Inspectorate; Education Scotland; the Housing Regulator; Audit Scotland and external audit (Azets);
- **Third Line** – Other regulatory authorities who may perform reviews (for example, the Health and Safety Executive; the Scottish Government; and the Information Commissioner’s Office).

IA does not place reliance upon these other sources of assurance to support the annual opinion. However, the outcomes of reviews performed by the second and third lines were considered when assessing the strength of the control environment for each auditable area as part of the risk assessment process.

1.5.10 Coordinated and Integrated approach with External Audit

The Audit Scotland Code of Audit Practice 2016 notes (at section 33) that it is important that external auditors coordinate their work with IA; Audit Scotland; other external auditors; and relevant scrutiny bodies to recognise the increasing integration of service delivery and partnership working within the public sector as this helps secure value for money by removing unnecessary duplication and provides a clear programme of scrutiny activity for audited bodies.

The PSIAS also notes that when preparing the annual plan, the CIA should share information, coordinate activities, and consider relying upon the work of other internal and external assurance and consulting service providers to ensure proper coverage and minimise duplication of effort.

To support this objective, IA and external audit have worked together to identify areas of planned assurance where a coordinated and integrated approach will be applied, with internal and external audit (Azets) either working in partnership to deliver assurance or external audit taking account of IA reviews. Further details of the specific reviews are included at section 3.5.3 below.

1.5.11 Coordinated and Integrated approach with Local Area Network (LAN) Members

Discussions with Audit Scotland and external audit has confirmed in relation to the LAN (refer 1.5.8 above for details) that Local Scrutiny Plans detailing planned LAN scrutiny activity across the Council (based on a shared risk assessment undertaken by LAN members) will no longer be prepared.

IA has engaged with individual LAN members to confirm that there is no obvious duplication between the 2022/23 IA annual plan and any planned LAN scrutiny reviews.

Both Azets (external audit) and the Care Inspectorate (adult health and social care and children’s services) have confirmed there is no duplication with their planned assurance activities.

2. Risk assessment – Steps 4 to 6

2.1 Risk assessment Approach and Methodology

In developing the annual plan, we have considered the PSIAS requirement to produce an annual Internal Audit Opinion by determining the IA coverage required to provide assurance over the Council's audit universe and most significant risks.

Original Risk and Control Effectiveness Assessment

Each of the original (pre-controls and assurance) risks associated with Council services has been assessed based on the impact and likelihood that that they will crystallise, using the matrix included at Appendix 1 (1).

Control effectiveness assessments are based on an assessment of the strength of the current control environment as detailed in the outcomes of completed IA reports and reviews completed by other second and third line assurance providers, using the table included at Appendix 1 (2)

Audit Coverage Requirement

In March 2022, IA cyclical coverage across all areas of the Council was extended from three to five years, which forms the basis of the IA annual plan together with focus on highest risk areas and follow-up of all agreed management actions prior to closure.

Audit coverage is based on an assessment of both original risk and control effectiveness assessments using the assessment matrix included at Appendix 1 (3).

The impact of Covid-19 on the Council's Risk Profile


The Council's existing risk profile has changed significantly since March 2020 due to the impact of the Covid-19 pandemic, and details of the nine new strategic Covid-19 risks impacting the Council are recorded in the Covid-19 Risk Management Plan (RMP).

The IA risk assessment has been mapped to both the Council's 13 enterprise risks that are reported quarterly to GRBV, and the nine current Covid-19 RMP risks.

2.2 Risk assessment Outcomes





Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
Corporate Services						
<u>Customer and Digital Services</u> <u>Digital Services</u> <ul style="list-style-type: none"> Enterprise Architecture and ICT Security Change Management Commercial Systems Development Services and System Support 	●	●	1	Y	2017/18 <ul style="list-style-type: none"> CGI Contract Management Phishing Resilience ICT Disaster Recovery External Security Monitoring of Contracts Payments 2018/19 <ul style="list-style-type: none"> Major Project Governance (Customer Transformation Programme) Software Licencing and Certificates Management Public Services Network Accreditation Public Sector Cyber Action Plan for Cyber Resilience 2019/20 <ul style="list-style-type: none"> Incident and Problem Management CGI Partnership Management and Governance CGI Sub-Contract Management Unsupported Technology (Shadow IT) 	<p>Original Risk Assessment - the critical rating reflects the significance of technology in supporting delivery of eessential services; achieving strategic objectives; and the significance and criticality of the established CGI partnership arrangements supporting delivery of the Council's technology operations.</p> <p>Relevant Enterprise risks- reflected in the Service Delivery; Technology and Information; and Supplier, Contractor, and Partnership Management enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – increased dependency on the Council's network security and technology resilience arrangements to support both remote and new ways of working (for example, use of personal devices), whilst maintaining appropriate security in the response to increased volumes of cyber-attacks across the public sector.</p> <p>These impacts are covered by the Technology and Information risk included in the Covid-19 RMP.</p> <p>Control Effectiveness Assessment – 'some improvement required' rating reflects 2020/21 assurance outcomes (2021/22 audits were in progress when annual plan was being prepared) and progress with implementation of IA findings.</p> <p>2022/23 coverage - Further coverage is included in the 2022/23 IA annual plan to utilise the two free CGI contractual audits, combined with ongoing</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Validation of IA Management Actions Change Initiation 2020/21 <ul style="list-style-type: none"> Network Management Change Implementation Technology Resilience Mobile Device Management 2021/22 <ul style="list-style-type: none"> Technology Vulnerability Management CGI Performance Reporting Digital and Smart City Strategy 	IA validation of open assurance findings. External audit (Azets) will also provide assurance on key financial systems technology controls.
<u>Customer and Digital Services</u> Customer Services <ul style="list-style-type: none"> Customer Contact Team Transactions Team Intelligent Automation 	●	●	2	N	2018/19 <ul style="list-style-type: none"> Payments and Charges (Transactions Team) GDPR (Gap Analysis) Follow-Up (Transactions Team) Financial Systems Access Controls (Transactions Team) Validation of IA Management Actions (Transactions Team) Emergency Prioritisation and Complaints (Customer Contact Team) 	<p>Original Risk Assessment – the critical rating reflects that Customer Services is the key point of contact for citizens requesting services; highlighting emergencies; or making complaints, and is also responsible for generating a significant proportion of the Council's revenue (Council Tax and Business Rates)</p> <p>Relevant Enterprise risks- reflected in the Service Delivery; Regulatory and Legislative Compliance; and Financial and Budget Management enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – increased dependency on Customer Services for shielding and vulnerable customers; and implementation of Covid-19 grant award processes. This involved immediate implementation of a range of new processes and systems, for example tailoring the Verint customer</p>



Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Garden Waste (Customer Contact Team) Model and Intelligent Automation Risk Validation of IA Management Actions (Transactions Team) 2019/20 <ul style="list-style-type: none"> Schools Admissions, Appeals, and Capacity Planning (Transactions Team) Social Media Accounts (Customer Contact Team) Validation of IA Management Actions 2020/21 <ul style="list-style-type: none"> Newly Self-Employed Grants Process (Covid-19) 2021/22 <ul style="list-style-type: none"> Verint Customer Relationship Management System Council Tax and Business Rates Management and Allocation of Covid-19 grant funding. 	<p>engagement system to support shielding and vulnerable customer arrangements.</p> <p>Additionally, the majority of customer services teams transitioned to work from home.</p> <p>These impacts are covered by the Technology and Information and Health and Safety of Citizens and Service Users risks included in the Covid-19 RMP.</p> <p>Control Effectiveness Assessment – “some improvement required” rating reflects the outcomes of 2020/21 audit across Customer Services as the 2021/22 audits were still in progress at the time of preparing the annual plan.</p> <p>2022/23 coverage – no specific coverage is included in the 2022/23 IA annual plan, although Customer Services may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions.</p>
<u>Customer and Digital Services</u> <ul style="list-style-type: none"> <u>Business Support</u> 		N/A	TBC	Y	2017/18 <ul style="list-style-type: none"> Social Work Centre Bank Account Reconciliations 	Original Risk Assessment – the medium rating reflects the service delivery support provided across Council services based on service levels agreed with divisions.

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					2018/19 <ul style="list-style-type: none"> Organisational Change 	Relevant Enterprise risks- reflected in the Service Delivery enterprise risk which has a high original risk assessment. Covid-19 impact – the majority of business support teams transitioned to working from home, whilst providing ongoing support for services where possible. Control Effectiveness Assessment – has not been assessed as no assurance work has been performed in business support since 2017/18 (Care Homes). 2022/23 coverage – a review of the established Business Support model has been included in the 2022/23 IA annual plan.
Legal and Assurance Corporate Health and Safety	●	●	2	N	2019/20 <ul style="list-style-type: none"> Life Safety 2020/21 <ul style="list-style-type: none"> Physical Distancing and Employee Protection Covid-19 Procurement and Allocation of PPE Managing Behaviours of Concern 2021/22 <ul style="list-style-type: none"> Implementation of Asbestos Recommendations 	Original Risk Assessment - critical risk assessment reflects the policy and framework management and assurance responsibilities of the Corporate Health and Safety Team. Relevant Enterprise risks- reflected in the Service Delivery; Regulatory and Legislative Compliance; and Health and Safety (including public safety) Enterprise risks which have high and critical original risk assessments. Covid-19 impact – significant impact on the Corporate Health and Safety team who provided guidance to support establishment of centralised Personal Protective Equipment (PPE) procurement and allocation process by Commercial and Procurement Services; established revised RIDDOR (Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations) reporting requirements; has developed and implemented of guidance and risk assessments; is supporting an internal advice helpline;

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>and is involved in assessing the risks associated with service resumption and access requests.</p> <p>These impacts are included in the Health and Safety of Citizens and Service Users and the Health and availability of employees to deliver critical services enterprise risks included in the Covid-19 RMP.</p> <p>Control Effectiveness Assessment – ‘some improvement required’ reflects that whilst ongoing CHS assurance has provided on Covid-19 responses and arrangements their ongoing health and safety assurance programme across the Council has not yet been reinstated. Additionally, a new team structure is currently being implemented.</p> <p>2022/23 coverage – no specific coverage is included in the 2022/23 IA annual plan, although Corporate Health and Safety may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions.</p>
Legal and Assurance Corporate Risk Management	●	●	2	N	2019/20 <ul style="list-style-type: none"> Risk Management 	<p>Original Risk Assessment – high risk assessment reflects the importance of an established and effective risk management framework that can be easily applied across diverse Council services.</p> <p>Relevant Enterprise risks- reflected in the Service Delivery and Governance and Decision making Enterprise risks which have high original risk assessments.</p> <p>Covid-19 impact – design and implementation of the Council’s risk management response.</p> <p>Control Effectiveness – ‘significant improvement required’ rating reflects the outcomes of the 2019/20 Risk Management audit; delayed</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>implementation of the Council's refreshed operational risk management framework; and the need to procure an appropriate risk management technology system.</p> <p>2022/23 coverage - no specific coverage is included in the 2022/23 IA annual plan, although Corporate Risk Management may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions.</p>
Legal and Assurance Legal Services			4	N	2018/19 <ul style="list-style-type: none"> GDPR (Gap Analysis) Follow-Up Developer Contributions 2019/20 <ul style="list-style-type: none"> Schools Admissions, Appeals, and Capacity Planning 	<p>Original Risk Assessment – high risk assessment reflects the importance of provision of appropriate legal advice across the Council.</p> <p>Relevant Enterprise risks- reflected in the Service Delivery; and Regulatory and Legislative Compliance Enterprise risks which have high original risk assessments.</p> <p>Covid-19 impact – no significant Covid-19 impacts</p> <p>Control Effectiveness – ‘effective’ rating reflects the outcomes recent audits that included legal services provided to divisions and directorates.</p> <p>2022/23 coverage – no specific coverage is included in the 2022/23 IA annual plan, although Legal Services may be included in the scope of planned Council wide thematic audits.</p>
Legal and Assurance			3	N	2017/18 <ul style="list-style-type: none"> GDPR Readiness 2018/19	<p>Original Risk Assessment – high risk assessment reflects the legal, regulatory, and statutory requirements associated with these areas.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
Democracy; Governance; and Resilience Information Governance <ul style="list-style-type: none"> Information Governance, and Data Protection; Records Management; Freedom of Information; Subject Access and other statutory requests Complaints 					<ul style="list-style-type: none"> GDPR (Gap Analysis) Follow-Up Validation of IA Management Actions 2019/20 Validation of IA Management Actions 2021/22 Complaints Management Records Management and Statutory Requests 	Relevant CLT Risk - reflected in the Technology and Information and Service Delivery enterprise risks which have high original risk assessments. Covid-19 impact – support provided in relation to the data privacy aspects of new and amended Covid-19 processes implemented across the Council. These impacts are reflected in the strategic technology and information risk included in the Covid-19 RMP. Control Effectiveness – ‘some improvement required’ reflects known backlogs with completion of statutory requests and lack of assurance second line assurance activity across the Council to confirm the extent of ongoing compliance with records and information management policies. Note that the 2021/22 audits were in progress when the annual plan was prepared. 2022/23 coverage – no specific coverage is included in the 2022/23 IA annual plan, although Information Governance may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any IA findings and agreed management actions raised in the 2021/22 reviews.
Legal and Assurance Democracy; Governance; and Resilience <ul style="list-style-type: none"> Corporate Resilience 	●	●	1	Y	2017/18 <ul style="list-style-type: none"> Resilience 2019/20 <ul style="list-style-type: none"> Brexit Risk and Supply Chain Management 	Original Risk Assessment – critical risk assessment reflects the importance of ensuring that an appropriate operational resilience and serious and organised crime frameworks have been established across the Council; and the importance of appropriate resilience plans to responds to any potential concurrent resilience events.

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Fraud and Serious Organised Crime 					2020/21 <ul style="list-style-type: none"> Physical Distancing and Employee Protection 2021/22 <ul style="list-style-type: none"> Fraud and Serious Organised Crime Covid-19 lessons learned design review 	Relevant CLT Risk - reflected in the Service Delivery; Resilience; and Governance and Decision making Enterprise risks which have high and critical original risk assessments. Covid-19 impact – significant impact as the Council had to invoke its emergency operational resilience arrangements. These impacts are reflected in the strategic Council response and governance risk included in the Covid-19 RMP. Control Effectiveness – ‘significant improvement required’ reflects the outcomes of the latest operational resilience audit (2017/18) and progress with implementation of recommendations, which have not yet been closed. 2022/23 coverage – Covid-19 – implementation of lessons learned.
Legal and Assurance Democracy; Governance; and Resilience <ul style="list-style-type: none"> Elections Members Services 			4	N	2020/21 <ul style="list-style-type: none"> Elections in a Covid-19 Environment 	Original Risk Assessment – high risk assessment reflects the importance of ensuring the smooth operation of the elections process; provision of support to elected members; and effective operation of the Council’ executive and scrutiny committees. Relevant CLT Risk - reflected in the Service Delivery and Governance and Decision Making risks Enterprise risks which have high original risk assessments. Covid-19 impact – the main challenge for Elections and Member Services was supporting the transition to emergency decisioning and governance arrangements; supporting the phased reinstatement of Committees; and transitioning to supporting committee meetings by video conference. It is also highly likely that the May 22 local elections, although it is not possible to pre-empt what restrictions may be in place.

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>These impacts are reflected in the Council Response and Governance strategic risk included in the Covid-19 RMP.</p> <p>Control Effectiveness – “effective” rating reflects the outcomes of the 2021/22 review which confirmed that effective processes and controls were established to support delivery of the 2021 Scottish Parliament election during the Covid-19 pandemic.</p> <p>2022/23 coverage – no further coverage is planned in 2022/23.</p>
<p>Democracy; Governance; and Resilience</p> <ul style="list-style-type: none"> Corporate Governance Whistleblowing 	●	●	2	Y	<p>2019/20</p> <ul style="list-style-type: none"> Validation of IA Management Actions Assurance Actions and Annual Governance Statement Policy Management Framework <p>2020/21</p> <ul style="list-style-type: none"> Arm’s Length External Organisations GRBV Committee Effectiveness <p>2021/22</p> <ul style="list-style-type: none"> Independent Review into Whistleblowing and Organisational Culture (Tanner) Implementation of Whistleblowing and Child Protection Recommendations 	<p>Original Risk Assessment – high risk assessment reflects the importance of ensuring that the Council has established an effective corporate governance framework to support ongoing compliance with applicable legislation; regulations; and Council policies, and ensure that employee concerns can be safely and anonymously communicated and regulated. whistleblowing process.</p> <p>Relevant CLT Risk - reflected in the Service Delivery and Governance and Decision Making enterprise risks which have high original risk assessments.</p> <p>Covid-19 impact – the main challenge for Corporate Governance was supporting operational decisioning and governance arrangements, and ensuring that appropriate arrangements were established to record all significant resilience decisions and actions.</p> <p>These impacts are reflected in the Council Response and Governance strategic risk included in the Covid-19 RMP.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>Control Effectiveness – ‘significant improvement required’ reflects 2021/21 assurance outcomes; the outcomes of the Tanner review; and progress with implementation of recommendations. Note that the 2021/22 review of Implementation of Historic Whistleblowing Recommendations was in progress as the IA annual plan was being prepared.</p> <p>2022/23 Coverage – Review of Progress with Implementation of the new Governance and Assurance Model; Induction, Essential Learning, and Training for Officers and Elected Members. Follow-up will also be performed to confirm effective implementation prior to closure of any IA findings and agreed management actions raised in the 2021/22 reviews.</p> <p>Note that a review of progress with implementation of the Tanner review recommendations will be included in the 2023/24 IA annual plan.</p>
<p><u>Human Resources</u></p> <ul style="list-style-type: none"> Recruitment Payroll Employee Lifecycle Learning and Development Employee Relations 	●	●	5	Y	<p>2017/18</p> <ul style="list-style-type: none"> Starters General Data Protection Regulations Readiness Programme <p>2018/19</p> <ul style="list-style-type: none"> Organisational Change GDPR (Gap Analysis) Follow-Up Financial Systems Access Controls Employee Lifecycle and Payroll IR35 Right to Work 	<p>Original Risk Assessment – critical risk assessment reflects the value and manual complexity of the Council’s payrolls; and the importance of appropriate data protection for personal sensitive employee data.</p> <p>Relevant Enterprise risks- reflected in the Financial and Budget Management; Workforce; Service Delivery; and Regulatory and Legislative Compliance enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – payrolls now being run remotely, and increased focus on employee wellbeing following implementation of working from home arrangements.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<p>2019/20</p> <ul style="list-style-type: none"> Employee Lifecycle and Payroll Drivers – Completion of Driver Licence Checks Validation of IA Management Actions PVG and Disclosures Policy Management Framework <p>2020/21</p> <ul style="list-style-type: none"> Employee Testing Employee Lifecycle Data and Compensation and benefits Processes Salary Overpayments Design of the Scottish Local Government Living Wage Pay Requirements <p>2021/22</p> <ul style="list-style-type: none"> Employee Lifecycle and Data Management Employee Wellbeing 	<p>These impacts are reflected in the Health and availability of employees to deliver critical services strategic risk included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘effective’ rating reflects 2020/21 HR assurance outcomes as the 2021/22 audits were in progress when the IA annual plan was prepared.</p> <p>2022/23 coverage - Review of Historic Disciplinary Cases and Complaints – note that this review is a specific requirement resulting from the independent inquiry into Allegations Concerning the Conduct of the Late Sean Bell (Project Apple) report; Induction, Essential Learning, and Training for Officers and Elected Members. Note that external audit has not requested a review of payroll (Employee Lifecycle Data and Compensation and benefits Processes) in 2022/23.</p>
<p>Finance and Procurement</p> <ul style="list-style-type: none"> Financial Services 	●	●	2	Y	<p>2017/18</p> <ul style="list-style-type: none"> Treasury Controls Design Review <p>2018/19</p> <ul style="list-style-type: none"> Financial Systems Access Controls 	<p>Original Risk Assessment – critical risk assessment reflects the value of funds processed and managed by Finance; the complexities associated with their allocation across the Council; and the requirement to deliver a balanced budget.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Validation of IA Management Actions Developer Contributions 2019/20 <ul style="list-style-type: none"> Model and Intelligent Automation Risk Revenue Budget Setting and Management City Region Deal Funding Processes 2020/21 <ul style="list-style-type: none"> Supplier Relief 2021/22 <ul style="list-style-type: none"> Capital Budget Setting and Management Payment Card Industry Data Security Standard Compliance 	<p>Relevant Enterprise risks- reflected in the Financial and Budget Management; Service Delivery; and Regulatory and Legislative Compliance enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – significant impact on the Council's financial position given the increased costs associated with Covid-19, and lack of clarity as to whether these will be recovered; the impact of Arm's Length External Organisations on the Council's financial position (receipt of dividend income and future funding streams); the potential impact of additional funding for the Edinburgh Integration Joint Board; and the challenges associated with delivering a balanced budget from financial year 23/24 onwards</p> <p>These impacts are reflected in the Financial and Economic risk included in the Covid-19 RMP.</p> <p>Control Effectiveness – 'some improvement required' reflects recent assurance outcomes across Finance.</p> <p>2022/23 coverage - Preparation for IFRS16 (included at the request of external audit); Management of the Housing Revenue Account; and ongoing agile reviews of the Tram to Newhaven and Enterprise Resource Planning projects.</p>
Finance and Procurement	●	●	2	N	2018/19 <ul style="list-style-type: none"> Contract Management 2019/20 <ul style="list-style-type: none"> Unsupported Technology (Shadow IT) 	<p>Original Risk Assessment – critical risk assessment reflects the need to comply with applicable procurement legislation and guidance; the value and scale of procurement across the Council; and the need to provide first line contract management guidance and support.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Commercial and Procurement Services 					<ul style="list-style-type: none"> Brexit Risk and Supply Chain Management 2020/21 <ul style="list-style-type: none"> Procurement and Allocation of PPE Supplier Relief 	<p>Relevant Enterprise risks- reflected in the Supplier, Contractor, and Partnership Management; Service Delivery; Financial and Budget Management; and Regulatory and Legislative Compliance enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – significant impact on the Commercial and Procurement team who established the centralised personal protective equipment (PPE) procurement and allocation process; implemented new supplier relief processes; and are also supported the Council with Brexit preparations. These impacts are reflected in the strategic supply chain risk included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘some improvement required’ reflects recent assurance outcomes across Commercial and Procurement Services.</p> <p>2022/23 coverage - no specific coverage is included in the 2022/23 IA annual plan, although Commercial and Procurement Services may be included in the scope of planned Council wide thematic audits.</p>
Finance and Procurement <ul style="list-style-type: none"> Investment and Pensions (Lothian Pension Fund) 	●	●	2	Y	2017/18 <ul style="list-style-type: none"> Payroll Outsourcing Pensions Tax IT Business Resilience and Disaster Recover Information Governance 2018/19 <ul style="list-style-type: none"> GDPR (Gap Analysis) Follow-Up (Council review) 	<p>Original Risk Assessment - critical risk assessment reflects the significant value of funds managed (circa £9bn) and the extent of reliance on key third party system providers to support LPF operations.</p> <p>Relevant Enterprise risks- reflected in the Service Delivery; Financial and Budget Management; and Regulatory and Legislative Compliance Enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – main impact has been the transition to home working arrangements.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Validation of IA Management Actions (Council Review) Unlisted Investments and Administration Fees Unitisation Stock Lending 2019/20 <ul style="list-style-type: none"> Settlement and Custodian Services Pensions Entitlement Charles River Project 2021/22 <ul style="list-style-type: none"> Technology Model Development Capital Calls Employer Contributions Risk Management 	<p>Control Effectiveness – ‘some improvement required’ reflects recent LPF assurance outcomes. Note that the 2021/22 reviews were in progress when the IA annual plan was prepared.</p> <p>2022/23 coverage - A separate annual audit plan is prepared for LPF and approved by the Pensions Committee.</p>
<u>Finance and Procurement</u> <ul style="list-style-type: none"> Insurance Services 	●	N/A	TBC	Y		<p>Original Risk Assessment – high risk assessment reflects the importance of ensuring that there is adequate financial protection for the Council’s assets and liabilities. There has also been a significant increase in premiums across the insurance market, and achieving a competitive rate is dependent on effective risk management practices and service delivery controls.</p>



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						<p>Suggest this should be high – insurance provides financial protection for Council assets and liabilities. Insurance Market conditions are high rates and requires good risk management practices. Significant spend on premiums and self-insured claims. Public funds are tight and required effective risk transfer arrangements</p> <p>Relevant Enterprise Risks- reflected in the Service Delivery; Financial and Economic; and Resilience enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – no significant Covid-19 impacts.</p> <p>Control Effectiveness – has not been assessed as no assurance work has been performed in this area in the last five years</p> <p>2022/23 coverage – a review of insurance services has been included in the 2022/23 IA annual plan.</p>
Strategic Change and Delivery <ul style="list-style-type: none"> Strategic Planning Corporate Performance Management Transformation 	●	●	2	Y	<p>2017/18</p> <ul style="list-style-type: none"> Project and Programme Management and Benefits Realisation <p>2018/19</p> <ul style="list-style-type: none"> Portfolio Governance Framework <p>2019/20</p> <ul style="list-style-type: none"> First Line Project Governance <p>2020/21</p> <ul style="list-style-type: none"> Scottish Government and CoSLA Returns (Covid-19) <p>2021/22</p>	<p>Original Risk Assessment – critical risk assessment reflects the importance of developing and maintaining an appropriate strategy / business plan for the Council; and supporting its delivery through established performance monitoring and effective implementation of major projects.</p> <p>Relevant Enterprise Risks - reflected in the Strategic Delivery; Service Delivery; and Programme and Project Delivery enterprise risks which have critical and high original risk assessments.</p> <p>Covid-19 impact – significant impact with the implementation of the Council's Adaptation and Renewal Programme to support the Council's recovery; new dashboard reporting provided to the Council's Incident Management Team; and completion of a number of new Scottish</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Planning and Performance Framework Design Review Covid-19 Thematic Lessons Learned 	<p>Government returns. The Strategic Change and Delivery team is also responsible for design and completion of the Council's thematic Covid-19 lessons learned review, and involved in the design of the Our Future Working Model. These risks are reflected in the Council response and Governance risk included in the Covid-19 RMP.</p> <p>Control Effectiveness – 'some improvement required' reflects 2020/21 assurance outcomes and progress with implementation of agreed management actions to support closure of IA findings. Note that the 2021/22 audits had not been completed when the IA annual plan was prepared.</p> <p>2022/23 coverage – Implementation of Covid-19 Lessons Learned and Future Ways of Working, and ongoing follow-up of implementation of open management actions.</p>
<p><u>Policy and Insight</u></p> <ul style="list-style-type: none"> City Strategies Communities Insight Consultation Policy and Sustainability 	●	N/A	TBC	Y	<p>2019/20</p> <ul style="list-style-type: none"> Policy Management Framework (Equalities) 	<p>Original Risk Assessment – high risk assessment reflects the importance of developing appropriate policies that support citizen needs and expectations; are aligned with the Council's strategy and business plan; and supports effective partner and community engagement.</p> <p>Relevant Enterprise Risk – reflected in the Governance and Decision making enterprise risk, which has a high original risk assessment.</p> <p>Covid-19 impact – significant impact on citizen engagement with the majority of locality offices closed and the transition to implementation of Council Resilience Centres for Place Localities, and Command Centres for the Health and Social Care Partnership. The Insight team was also involved in the design and implementation of employee wellbeing surveys.</p>

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						<p>Control Effectiveness - has not been assessed as only limited assurance work has been performed in policy and insight since 2018/19.</p> <p>2022/23 coverage – Council Emissions Plan and Implementation of the New Consultation Policy.</p>
<p><u>Communications</u></p> <ul style="list-style-type: none"> Media relations Campaigns, marketing, design and brand management Employee Communications 	●	●	4	N	<p>2019/20</p> <ul style="list-style-type: none"> Social Media Accounts 	<p>Original Risk Assessment – medium risk assessment reflects the importance of secure and effective communication with both citizens and employees and the need for appropriate data protection controls.</p> <p>Relevant Enterprise Risk - reflected in the Reputational enterprise risk, which has a medium original risk assessment.</p> <p>Covid-19 impact – significant impact as the Communications team was involved in ensuring effective communication with citizens and employees in relation to decisions taken as the Council implemented its resilience response, and is now re-establishing services.</p> <p>These impacts are reflected in the Council Response and Governance strategic risk included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘some improvement required’ rating reflects the 2019/20 Social Media Accounts assurance outcomes and progress with implementation of agreed management actions.</p> <p>2022/23 coverage – no specific coverage is included in the 2022/23 IA annual plan, although Communications may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
Corporate Services – coverage in thematic IA reviews					2018/19 <ul style="list-style-type: none"> Major Project – Schools and Customer Transformation 2019/20 <ul style="list-style-type: none"> Implementation of Assurance Actions and Linkage to Annual Governance Statements Policy Management Framework Brexit Risk and Supply Chain Management Unsupported Technology (Shadow IT) and End User Computing First Line Project Governance 2020/21 <ul style="list-style-type: none"> Workforce Planning During Covid-19 Salary Overpayments Shielding and Vulnerable Groups Covid-19 Lessons Learned 	Each of these reviews raised findings that apply across the Corporate Services Directorate.
Education and Children's Services						
Chief Social Work Officer, Children's and Criminal Justice Services	●	●	2	Y	2017/18 <ul style="list-style-type: none"> Foster Care 2018/19	Original Risk Assessment – critical risk assessment reflects the importance of children's social work in relation to child protection and protection of vulnerable groups.

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<u>Children's Services</u> <ul style="list-style-type: none"> Children's social work practice and Review teams (including Social Care Direct and Children's Services Complaints) Children's Disability Practice Team Post-natal substance abuse support Residential and Day Services Self-Directed Support Family based care (including carer fee payments) Family Group Meetings Lifelong Links Looked After Children Multisystemic and Occupational Therapy 					<ul style="list-style-type: none"> GDPR (Gap Analysis) Follow-Up (Looked After Children) 2019/20 <ul style="list-style-type: none"> Retention of Social Work Case Records (Looked After Children) 2021/22 <ul style="list-style-type: none"> Application Technology Controls SEEMIS and SWIFT Implementation of Whistleblowing and Child Protection Recommendations Complaints Management 	<p>Relevant Enterprise Risks- reflected in the Service Delivery; Workforce; and Regulatory and Legislative Compliance enterprise Risks, which have a high original risk assessment.</p> <p>Covid-19 impact – the main impact of Covid-19 was the transition to remote delivery of services and reduced in person contact with families.</p> <p>Control Effectiveness - has not been assessed as only limited assurance work has been performed in children's social work since 2017/18, and the 2021/22 audits were in progress when the IA annual plan was prepared.</p> <p>2022/23 coverage – Transitions for young adults with a disability from children's services to Adult Social Care; Self-Directed Support – Children and Adult Social Care Services; Children's Social Work Practice Review Teams.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Parent and Carer Support Statutory Meetings Systemic Family Sessions Young People's Service aged 12 - 17 						
<p>Chief Social Work Officer, Children's and Criminal Justice Services</p> <p>Safer and Stronger Communities</p> <ul style="list-style-type: none"> Quality, Governance and Regulation Multi agency public protection (children and adults) Governance of Statutory Social Work Services Family and Household Support Refugee and Migration Service 			4	Y	<p>2018/19</p> <ul style="list-style-type: none"> Quality, Governance and Regulation <p>2020/21</p> <ul style="list-style-type: none"> Chief Social Work Officer Assurance and Annual Report <p>2021/22</p> <ul style="list-style-type: none"> Implementation of Whistleblowing and Child Protection Recommendations 	<p>Original Risk Assessment – high risk assessment reflects the importance of production of the annual Chief Social Work Officer's report; the importance of maintaining effective multi agency public protection arrangements; and the increased demand for refugee and migration services.</p> <p>Relevant Enterprise Risk- reflected in the Service Delivery; Workforce and Regulatory and Legislative Compliance Enterprise Risks, which have a high original risk assessments.</p> <p>Covid-19 impact – transition to home working and adapting processes and procedures to accommodate any service delivery changes implemented in response to Covid-19.</p> <p>Control Effectiveness – 'effective' reflects recent assurance outcomes and progress with implementation of actions to address findings raised. Note that the review of Implementation of Whistleblowing and Child Protection Recommendations was still in progress when the annual plan was prepared.</p> <p>2022/23 coverage – Refugee and Migration Services</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<p>Chief Social Work Officer, Children's and Criminal Justice Services</p> <p><u>Community Justice</u></p> <ul style="list-style-type: none"> Risk Management within the Community Community Justice Caledonian Edinburgh 	●	N/A	TBC	N	<p>2018/19</p> <ul style="list-style-type: none"> GDPR (Gap Analysis) Follow-Up (Community Safety) <p>2021/22</p> <ul style="list-style-type: none"> Criminal Justice 	<p>Original Risk Assessment - critical risk assessment reflects the importance of ensuring that offenders are safely integrated into communities with appropriate support, and that all prison discharge conditions are effectively complied with. Protection of children and vulnerable adults is also a significant risk for this service.</p> <p>Relevant CLT Risk- reflected in the Workforce; Service Delivery; and Regulatory and Legislative Compliance Enterprise Risks, which have a high original risk assessment.</p> <p>Covid-19 impact – the main impact was the planned early release of prisoners to minimise spread of infection in prisons, where community justice support was required, together with the transition to home working, however this risk did not crystallise as release volumes did not significantly increase.</p> <p>Control Effectiveness – has not been assessed as only limited assurance work has been performed in community justice and intervention in recent years. The 2021/22 Community Justice review was still in progress when the IA annual plan was prepared.</p> <p>2022/23 coverage – no specific coverage is included in the 2022/23 IA annual plan, although Customer Services may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any IA findings and agreed management actions raised in the 2021/22 review.</p>
<u>Schools and Lifelong Learning</u>	●	●	3	Y	2018/19	<p>Original Risk Assessment - high risk assessment reflects the importance of the schools and early years admissions process; and ensuring that curriculums are aligned with relevant national standards. It is also essential</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Advice and Complaints Primary 1 and Secondary 1 Placements School Admissions Early Years and Childcare Lifelong Learning Pupil and Parent Support Quality, Improvement and Curriculum 					<ul style="list-style-type: none"> Communities and Families Self Assurance Review GDPR (Gap Analysis) Follow-Up Validation of IA Management Actions <p>2019/20</p> <ul style="list-style-type: none"> PVG and Disclosures Validation of IA Management Actions <p>2020/21</p> <ul style="list-style-type: none"> Managing Behaviours of Concern Allocation of Estimated SQA Grades Physical Distancing and Employee Protection <p>2021/22</p> <ul style="list-style-type: none"> Application Technology Controls SEEMIS and SWIFT Implementation of Whistleblowing and Child Protection Recommendations Early Years Education and Alignment with End Poverty Delivery Plan 	<p>to ensure that complaints are effectively managed and resolved, and that pupils and parents are appropriately supported.</p> <p>Relevant Enterprise Risks- reflected in the Service Delivery; Workforce; and Regulatory and Legislative Compliance Enterprise Risks, which have high original risk assessments.</p> <p>Covid-19 impact – the majority of these services have transitioned to remote delivery during both lockdowns.</p> <p>Control Effectiveness – ‘some improvement required assessment reflects recent assurance outcomes and progress with implementation of agreed management actions. Note that the 2021/22 audits were still in progress when the IA annual plan was prepared.</p> <p>2022/23 coverage – Schools Attendance and Quality Improvement and Curriculum. Schools attendance has been highlighted as a potentially high risk area, and quality improvement and curriculum has not been subject to a recent review. Progress with implementation of open agreed management actions will also be monitored through ongoing follow-up.</p>
Education and Children’s Services – coverage in thematic IA reviews					<p>2018/19</p> <ul style="list-style-type: none"> Contract Management <p>2019/20</p>	Each of these reviews raised findings that apply across the Education and Children’s Services Directorate.



Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Implementation of Assurance Actions and Linkage to Annual Governance Statements Policy Management Framework Brexit Risk and Supply Chain Management Unsupported Technology (Shadow IT) and End User Computing First Line Project Governance 2020/21 <ul style="list-style-type: none"> Workforce Planning During Covid-19 Salary Overpayments Shielding and Vulnerable Groups Covid-19 Lessons Learned 	
Health and Social Care Partnership						
<u>Accommodation</u> <ul style="list-style-type: none"> Care Home Placement 	●	●	1	Y	2017/18 <ul style="list-style-type: none"> Care Homes Assurance Review Health and Social Care Purchasing Budget Management 2018/19 <ul style="list-style-type: none"> Payments and Charges 2019/20	Original Risk Assessment – critical risk assessment reflects the significant risks associated with caring for care home residents, including protecting vulnerable adults. Relevant Enterprise Risks- reflected in the Workforce; Service Delivery; and Regulatory and Legislative Compliance enterprise risks, which have high original risk assessments. Covid-19 impact was significant given focus on creating capacity in care homes to support the NHS. This resulted in implementation of the Home





Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Validation of IA Management Actions Health and Social Care Localities 2020/21 <ul style="list-style-type: none"> Employee Testing Physical Distancing and Employee Protection 	<p>First / SafeHaven model to support ongoing assessment of demand and capacity. Personal protective equipment; infection control; and testing arrangements were also implemented to protect both residents and employees, and visiting arrangements stopped. Workforce planning arrangements were also implemented to ensure that there was sufficient workforce available from either Council employees or agency support to ensure ongoing delivery of care. Arrangements were also implemented to support the Councils oversight of private care homes in line with Scottish Government requirements.</p> <p>These impacts are reflected in the Health and Safety of Citizens and Service Users; the Health and Availability of Employees to Deliver Critical Services; Supply Chain; and Financial and Economic enterprise risks included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘significant improvement required’ assessment reflects progress with implementation of actions to address assurance outcomes raised in the 2017/18 Care Homes Audit and The Care Inspectorate / Healthcare Improvement Scotland joint inspection report (May 17) and subsequent December 2018 progress review.</p> <p>2022/23 coverage – Management of Waiting Lists and Assessments; Oversight of Private Care Home and Care and Home Providers; and ongoing follow-up of the remaining findings raised in the May 17 Care Homes audit and Covid-19 lessons learned assurance work completed in 2020/21.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<u>Assessment, Support, Planning, and Review</u> <ul style="list-style-type: none"> Direct Payments Individual Service Fund 	●	●	1	Y	<p>2017/18</p> <ul style="list-style-type: none"> Health and Social Care Purchasing Budget Management Care Sector Capacity (Care at Home) Care at Home Contract <p>2018/19</p> <ul style="list-style-type: none"> Financial Systems Access Controls <p>2021/22</p> <ul style="list-style-type: none"> Application Technology Controls SEEMIS and SWIFT 	<p>Original Risk Assessment – critical risk assessment reflects the significant risks associated assessing care requirements and ensuring that optimal care arrangements are provided for citizens.</p> <p>Relevant Enterprise Risk- reflected in the Service Delivery and Regulatory and Legislative Compliance Enterprise Risks, which both have a high original risk assessment.</p> <p>Covid-19 impact was significant as focus was on hospital discharge timeframes and establishing urgent care arrangements, with a further impact on existing waiting lists and assessments.</p> <p>These impacts are reflected in the Health and Safety of Citizens and Service Users and the Health and availability of Employees to Deliver Critical Services enterprise risks included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘significant improvement required’ assessment reflects progress with implementation of actions to address assurance outcomes raised in the 2017/18 audit in this area, and The Care Inspectorate / Healthcare Improvement Scotland joint inspection report (May 17) and subsequent December 2018 progress review. The 2021/22 review was in progress at the time the IA annual plan was prepared.</p> <p>2022/23 coverage – Management of Waiting Lists and Assessments</p>
<u>Community Based Support</u> <ul style="list-style-type: none"> Day Care Support and Advice 	●	●	1	Y	<p>2017/18</p> <ul style="list-style-type: none"> Edinburgh Alcohol and Drug Partnership Contract Management (day Care Support and Advice) 	<p>Original Risk Assessment - critical risk assessment reflects the importance of provision of quality day care; homecare; and telecare emergency response service that meets citizens needs and the requirement to protect vulnerable adults and groups.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Homecare and Support Telecare 					<ul style="list-style-type: none"> Care at Home Contract (Homecare and Support) Social Work Centre Bank Account Reconciliations <p>2018/19</p> <ul style="list-style-type: none"> Emergency Prioritisation and Complaints (Telecare) <p>2019/20</p> <ul style="list-style-type: none"> Lone Working (Day Care and Home Care Support) Validation of IA Actions Health and Social Care Localities <p>2020/21</p> <ul style="list-style-type: none"> Employee Testing 	<p>Relevant Enterprise Risks- reflected in the Workforce; Service Delivery; and Regulatory and Legislative Compliance enterprise risks, which have high original risk assessments.</p> <p>Covid-19 impact was essentially cessation of all non-urgent services, and transition to working from home arrangements (for example Telecare) where possible.</p> <p>Control Effectiveness – ‘significant improvement required’ assessment reflects progress with implementation of actions to address assurance outcomes raised in the 2018/19 Telecare audit, and The Care Inspectorate / Healthcare Improvement Scotland joint inspection report (May 17) and subsequent December 2018 progress review. The assessment also reflects the current concerns (mainly attributable to workforce challenges) in relation to demand for services and capacity to safely deliver care.</p> <p>2022/23 coverage – Management of Waiting Lists and Assessments; Partnership Financial Sustainability; Oversight of Care Home and Care at Home Providers; and ongoing follow-up of any open agreed management actions resulting from previous reviews.</p>
Sensory Support	●	N/A	TBC	Y		<p>Original Risk Assessment – medium risk assessment reflects the need for provision of deaf, blind, and partially sighted support services, and the requirement to protect vulnerable adults and groups.</p> <p>Relevant Enterprise Risk- reflected in the Service Delivery and Regulatory and Legislative Compliance enterprise risks, which both have a high original risk assessment.</p>



Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>Covid-19 impact – the main impact transition to working from home and provision of remote services where possible.</p> <p>Control Effectiveness – has not been assessed as only limited assurance work has been performed in community justice and intervention in recent years.</p> <p>2022/23 coverage – a review of sensory support has been included.</p>
Health and Social Care Partnership – coverage in thematic IA reviews					<p>2018/19</p> <ul style="list-style-type: none"> Contract Management <p>2019/20</p> <ul style="list-style-type: none"> Implementation of Assurance Actions and Linkage to Annual Governance Statements Policy Management Framework Brexit Risk and Supply Chain Management Unsupported Technology (Shadow IT) and End User Computing <p>2020/21</p> <ul style="list-style-type: none"> Workforce Planning During Covid-19 Health and Social Care Partnership Command Centre Salary Overpayments Covid-19 Lessons Learned 	Each of these reviews raised findings that apply across the Education and Children's Services Directorate.

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
Place						
Place Operational Services Neighbourhood and Environmental Services Waste and Cleansing <ul style="list-style-type: none"> Waste Collection Waste Disposal Street cleaning Parks and Greenspace Operations Parks Visitor and Ranger Services Pest Control 			3	N	2017/18 <ul style="list-style-type: none"> Waste and Cleansing Health and Safety 2018/19 <ul style="list-style-type: none"> Garden Waste Waste and Cleansing Performance Management Framework Organisational Change GDPR (Gap Analysis) Follow-Up 2019/20 <ul style="list-style-type: none"> Health and Safety – Tree Management 	<p>Original Risk Assessment – high risk assessment rating reflects the public health and safety and legal; regulatory and statutory requirements; and reputational risks associated with delivery of these services, and the need to support attainment of the Council's carbon emissions plan.</p> <p>Relevant Enterprise Risks- reflected in the Workforce; Service Delivery; Regulatory and Legislative Compliance; and Health and Safety (including public safety) enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – the main impact was cancellation and subsequent reintroduction of waste and cleansing and parks and greenspace services with enhanced infection control and social distancing measures applied. These impacts are reflected in the Health and Safety of Citizens and Service Users and the Health and availability of Employees to Deliver Critical Services enterprise risks included in the Covid-19 RMP.</p> <p>Control Effectiveness – 'some improvement required' assessment reflects the outcomes of recent audits and progress with implementation of recommendations.</p> <p>2022/23 Coverage - no specific coverage is included in the 2022/23 IA annual plan, although Customer Services may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions.</p>



Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
Place Operational Services Network Management and Enforcement <ul style="list-style-type: none"> Parking and traffic regulations City-wide road coordination Street and environmental enforcement including CCTV and City Operations Centre) Citywide Road Coordination Traffic and Network Management (including Road Safety and School Crossing Patrol Guides) 			4	Y	2017/18 <ul style="list-style-type: none"> CCTV Infrastructure Port Facility Security Plan 2018/19 <ul style="list-style-type: none"> Payments and Charges Port Facility Security Plan 2019/20 <ul style="list-style-type: none"> Port Facility Security Plan 2021/22 <ul style="list-style-type: none"> Parking and Traffic Regulations 	Original Risk Assessment – high risk assessment reflects the need to enforce traffic regulations to support public safety in line with applicable legislative, regulatory and statutory requirements, together with the need to support income generation from fees and charges; and ensure effective ongoing traffic and network management. Relevant Enterprise Risk- reflected in the Service Delivery; Regulatory and Legislative Compliance; Programme Management and Delivery; and Health and Safety (including public safety) Enterprise risks which have high and critical (Health and Safety) original risk assessments. Covid-19 impact – parking charges were suspended during the initial March lockdown and then reinstated in late June 2020. Control Effectiveness – ‘effective’ assessment reflects the outcomes of the 2018/19 payments and charges audit and progress with implementation of agreed management actions. The 2021/22 audit was in progress when the IA annual plan was prepared. 2022/23 Coverage – Annual Port Facility Security Plan review.
Place Operational Services Roads and Transport Infrastructure			2	N	2018/19 <ul style="list-style-type: none"> Validation of IA Management Actions Structures and Flood Prevention Roads Service Improvement Plan 	Original Risk Assessment – critical risk assessment reflects the health and safety risks associated with effective ongoing maintenance of the city’s roads and transport infrastructure, and the security risks associated with the operation of Hawes Pier to support passengers disembarking from cruise ships to visit Edinburgh.





Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Road operations Transport contracts and design Structures and flood prevention Street lighting and traffic signs Asset and performance (transport asset management plan) Non-property related infrastructure, asset investment and maintenance 					<ul style="list-style-type: none"> Streetlights and Road Traffic Signals 2021/22 Health and Safety of Outdoor Infrastructure 	<p>Relevant Enterprise Risks- reflected in the Service Delivery; Regulatory and Legislative Compliance; Supplier , Contractor and Partnership Management; and Health and Safety (including public safety) Enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – road maintenance activities were reduced with focus on only essential urgent repairs.</p> <p>Control Effectiveness – ‘some improvement required’ assessment reflects recent assurance outcomes and progress with implementation of management actions to address findings raised. The 2021/22 review was still in progress when the IA annual plan was prepared.</p> <p>2022/23 coverage - no specific coverage is included in the 2022/23 IA annual plan, although Roads and Transport Infrastructure may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions.</p>
<p>Place Operational Services</p> <p>Operational Support, Performance and Improvement</p> <ul style="list-style-type: none"> Service Support Performance, monitoring and improvement 	●	●	2	N	<p>2017/18</p> <ul style="list-style-type: none"> Drivers <p>2018/19</p> <ul style="list-style-type: none"> Financial Systems Access Controls Fleet Project Management <p>2019/20</p> <ul style="list-style-type: none"> Drivers <p>2020/21</p> <ul style="list-style-type: none"> Supplier Relief 	<p>Original Risk Assessment - critical risk assessment reflects health and safety risks associated with ensuring that vehicles are legally fit to drive, and that drivers are both legally and medically fit to drive.</p> <p>Relevant Enterprise Risks- reflected in the Service Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; and Health and Safety (including public safety) Enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – reduced demand for Council fleet following cessation of a number of Council services during lockdown. Additional waste vehicles involved in service delivery to support effective social distancing;</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Fleet, Workshops and Depots Energy and Sustainability Travel Hub (including community transport) 						<p>and vehicles parked at employee home addresses to avoid unnecessary depot visits/</p> <p>Control Effectiveness – ‘some improvement required’ assessment reflects progress with implementation of actions to address significant findings raised in audits completed in 2017/18 and subsequent years, and Fleet external insurance report outcomes.</p> <p>2022/23 coverage – Fleet Operations review and ongoing follow-up to confirm effective implementation of agreed management actions.</p>
<p>Place Operational Services</p> <p>Facilities Management</p> <ul style="list-style-type: none"> Janitorial and cleaning Security Hard Facilities Management Catering Operations Community Centre Property Management 	●	●	2	Y	<p>2018/19</p> <ul style="list-style-type: none"> GDPR (Gap Analysis) Follow-Up New Facilities Management Service Level Agreement Financial Systems Access Controls Validation of IA Management Actions <p>2019/20</p> <ul style="list-style-type: none"> PVG and Disclosures Life Safety <p>2020/21</p> <ul style="list-style-type: none"> Physical Distancing and Employee Protection 	<p>Original Risk Assessment – critical risk assessment reflects the challenges associated with provision of building security; cleaning, janitorial, and catering provision for other Council services.</p> <p>Relevant Enterprise risks- reflected in the Workforce; Service Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; Financial and Budget Management and Health and Safety (including public safety) enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – significant impact on Facilities Management given implementation of enhanced cleaning and infection control arrangements; supporting the shielding and vulnerable groups response, and support for children of key workers (preparation of food parcels and meals); and confirming readiness for properties to support return of services (implementation of social distancing measures).</p> <p>These impacts are reflected in the Council premises and security risks included in the Covid-19 RMP.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>Control Effectiveness – ‘some improvement required’ reflects recent assurance outcomes and progress with implementation of open assurance findings.</p> <p>2022/23 Coverage - Physical Security (Operational Properties); Community Centres; and ongoing follow-up to confirm effective implementation of agreed management actions.</p>
Place Sustainable Development Planning and Building Standards			4	Y	<p>2017/18</p> <ul style="list-style-type: none"> Local Development Plan and Action Programme Building Standards <p>2018/19</p> <ul style="list-style-type: none"> Developer Contributions <p>2019/20</p> <ul style="list-style-type: none"> Building Standards Follow-Up Validation of IA Management Actions <p>2021/22</p> <ul style="list-style-type: none"> Planning – Householder Applications and Use of Uniform System 	<p>Original Risk Assessment – high risk assessment reflects the importance of ensuring that all developments across the city are approved in line with applicable planning and building standards legislative and regulatory requirements and planning policies. This assessment also reflects the potential health and safety implications associated with poor quality building standards assessments.</p> <p>Relevant Enterprise risks- reflected in the Workforce; Service Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; and Health and Safety (including public safety) enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – the service transitioned to working from home and also had to incorporate Scottish Government extended timeframes for completion of planning requirements and building warrants into their processes.</p> <p>These impacts are reflected in the Health and Safety of Citizens and Service Users and the Health and availability of employees to deliver critical services enterprise risks included in the Covid-19 RMP.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>Control effectiveness – ‘effective rating reflects progress with implementation of agreed management actions to address significant building standards assurance outcomes. The 2021/2 review was in progress when the IA annual plan was prepared.</p> <p>2022/23 Coverage - no specific coverage is included in the 2022/23 IA annual plan, although Customer Services may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective closure of agreed management actions resulting from the 2021/22 review.</p>
<p>Place Sustainable Development</p> <p>Regulatory Services</p> <ul style="list-style-type: none"> Licencing (including enforcement) Trading standards Environmental Health Scientific Services (micro biology, food and water chemistry) Bereavement 	●	●	2	Y	<p>2018/19</p> <ul style="list-style-type: none"> Payments and Charges HMO Licencing <p>2019/20</p> <ul style="list-style-type: none"> Validation of IA Management Actions (mortuaries) <p>2020/21</p> <ul style="list-style-type: none"> Registration and Bereavement Services <p>2021/22</p> <ul style="list-style-type: none"> Food and Water Testing 	<p>Original Risk Assessment – critical risk assessment reflects the health and safety; legislative, regulatory and statutory; and financial risks associated with delivery of these services.</p> <p>Relevant Enterprise Risks- reflected in the Service Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; Financial and Budget Management and Health and Safety (including public safety) enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – significant impact with the extension of a number of licences (for example taxi licences) and associated loss of income; the transition to working from home where possible; implementation and administration of processes supporting allocation of Scottish Government funding to taxi drivers.</p> <p>These impacts are reflected in Financial and Economic and Legal and Commercial Risk risks included in the Covid-19 RMP.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>Control Effectiveness – ‘some improvement required’ assessment reflects the outcomes of two assurance reviews (Fees and Charges and HMO Licencing) completed in 2018/19, and progress with implementation of agreed management actions to address findings raised. The 2021/22 review was in progress when the IA annual plan was prepared.</p> <p>2022/23 coverage – no specific coverage is included in the 2022/23 IA annual plan, although Regulatory Services may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any open IA findings and agreed management actions resulting from the 2021/22 review.</p>
<p>Place Sustainable Development</p> <p>Development and Regeneration</p> <ul style="list-style-type: none"> Commercial Development and Investment Housing Regeneration Delivery Shared Repairs 			5	N	<p>2017/18</p> <ul style="list-style-type: none"> Edinburgh Shared Repairs Service Property Conservation Project Closure Review <p>2018/19</p> <ul style="list-style-type: none"> Carbon Reduction Commitment Scheme 	<p>Original Risk Assessment – medium risk assessment reflects the risks associated with supporting the city to improve its carbon footprint through delivery of these services.</p> <p>Relevant Enterprise risks- reflected in the Strategic Delivery and Programme and Project Delivery Enterprise risks which have critical and high original risk assessments.</p> <p>Covid-19 impact – significant improvement in carbon reduction evident from both lockdowns. Services have also transitioned to working from home.</p> <p>Control Effectiveness – ‘effective’ assessment reflects the outcomes the Carbon Reduction Commitment Scheme Audit completed in 2018/19. No further assurance work has been performed since.</p> <p>2022/23 coverage – Potential coverage as part of the planned Council Emissions Plan review.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
Place Sustainable Development Strategic Asset Planning, including schools Estate Optimisation Council Property Capital Asset management			3	Y	2017/18 <ul style="list-style-type: none"> Asset management Strategy 2018/19 <ul style="list-style-type: none"> Validation of IA Management Actions Implementation of the Asset Management Strategy and CAFM system 2019/20 <ul style="list-style-type: none"> Validation of IA Management Actions 	<p>Original Risk Assessment - high risk assessment reflects the need to have a clear strategy for Council operational properties, including schools; the importance of effective management of capital asset management.</p> <p>Relevant Enterprise Risks - reflected in the Strategic Delivery; Health and Safety (including Public Safety); and Programme and Project Delivery enterprise risks, which have critical and high original risk assessments.</p> <p>Covid-19 impact – the main impact of Covid-19 was the cessation of all capital works and their subsequent reinstatement with enhanced social distancing measures.</p> <p>These impacts are reflected in the Supply chain risk; Financial and economic risk; and Legal and Commercial enterprise risks included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘some improvement required’ rating reflects the Asset Management Strategy review outcomes and progress with implementation of agreed management actions.</p> <p>2022/23 Coverage – Repairs and Maintenance Framework (Operational Properties). Follow-up will also be performed to confirm effective implementation prior to closure of the remaining Asset Management Strategy audit findings.</p>
Place Sustainable Development Estates			1	Y	2017/18 <ul style="list-style-type: none"> Asset management Strategy 2018/19 <ul style="list-style-type: none"> Financial Systems Access Controls Validation of IA Management Actions 	<p>Original Risk Assessment – critical risk assessment reflects the importance of effective operational property management and ongoing management of properties owned and leased by the Council.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Council's property portfolio and investments Operational property management 					<ul style="list-style-type: none"> Asset Management Strategy 2019/20 <ul style="list-style-type: none"> Validation of IA Management Actions Life Safety 2020/21 <ul style="list-style-type: none"> Public and Private Partnership (PPP) and Design, Build, Finance and Maintain (DBFM) Schools Physical Distancing and Employee Protection 	<p>Relevant CLT Risk - reflected in the Strategic Delivery and Regulatory and Legislative Compliance Enterprise risks which have critical and high original risk assessments.</p> <p>Covid-19 impact - the main impact of Covid-19 was the transition to remote work to support statutory consultation and catchment reviews, and the main impact of Covid-19 was the cessation of school transport services and their subsequent reinstatement with enhanced infection protection and social distancing measures. .</p> <p>Control Effectiveness – ‘significant improvement required’ assessment reflects the outcomes of recent assurance reviews and progress with implementation of agreed management actions.</p> <p>2022/23 coverage – Repairs and Maintenance Framework (Operational Properties) and ongoing follow-up to confirm effective implementation prior to closure of any open IA findings and agreed management actions</p>
<p>Place Sustainable Development</p> <p>Placemaking and Mobility</p> <ul style="list-style-type: none"> Placemaking Street Design Active Travel Transport Planning Public Transport and Transport ALEOs 	●	N/A	TBC	Y	2020/21 <ul style="list-style-type: none"> Spaces for People 	<p>Original Risk Assessment – high risk assessment reflects the health and safety risks associated with effective ongoing road safety and oversight and engagement with the Transport for Edinburgh (TfE) arm's length external organisation.</p> <p>Relevant Enterprise Risks- reflected in the Service Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; and Health and Safety (including public safety) enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – significant decrease in demand for public transport, and cessation of capital works during initial lockdown. Transport projects</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Capital Programme Delivery 20 minute neighbourhood 						<p>then recommenced subject to appropriate social distancing measures, resulting in capital project delays and increased costs.</p> <p>Control Effectiveness – insufficient audit coverage of this new area to form a view on control effectiveness.</p> <p>2022/23 coverage – Active Travel. This review will confirm that the lessons learned from the Spaces for People review (the programme was initiated in response to the first Covid-19 lockdown) have been considered and incorporated into the Active Travel Programme.</p>
<p>Place Sustainable Development</p> <p>Sustainable Construction Delivery (including construction of schools)</p>	●	N/A	TBC	N	<p>2018/19</p> <ul style="list-style-type: none"> Major Project Governance – Schools and Customer Transformation 	<p>Original Risk Assessment – high risk assessment reflects the risks associated with effective management of capital building projects.</p> <p>Relevant Enterprise Risks- reflected in the Strategic Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; Financial and Budget Management; and Health and Safety (including public safety) enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – cessation of capital works during initial lockdown. Projects then recommenced and were subject to appropriate social distancing measures, resulting in capital project delays and increased costs.</p> <p>Control Effectiveness – insufficient audit coverage of this new area to form a view on control effectiveness.</p> <p>2022/23 Coverage – no specific coverage is included in the 2022/23 IA annual plan, although Sustainable Construction Delivery may be included in the scope of planned Council wide thematic audits.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
Housing, Family, and Fair Work Housing Operations <ul style="list-style-type: none"> Housing Management Repairs and Maintenance Development of estate management service 	●	●	2	N	2017/18 <ul style="list-style-type: none"> Housing Property Services Follow-up 2018/19 <ul style="list-style-type: none"> Financial Systems Access Controls 2019/20 <ul style="list-style-type: none"> Life Safety 2021/22 <ul style="list-style-type: none"> Implementation of Asbestos Recommendations Housing Property Services Repairs Management 	<p>Original Risk Assessment – critical risk assessment reflects the health and safety risks associated with maintaining the condition of council properties leased to private citizens.</p> <p>Relevant Enterprise risks- reflected in the Service Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; Financial and Budget Management; Fraud and Serious Organised Crime; and Health and Safety (including public safety) enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – initial reduction on services with focus initially only on emergency repairs. These impacts are reflected in the Health and Safety of Citizens and Service Users; and Health and Availability of Employees to Deliver Critical Services risks included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘some improvement required’ assessment reflects the outcomes of the recent life safety audit. The 2021/22 audits were in progress when the annual plan was being prepared.</p> <p>2022/23 Coverage – no specific coverage is included in the 2022/23 IA annual plan, although Housing Operations may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions raised in the 2021/22 reviews.</p>
Housing, Family, and Fair Work Business Growth and Inclusion	●	N/A	TBC	N	2019/20 <ul style="list-style-type: none"> Covid-19 Discretionary Business Grants 2021/22	<p>Original Risk Assessment – medium risk assessment reflects the reputational risk associated with the potential to provide incomplete; inaccurate; or poor quality advice to businesses; the importance of</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Business Growth Employability Tourism 					<ul style="list-style-type: none"> Management and Allocation of Covid-19 Grant Funding 	<p>established employability schemes; and reliance on tourism to generate income across the City.</p> <p>Relevant Enterprise risks- reflected in the Service Delivery and Reputational Enterprise risks which have high and medium original risk assessments.</p> <p>Covid-19 impact –responsible for design and implementation of the discretionary grants process supporting allocation of grant funding across businesses in the city. Service has also transitioned to working from home arrangements.</p> <p>Control Effectiveness – has not been assessed as this is a relatively new service, and the 2019/20 review was a pre implementation design review of the discretionary business grants process.</p> <p>2022/23 Coverage – no specific coverage is included in the 2022/23 IA annual plan, although Business Growth and Inclusion may be included in the scope of planned Council wide thematic audits.</p>
<p>Housing, Family, and Fair Work</p> <p>Homelessness</p> <ul style="list-style-type: none"> Advice Services Homelessness Services Planning and Partnerships 	●	●	3	N	<p>2017/18</p> <ul style="list-style-type: none"> Short Term Homelessness Housing Provision <p>2018/19</p> <ul style="list-style-type: none"> Homelessness Services <p>2019/20</p> <ul style="list-style-type: none"> Validation of IA Management Actions 	<p>Original Risk Assessment - critical risk assessment reflects the need to deliver an effective homelessness and housing support service to support vulnerable individuals and families.</p> <p>Relevant CLT Risk- reflected in the Service Delivery; Health and Safety (including public safety); and Regulatory and Legislative Compliance Enterprise Risks, which have critical and high original risk assessments.</p> <p>Covid-19 impact – significant impact as urgent additional arrangements were required to provide appropriate accommodation for homeless citizens that supported self-isolation (where required) and reduced the risk of</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
<ul style="list-style-type: none"> Temporary Accommodation 						<p>infection spreading; reduced availability of 'move on' tenancies; implementation of the Scottish Government's unsuitable accommodation order; and addressing challenges such as homeless people with no recourse to public funds.</p> <p>These impacts are reflected in the Health and Safety of Citizens and Service Users and the Health and availability of employees to deliver critical services enterprise risks included in the Covid-19 RMP.</p> <p>2022/23 Coverage – no specific coverage is included in the 2022/23 IA annual plan, although Homelessness may be included in the scope of planned Council wide thematic audits. Follow-up will also be performed to confirm effective implementation prior to closure of any current open IA findings and agreed management actions.</p>
<p>Housing, Family, and Fair Work</p> <p>Housing Strategy and Development</p> <ul style="list-style-type: none"> Council programme for housebuilding and maintenance Housing Strategy and Partnerships Housing Capital Investment Housing support, compliance, 	●	●	4	Y	<p>2017/18 and 2018/19</p> <ul style="list-style-type: none"> Transfer of Management Development Funding <p>2019/20</p> <ul style="list-style-type: none"> Transfer of Management Development Funding Grant Preparation of the Strategic Housing Investment Plan <p>2021/22</p> <ul style="list-style-type: none"> Transfer of Management Development Funding Grant 	<p>Original Risk Assessment – risk assessed as high reflecting the importance of defining and delivering an affordable housing strategy that is linked to the housing construction and regeneration programme and allocation of Council houses to citizens; and the importance of confirming ongoing compliance with housing regulatory requirements.</p> <p>Relevant Enterprise risks- reflected in the Strategic Delivery; Service Delivery; Regulatory and Legislative Compliance; Supplier, Contractor, and Partnership Management; Financial and Budget Management; Programme and Project Delivery and Health and Safety (including public safety) Enterprise risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – impact on delivery of affordable housing targets due to cessation of all capital projects and construction activities, and subsequent</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
regulatory requirements, and service improvement					<ul style="list-style-type: none"> Housing Property Services Repairs Management 	<p>reinstatement with appropriate social distancing measures. Potential impact on ability to collect HRA income where tenants have experienced difficulty during Covid-19.</p> <p>These impacts are reflected in the Supply Chain; Financial and Economic; and Legal and Commercial Risk risks included in the Covid-19 RMP.</p> <p>Control Effectiveness – ‘effective’ assessment reflects the positive outcomes of the audit of the Development of the Strategic Housing Investment Plan completed in 2019/20, and the annual audit of the Transfer of the Management of Development Funding performed for the Scottish Government.</p> <p>2022/23 coverage – annual Scottish Government audit of the Management of Development Funding</p>
Culture and Wellbeing <ul style="list-style-type: none"> Cultural Strategy and Public Safety Cultural Grants Events and Filming Cultural Venues Museums and Galleries Libraries Non School sport and physical activity 	●	N/A	TBC	Y	<p>2018/19</p> <ul style="list-style-type: none"> Edinburgh MELA Grant Award 	<p>Original Risk Assessment – high risk assessment reflects the health and safety risks associated with the ongoing operation of cultural venues and events; income collection; allocation of cultural funding to applicants; and ongoing management of community centres and school lets.</p> <p>Relevant Enterprise risks- reflected in the Service Delivery; Health and Safety; Financial and Budget Management; and Reputational risks which have high and critical original risk assessments.</p> <p>Covid-19 impact – the main impact has been closure of cultural venues and the associated loss of income and impact on employees; cessation of out of hours school activities; and closure of community centres. These impacts are reflected in the Health and Safety of Citizens and Service Users; and the Financial and Economic enterprise risks included in the Covid-19 RMP.</p>

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
and community use of schools <ul style="list-style-type: none"> • Parks and Open Space Strategy • Community Councils • Community Centres • Support for Neighbourhood Networks and Local Community Planning Partnerships • Community Empowerment 						Control Effectiveness – has not been assessed as the only recent review in this area covered allocation of grant funding to one specific charity. 2022/23 coverage – Health and Safety – Public Safety; and Community Centres.
Current Place Programmes <ul style="list-style-type: none"> • Edinburgh Waterfront • Trams to Newhaven • Edinburgh and South East Scotland City Region Deal 	●	●	3	Y	2017/18 <ul style="list-style-type: none"> • Ross Bandstand 2019/20 <ul style="list-style-type: none"> • City Region Deal Funding Processes • Major Project Governance – Meadowbank Redevelopment Ongoing agile review of the Tram to Newhaven Project since inception of the project.	Original Risk Assessment – critical risk assessment reflects the significant value and scale of these programmes within the Place directorate. . Relevant Enterprise risks - reflected in the Strategic Delivery; Financial and Budget Management; Programme and Project Delivery; Health and Safety (including Public Safety); Supplier, Contractor, and Partnership Management; Regulatory and Legislative Compliance; and Reputational risks which have critical and high original risk assessments. Covid-19 impact – the main impact has been cessation of capital works during initial lockdown. Capital projects then recommenced subject to

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
						<p>appropriate social distancing measures, resulting in capital project delays and increased costs</p> <p>Control Effectiveness – has been assessed based on recent assurance outcomes.</p> <p>2022/23 coverage – ongoing agile review of the Trams to Newhaven project.</p>
Place – coverage in thematic IA reviews					<p>2018/19</p> <ul style="list-style-type: none"> Localities Contract Management <p>2019/20</p> <ul style="list-style-type: none"> Implementation of Assurance Actions and Linkage to Annual Governance Statements Policy Management Framework Brexit Risk and Supply Chain Management Unsupported Technology (Shadow IT) and End User Computing First Line Project Governance <p>2020/21</p> <ul style="list-style-type: none"> Workforce Planning During Covid-19 Salary Overpayments Covid-19 Lessons Learned 	Each of these reviews raised findings that apply across the Place Directorate.

Auditable Area	Original Risk	Control Effectiveness	Audit Frequency	Included in 2022/23 Plan	IA Coverage in Previous Five Years	Notes
					<ul style="list-style-type: none"> Arm's Length External Organisations 	

3. Annual Internal Audit plan – Step 7

3.1 Developing the IA annual plan

The next stage of the process following completion of the risk assessment is to build the annual IA plan, and figure 3 below illustrates how this is achieved.

Figure 3: IA annual planning process



3.2 Internal Audit Resources

Available IA resources

As part of the annual planning process, the level of currently available IA resources, experience and skills was considered.

The overall capacity of currently projected available IA resources for 1 October 2020 to 31 March 2021 (excluding annual leave and public holidays) is approximately 2,374 days.

This assumes that there will be no resource gaps due to turnover in the team during the plan year.

Allowing for:

- potential general sickness absence (circa 55 days across the team, or 2% of available days);
- CIA time on Corporate Risk Management service delivery; team training and personal development; performance management; and governance and committee reporting activities (664 days or 30% of available days);

approximately 1,655 days are available to support delivery proposed 2022/23 IA annual plan.

Annual Plan Requirements

The proposed 2022/23 IA annual plan currently requires 1,865 delivery days. This includes circa 200 days of specialist audit days that will be delivered through established co-source arrangements, leaving a balance of 1,665 audit days to be delivered by IA.

IA Capacity to Deliver the Annual Plan

The current IA capacity model is forecasting a potential shortfall of 10 days to support delivery of the proposed audit plan (detailed at 3.5 below), with no available contingency time to support any potential delays.

IA can currently cover this anticipated shortfall through established co-source arrangements and will use co-source support (as required) within established budget parameters to support plan delivery.

Consequently, delivery of the IA annual plan should be achieved, but will be dependent on services supporting smooth delivery of the plan throughout the year, and both IA and services achieving the established key performance indicators for completion of audit reviews.

Additional resourcing challenges

Whilst the IA team is currently fully resourced, like all other teams within the Council, IA is required to ensure that it balances the requirements for both effectiveness and efficiency, which includes keeping resource levels under regular review.

If any new or emerging resourcing challenges occur during the year that would further impact plan delivery, they will be discussed initially with the Service Director, Legal and Assurance; the Executive Director of Corporate Services; and then the CLT. If resourcing issues remain unresolved following these discussions, the matter will be highlighted to a full GRBV Committee Meeting.

3.3 Proposed Internal Audit Annual Plan 2022 - 23

3.3.1 Plan Summary

The internal audit plan detailed below reflects the key areas of IA focus for 2022/23 and is based upon the PSIAS; the Council's organisational objectives and priorities; and an assessment of the CLT risks that could prevent the Council from meeting those objectives and providing services to citizens.

Each proposed review for 2022/23 has been cross referenced to the Council's corresponding 13 enterprise risks, and the strategic risks included in the Covid-19 Risk Management Plan.

Audits delivered across the Council

A total of 47 audits (excluding ongoing follow-up assurance) are included in the 2022/23 IA plan. Of these 38 will be delivered across the Council, with the balance of 9 reviews delivered to support arm's length external organisations. The 38 audits to be delivered across the Council include a total of 9 audits carried forward from the 2021/22 IA annual plan.

This includes a total of 9 audits carried forward from the 2021/22 IA annual plan.

A summary of proposed Council audit coverage in comparison to 2021/22 audits scheduled for completion is detailed below. Please note that specific Directorate coverage will also increase as a result of Council wide thematic reviews.

Directorate	2022/23 Planned Audits	2021/22 Audits to be Completed	Comments
Council Wide	11	8	Council wide audits will cover all major service areas of the Council.
Major Project Reviews	3	2	Includes ongoing agile IA work on the Tram to Newhaven and Enterprise Resource Planning Projects

			and reflects inclusion of the Empowered Learning Programme
Corporate Services	7	12	Decreased coverage in comparison to 2021/22 reflecting the restructure of Council Directorates, and the transition of Property and Facilities Management across to the Place Directorate.
Education and Children's Services	4	2	Slight increase in coverage in comparison to audits completed in 2019/20. Additional coverage will also be provided planned by Council wide reviews.
Health and Social Care Partnership	4	1	Increased coverage is attributable to audits carried forward from 2021/22 in recognition of the Partnership's service delivery challenges.
Place	9	6	Includes annual reviews of the Management of Development Funding and the Port Facility Security Plan performed annually for the Scottish Government and Department for Transport. Increase in number of reviews reflects the transfer of services from other Directorates across to Place.
Totals	38	31	

Council wide reviews

Council-wide and multiple service reviews will potentially cover all Council directorates and divisions. These have been included to provide assurance on the key controls established to manage the most significant and thematic service delivery risks and processes across the Council.

It is important to note that a validation audit will be performed in 2022/23 to confirm that management actions implemented to support previously closed IA findings have been effectively implemented and sustained. This will provide assurance on the ongoing effectiveness of 'business as usual' operational service delivery risks that could potentially have been impacted by the Council's Covid-19 resilience response.

Follow Up

A total of 500 audit days (the equivalent of circa 20 audits) has been provided to support the ongoing IA follow up process. This reflects a decrease of 125 days (circa 5 audits) in comparison to prior years and is aligned with actual IA time spent on follow-up during 2021/22.

IA will not apply a 'risk based' follow up approach during 2022/23, based on the need to further improve risk and control awareness and embed the risk and control culture across the Council. The potential to implement a risk based follow up approach will continue to be reconsidered annually.

IA services provided to arm's length external organisations

A total of 9 audits will be delivered for arm's length and external organisations (ALEOs): 3 for the Lothian Pension Fund; 3 for the Edinburgh Integration Joint Board; and the remaining 3 comprising one audit each for the Lothian Valuation Joint Board; SEStran; and the Edinburgh Royal Military Tattoo.

Use of co source arrangements to support plan delivery

A total of 8 audits (including the three planned Lothian Pension Fund audits) will be delivered by external specialists, and NHS Lothian (for the Edinburgh Integration Joint Board) which remains broadly aligned with the number of specialist reviews (9) completed in 2021/22.

These will include delivery of 3 technology related audits and 1 health and safety specialist audit for the Council.

This leaves a balance of 39 audits (34 Council audits plus the remaining 5 ALEO audits) to be delivered by the Council's IA team.

This approach will ensure that appropriate technology skills and experience is available to support the technology related audits and will also ensure that IA independence is appropriately maintained in relation to the planned Health and Safety audits.

Training

A total of 5 days has been included in the plan to support delivery of ongoing training across the Council. This reflects delivery of one half day of training per quarter that will be open to all employees; and IA attendance at, and involvement in, new start and senior management induction training.

System Implementation

A total of 50 days has been included to support testing and implementation of the new IA system that is currently being procured.

Quality Assurance

A total of 20 days has been included for internal IA quality assurance. This will include time for implementation of any actions resulting from the external quality assessment completed by the Institute of Internal Auditors in March 2022.

3.3.2 Areas Not Covered by the 2022/23 IA Annual Plan

Based on the IA risk assessment; control effectiveness; and audit coverage methodology, the following areas that were due for inclusion in the 2022/23 IA annual plan have not been included as available IA capacity has been directed towards other areas.

It should be noted that some of these areas may be covered by Council wide thematic reviews once the detailed scopes of these reviews have been determined.

As no IA assurance is planned in these areas, there is a possibility that the risks that they manage could potentially become issues if no first or second line assurance is completed to confirm the effectiveness of their controls.

Directorate / Service	Original Risk Assessment (pre controls)	Audit Coverage Frequency	Last Reviewed
Corporate Services			
Legal and Assurance – Corporate Risk Management	●	2	2019/20 – reliance will be placed on ongoing follow-up activity
Finance and Procurement - Commercial and Procurement Services	●	2	2019/20
Place			
Place Operational Services – Neighbourhood and Environmental Services	●	3	2019/20 – reliance will be placed on ongoing follow-up activity
Place Sustainable Development - Sustainable Construction and Delivery	●	TBC	2018/19 – recently established as part of restructure
Place Housing Family and Fair Work – Business Growth and Inclusion	●	TBC	2021/22
Place Housing Family and Fair Work - Homelessness	●	3	2019/20

3.3.3 Coordinated and Integrated approach with External Audit; Audit Scotland; and Local Area Network Members

As noted at section 1.5.11 above, a coordinated and integrated assurance approach will be adopted (where possible) with the external assurance providers that form part of the Council's Local Area Network.

External Audit

Azets has identified 8 audits have been identified where they will endeavour to take account of the work performed by IA for their 2021/22 financial statements review. These are:

1. The Tram Extension Project
2. Enterprise Resource Planning (ERP) Project
3. Implementation of Covid-19 Lessons Learned and their Incorporation into the Future Working Model Design
4. Management of the Housing Revenue Account (Capital and Revenue)
5. Allocation and Management of Purchase Cards
6. Preparation for IFRS 16 – Lease Accounting
7. Workforce Capacity to Support Service Delivery
8. Partnership Financial Sustainability

Recognising that new external auditors will be appointed by Audit Scotland during the 2022/23 financial year, the IA annual plan will be discussed with the newly appointed external audit team to confirm whether these audits remain relevant to support their financial statements review.

The Care Inspectorate

The Care Inspectorate has also requested reports detailing the outcomes of the following audits included in the 2022/23 annual plan:

1. Transition for young adults with a Disability from Children's Services to Adult Social Care
2. Self-Directed Support Children and Adult Social Care Services
3. Workforce Capacity to Support Service Delivery
4. Partnership Financial Sustainability
5. Management of waiting lists and Assessments
6. Oversight of Private Care Home and Care at Home Providers
7. Sensory Support

3.3.4 Internal Audit Annual Plan 2022 – 23

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
CLT risks have been mapped to the 13 enterprise risks included in the CLT risk register presented at GRBV in December 2021				
Council Wide – 12 Audits				
All relevant Council Directorates and Divisions.	(1) <u>Review of Historic Disciplinary Cases and Complaints (Project Apple requirement).</u> Review of historic disciplinary cases and complaints to confirm whether any handled by employees noted in Project Apple outcomes have been appropriately investigated and reported.	30	8; 12	High
	(2) <u>Progress with Implementation of the Governance and Assurance Model</u> Review of new governance and assurance model implementation progress.	20	7; 8; 9; 11; 13	Low
	(3) <u>Implementation of Covid-19 Lessons Learned and their Incorporation into the Future Working Model Design</u> This review will follow-on from the review of design of the Council's Covid-19 lessons learned completed in 2021/22, and will consider how the lessons learned have been incorporated across the Council and into the design of the 'Our Future Working Model'.	35	All 13 CLT risks	Medium
	(4) <u>Transitions for Young Adults with a Disability from Children's Services to Adult Social Care (c/f 2021/22)</u> Review of the design and effectiveness of processes established to support the transition of services for young adults with a disability or complex needs (Communities and Families) to adult social care (Health and Social Care).	25	9; 11	Medium
	(5) <u>Management of the Housing Revenue Account (Capital and Revenue)</u> Review of the processes established to support management of both the capital and revenue budget elements of the Housing Revenue Account, and management and allocation of HRA reserves.	30	1; 2; 11	High

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
	(6) <u>Self-Directed Support – Children and Adult Social Care Services</u> Review of the adequacy and effectiveness of established self-directed support arrangements, including compliance with the Scottish Government’s framework of standards, and consistency of application across localities.	30	6; 9; 10; 11; 13	Medium
	(7) <u>Allocation and Management of Purchase Cards</u> Review of the allocation and management of purchase cards, with specific focus on their use within Education and Children’s Services.	25	2; 12; 13	High
	(8) <u>Induction, Essential Learning, and Training for Officers and Elected Members</u> Review of established induction; essential learning, and ongoing training delivered across the Council for both officers and elected members.	25	8; 9; 10; 11	Low
	(9) <u>Validation of Implementation of Previously Closed Management Actions</u> Review of a sample of previously implemented and closed IA agreed management actions to confirm that they have been effectively sustained.	25	8; 9	Medium
	(10) <u>Preparation for IFRS 16 – Lease Accounting</u> Review of the Council’s preparation for implementation of the new single lessee accounting model that recognises assets and liabilities for all material leases longer than 12 months, and proposed processes for accounting for any low value leases.	25	2; 11; 12	Medium
	(11) <u>Workforce Capacity to Support Service Delivery</u> Review of the adequacy of service delivery planning arrangements to confirm adequacy of workforce capacity to support routine service delivery activities; strategic initiatives; and transformational projects.	30	1; 3; 8; 9; 10	

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
	<p>(12) <u>Follow Up</u></p> <p>Ongoing follow up across all directorates and service areas to confirm that agreed management actions have been effectively implemented and sustained to support closure of IA findings raised.</p>	500	N/A	Low
Corporate Services – 7 Audits				
Customer and Digital Services	<p>(1) <u>Security Operations Centre</u></p> <p>Review of the adequacy and effectiveness of contractual security services delivered through the established CGI Security Operations Centre to the Council.</p>	25	5; 7; 9; 13	Medium
Customer and Digital Services	<p>(2) <u>Enterprise Architecture Arrangements</u></p> <p>Review of the adequacy and effectiveness of established Council and CGI enterprise architecture arrangements to support change implementation in line with the Council's Digital and Smart City Strategy, and support consistent alignment and use of technology (where possible) across the Council.</p>	25	1; 3; 7	Medium
Customer and Digital Services	<p>(3) <u>Risk Management – CGI and Digital Services</u></p> <p>Review of CGI and Digital services process supporting identification; assessment; recording; management; and escalation of relevant technology risks.</p>	25	7; 8; 9	Medium
Customer and Digital Services	<p>(4) <u>Business Support Arrangements</u></p> <p>Review of the adequacy and effectiveness of established business support arrangements provided to service.</p>	25	9; 10	Medium
Finance and Procurement	<p>(5) <u>Insurance Services</u></p> <p>Review of the adequacy of insurance arrangements across the Council, including the process applied to address any questions received from insurers, and implement any insurance provider recommendations and requirements.</p>	25	8; 9; 12	High

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
Policy and Insight	(6) <u>Implementation of the New Consultation Policy</u> Review of implementation and application of the Council's new consultation policy and supporting processes.	20	1; 3; 8; 12	High
Policy and Insight	(7) <u>Council Emissions Plan (c/f 2021/22)</u> Review of the framework designed to support implementation of the Council Emissions Plan prior to implementation	20	1; 3; 8; 12	Low
Education and Children's Services – 4 Audits				
Schools and Lifelong Learning	(1) <u>Schools Attendance</u> Review of the policies and procedures established to record and monitor school attendance, and alignment with , including alignment with Scottish Government Included, Engaged and Involved guidance; escalation and resolution of any thematic attendance issues; and individual support arrangements established (where appropriate).	25	8; 9; 12	Medium
Schools and Lifelong Learning	(2) <u>Quality Improvement and Curriculum</u> Review of established quality and improvement and curriculum procedures across schools, including alignment with the Scottish Government National Improvement Framework; and implementation of any Education Scotland assessment outcomes.	25	8; 9; 12	Low
Children's Services	(3) <u>Children's Social Work Practice Review Teams</u> Review of processes and procedures established to support review of children's social work practices across social work practice teams to confirm that the levels of support provided remain appropriate to meet the child's needs, and that all changes in circumstances have been considered.	25	4; 8; 9; 10; 11; 12	Medium

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
Quality, Governance and Regulation.	(4) <u>Refugee and Migration Services</u> Review of established policies, processes and procedures for supporting refugees and asylum seekers; their alignment with the Scottish Government New Scot strategy; and effectiveness of partnership working arrangements to support those seeking asylum.	25	1; 2; 4; 6; 8; 9; 10; 11; 12	High
Health and Social Care Partnership – 4 Audits				
Health and Social Care Partnership	(1) <u>Partnership Financial Sustainability (c/f 2021/22)</u> Review of the processes applied to confirm the ongoing financial sustainability of the partnership post Covid-19, and the design and appropriateness of proposed and / or completed actions to address any significant gaps identified.	25	2; 6; 9; 10; 12	Medium
	(2) <u>Management of Waiting Lists and Assessments (c/f 2020/21 and 2021/22)</u> Review of the adequacy, effectiveness, and consistency of first line operational control frameworks designed to manage adult social care waiting lists with focus on classification and prioritisation of urgent assessments, and completion of ongoing client needs assessments.	25	2; 4; 6; 8; 9; 10; 11; 12	Medium
	(3) <u>Oversight of Private Care Home and Care at Home Providers</u> Review of the oversight arrangements established to confirm the ongoing effectiveness of private care home and care at home providers, including transfer and prioritisation of packages of care where third party providers can no longer provide support.	25	4; 5; 6; 8; 9; 10; 11; 12	Medium
	(4) <u>Sensory Support</u> Review of the commissioning and partnership / supplier management arrangements for provision of sensory support services to adults aged 16 and over.	25	2; 4; 6; 8; 9; 10; 11; 12	Medium
Place – 9 Audits				

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
Place Sustainable Development - Estates	(1) <u>Repairs and Maintenance Framework (Operational Properties) (c/f 2021/22)</u> Review of the design and effectiveness of the new repairs and maintenance framework for Council operational properties prior to implementation, including completion of gas and safety checks across operational properties, and arrangements for maintenance of fire alarms.	30	CLT 4; 6; 8; 9; 10; 11	Medium
Place Housing, Family Support and Fair Work – Housing Strategy and Development	(2) <u>Council Housing Allocation Process (c/f 2021/22)</u> Review of the use of the Edindex system to support registration; prioritisation; and allocation of Council housing requests.	25	8; 9; 10; 11; 12	High
Place Sustainable Development – Placemaking and Mobility	(3) <u>Active Travel Project Management and Delivery (c/f 2021/22)</u> Review of the design and operating effectiveness of the key controls supporting management; governance; and delivery of the Active Travel programme.	25	1; 2; 3; 6; 8; 11; 12	High
Place Operational Services – Network Management and Enforcement	(4) <u>Port Facility Security Plan (c/f 2021/22)</u> Annual review of existence and operation of the Port Facility Security Plan as per Department for Transport requirements.	20	7; 8; 9; 10; 11	High
Place Operational Services – Facilities Management	(5) <u>Physical Security (Operational Properties)</u> Review of the physical security arrangements supporting Council operational properties, with focus on schools; care homes; residential care facilities for children; museums and art galleries; and Waverley Court.	25	4; 6; 7; 11; 12	High
Place Housing, Family Support and Fair Work – Housing Strategy and Development	(6) <u>Transfer of the Management Development Funds Grant</u> Annual review of the key controls supporting the transfer of the management of development funding from the Council to registered social landlords in line with Scottish Government requirements specified in their annual offer letter	20	1; 2; 3; 6; 11; 12; 13	High

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
Place – Culture and Wellbeing	(7) <u>Health and Safety – Public Safety</u> Review of the adequacy and effectiveness of established processes and procedures supporting public safety assessments of events across the City, with focus on ensuring alignment with relevant Covid-19 guidance.	25	4; 6; 8; 9; 10; 11; 12; 13	Medium
Place- Culture and Wellbeing	(8) <u>Community Centres</u> Review of established oversight arrangements to confirm that community centres are safely and effectively managed in line with established community centre licence agreements and management arrangements agreed with the Council. The Council's oversight of new Covid-19 processes to be applied by Community Centre management teams, and property security arrangements will also be considered.	25	4; 6; 8; 9; 12	Medium
Place Operational Services – Operational Support, Performance and Improvement	(9) <u>Fleet Operations</u> Review of the adequacy and effectiveness of established processes and procedures supporting the ongoing security; safety; maintenance; and use of Council vehicles.	25	4; 6; 7; 9; 11; 12; 13	High
Major Projects – 3 Audits				
Place	(1) <u>Trams to Newhaven</u> Ongoing agile review of project governance; procurement; and gateway decisioning and payments. The audit will include ongoing assessment of the ongoing controls supporting the funding model. Project management will be assessed against published best practice from HM Treasury Green; Scottish Transport; the National Audit Office; and Audit Scotland. The review will also consider whether the lessons learned from the Tram Inquiry have been considered and applied.	80	1; 2; 3; 4;7; 8; 11; 12	Medium

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
Corporate Services	(2) <u>Enterprise Resource Planning System Implementation</u> Ongoing agile review of the project management and governance arrangements supporting implementation of the enterprise resource planning system.	80	1; 2; 3; 4; 7; 8; 12	Medium
Corporate Services and Education and Children's Services	(3) <u>Empowered Learning Programme (c/f 2021/22)</u> Review of the design and effectiveness of processes established to confirm the adequacy and support distribution of technology equipment to pupils to support remote learning during lockdown.	25	1; 2; 3; 6; 8; 12; 13	Medium
Subsidiaries and Arm's Length External Organisations – 9 Audits				
LVJB	Lothian Valuation Joint Board - provision of internal audit services	25	N/A	N/A
SEStran	SEStran - provision of internal audit services	20	N/A	N/A
Royal Edinburgh Military Tattoo	Tattoo - provision of internal audit services	20	N/A	N/A
Edinburgh Integration Joint Board	Three planned reviews for the EIJB	25	N/A	N/A
		25		
		25		
Investment and Pensions – Lothian Pension Fund	Three planned reviews for Lothian Pension Fund (LPF). These will be delivered as part of the established cp-source arrangements with PwC.	25	N/A	Medium
		25		
		25		
Other Internal Audit Activities				
Internal Audit	Implementation of New IA System	50	N/A	N/A

Auditable Area	Description	Audit Days	Link to CLT Risk	Fraud (H/M/L)
	Internal Audit Quality Assurance	20	N/A	N/A
	Training	5	N/A	N/A
Total audits and plan days for the Council		1,070 days – 38 Audits		
Follow-up Activity		500 days		
Total audits and plan days for other organisations		220 – 9 Audits		
Total audits and plan days included in the 2022/23 annual plan		1,825 – 47 Audits		
Plan days on Internal Audit Activities		75		
Total audits and plan days (including IA activities)		1,865 days		

Appendix 1: Detailed methodology

1. Original and current risk assessment process

The internal audit plan should focus on the highest risk areas of the Council. Consequently, each auditable area is allocated an original risk rating that considers the impact of the range of original risks that they are exposed to, should they crystallise, and the likelihood that these risks will crystallise.

The criteria used to assess impact and likelihood are included at Appendix 2.

		Likelihood Rating				
		1	2	3	4	5
Impact Rating	5	Medium	Medium	High	High	Critical
	4	Low	Medium	Medium	High	High
	3	Low	Low	Medium	Medium	High
	2	Low	Low	Low	Medium	Medium
	1	Low	Low	Low	Low	Low

Risk Assessment Outcomes	
Low	It is unlikely that risks will become issues. If the risks do become issues, it is likely that they will only have a minor impact on the Council's objectives performance; and service delivery
Medium	There is a moderate likelihood that risks will become issues. If the risks do become issues, it is likely that they will have a moderate impact on the Council's objectives performance; and service delivery
High	There is a strong likelihood that risks will become issues. If the risks do become issues, it is likely that they will only have a significant impact on the Council's objectives performance; and service delivery
Critical	It is likely that risks will become issues. If the risks do become issues, it is likely that they will have a significant adverse impact on the Council's objectives performance; and service delivery

2. Control environment assessment

The strength of the control environment within each auditable area is assessed using the descriptions detailed in the table below.

This assessment is based on:

- Revisiting the outcomes from previous internal audits, including the current open and overdue IA recommendations position;
- The current open and overdue findings position for each area;
- Consultation with Senior Management; GRBV Committee members; and political groups.
- Considering the outcomes of the 2nd and 3rd line of defence oversight and assurance providers.

Control Environment Assessment Definitions

Effective	<ul style="list-style-type: none"> • The control environment and governance and risk management frameworks have been adequately designed and are operating effectively, providing assurance that risks are being effectively managed, and the Council's objectives should be achieved. • The majority of assurance outcomes in this area have been assessed as 'effective', or 'some improvement required', with no 'significant improvement required' or 'critical' outcomes. • The area has no overdue assurance actions that have not been implemented.
Some improvement required	<ul style="list-style-type: none"> • Whilst some control weaknesses are evident in the design and / or effectiveness of the control environment and / or governance and risk management frameworks, they provide reasonable assurance that risks are being managed, and the Council's objectives should be achieved • The majority of assurance outcomes in this area have been assessed as either 'effective', or 'some improvement required', with no or few 'some improvement required' outcomes, and no 'critical' outcomes. • The area has some overdue assurance actions that are not significant (rated either 'low' or 'medium' and none that are more than six months overdue.
Significant improvement required	<ul style="list-style-type: none"> • Significant and / or numerous control weaknesses are evident in the design and / or effectiveness of the control environment and / or governance and risk management frameworks. Consequently, only limited assurance can be provided that risks are being managed and that the Council's objectives should be achieved. • The majority of assurance outcomes in this area have been assessed as 'significant improvement required', or 'some improvement required', with no 'critical' outcomes. • The area has a number of significant (High and Medium) overdue assurance actions that are more than six months overdue.
Inadequate	<ul style="list-style-type: none"> • The design and / or operating effectiveness of the control environment and / or governance and risk management frameworks is inadequate, with a number of significant and systemic control weaknesses identified, resulting in substantial risk of operational failure and the strong likelihood that the Council's objectives will not be achieved. • The majority of recent assurance outcomes in this area have been assessed as 'significant improvement required', with at least one 'critical' outcome. • The area has a number of significant (Critical and High) overdue assurance actions that are more than one year overdue.

3. Audit requirement rating

The original risk and the control environment ratings are then used to calculate the audit requirement rating. Is approach ensures that audit work is focused on high risk areas where controls may not be adequately designed and / or operating effectively.

		Control Environment Assessment			
		Inadequate	Significant Improvement Required	Some Improvement Required	Effective
Risk Assessment Outcomes	Critical	1	1	2	3
	High	1	2	3	4
	Medium	2	3	4	5
	Low	3	4	5	5

4. Key to frequency of audit work

Audit Requirement Rating	Frequency
1	Annual
2	Every two years
3	Every three years
4	Every four years
5	Every five years

Appendix 2 – Original and Current Risk assessment criteria

We determine original (pre controls) risk as a function of the estimated **impact** and **likelihood** for each auditable area across the Council as detailed below:

<i>Impact rating</i>	<i>Assessment rationale: The area is exposed to a range of risks that could have the following impacts on the Council:</i>
5	Critical impact on operational performance; or Critical monetary or financial statement impact; or Critical breach in laws and regulations and / or delivery of statutory requirements that could result in material fines or consequences; or Critical impact on the reputation/brand of the Council which could threaten its future viability.
4	Major impact on operational performance; or Major monetary or financial statement impact; or Major breach in laws and regulations and / or delivery of statutory requirements, resulting in significant fines and consequences; or Major impact on the reputation or brand of the Council.
3	Moderate impact on the Council's operational performance; or Moderate monetary or financial statement impact; or Moderate breach in laws and regulations and / or delivery of statutory requirements with moderate consequences; or Moderate impact on the reputation of the Council.
2	Minor impact on the Council's operational performance; or Minor monetary or financial statement impact; or Minor breach in laws and regulations and / or delivery of statutory requirements with limited consequences; or Minor impact on the reputation of the Council.
1	Insignificant impact on the Council's operational performance; or Insignificant monetary or financial statement impact; or Insignificant breach in laws and regulations and / or delivery of statutory requirements with little consequence; or Insignificant impact on the reputation of the Council.

<i>Likelihood rating</i>	<i>Assessment rationale</i>
5	Has occurred or is likely to occur in the near future
4	Possible in the next 12 months
3	Possible in the medium term (2-5 years)
2	Possible in the longer term (5-10 years)
1	Unlikely in the foreseeable future

Appendix 3 – Reserve List of Audits for the IA Plan

Directorate	Division	Proposed Audit
Council Wide – All Services		Enhanced / Intensive Housing Benefit
		Management and Application of Standing Orders and Scheme of Delegations
Communities and Families	Community Safety	Community policing
Corporate Services	Customer and Digital Services	Website and Intranet Management
Place	Culture and Wellbeing	Usher Hall ticketing system
	Housing, Family Support and Fair Work – Housing Strategy and Development	Housing Property – Tenancy Management
		Oversight of Private Sector Leasing Arrangements (LINK)
Health and Social Care	Accommodation	Care Homes Follow Up - not completed in 2019/20 due to Covid-19
Major Projects	All divisions	Management and Delivery of Savings Projects