

AUDIT SERVICE STRATEGY 2007/08

Introduction

1. The Code of Practice for Internal Audit in Local Government (2006) requires the Audit Services Manager to produce an Audit Strategy, which is a high level statement of how the internal audit service will be delivered and developed in accordance with its terms of reference and how it links to the organisational objectives and priorities.

Objectives and Outcomes

2. The terms of reference for Audit Service are very comprehensive and are set out in the Audit Charter previously approved by Cabinet.
3. Audit Service outcomes are linked to the Council's objectives, as evidenced within the Audit Services' Service Plan for 2007-2010. The Plan also highlights the service performance indicators, which will be monitored as part of the Council's Performance Management Framework.

Resilience of the Audit Opinion

4. The Audit opinion on the Council's systems of internal control will be based on a review of the following:
 - Financial standards, which will cover the Council's fundamental systems;
 - Non-fundamental Systems;
 - Corporate governance arrangements to include Anti-fraud activity;
 - Best Value Performance Indicators (BVPIs);
 - Risk management arrangements;
 - ICT protocols and controls;
 - Establishment visits;
 - Verification and probity audits;
 - Corporate issues as they arise;
 - Level of recommendations agreed for action by management; and
 - Results of recommendations follow-up.
5. An audit opinion will be given to each audit review, which will inform the Audit Managers overall opinion on the Council's system of internal control (Paragraph 15 refers).

Identification of significant issues and risks

6. The Audit Services Manager will use the Council's risk management framework to identify key audit risks. This will be supplemented by a review of Cabinet agenda, the Corporate Plan and corporate and directorate risk registers.

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7. The Audit Services Manager will carry out an annual assessment of the need to review all key financial systems.
8. The Audit Services Manager will review all high-risk financial systems each year and medium risk financial systems on a cyclical basis

Provision of the services

9. The service is provided by an in-house team and supplemented by an external computer auditor. This mix works well bearing in mind the ever-changing world of ICT and the specific skills required for computer audit work.
10. ICT audit training and development will continue to be a key training area for all audit staff, and with other training will ensure that Audit Services staff provide a comprehensive audit service to the Council.
11. The service has been under pressure, bearing in mind the ever-increasing need for computer auditing technical advice; this is evidenced by the introduction and implementation of Herefordshire Connects.
12. The Audit Commission carries out limited assurance work, relying mainly on the work of Audit Services.

Resources and skills

13. Following the completion of the risk based audit plan, any differences between the plan and resources available will be identified and reported to members as appropriate. The Audit and Corporate Governance Committee will also be informed of audits removed from the plan to align the risk based plan to audit resources available.
14. Each audit assignment will be given a complexity rating and the auditor chosen to complete the assignment will have the required skills as set out in the CIPFA Good Practice Guide to Skills and Competencies. In addition, full managerial support will be given during all audit assignments.

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15. Internal Control Audit Opinion Matrix

	Overall Opinion	Maximum % Weighting
Financial standards, which will cover the Councils Fundamental Systems.		25
Non-Fundamental Systems.		10
Corporate Governance Arrangements to include Anti-Fraud activity.		10
Performance management/Best Value Performance Indicators.		10
Risk Management Arrangements.		15
I.C.T protocols and controls.		15
Establishment visits		2.5
Verification and probity audits		2.5
Other Corporate issues as they arise.		2.5
Level of recommendations agreed for action by management.		2.5
Results of recommendations follow up.		5
		100

Key		
	Good	85 to 100
	Satisfactory	65 to 84
	Marginal	51 to 64
	Unsatisfactory	31 to 50
	Unsound	1 to 30