



## BUSINESS PLAN FOR INTERNAL AUDIT 2018/19

Service Leads		
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APPROVED BY	Status	Date
<b>Management Board</b>	Draft	24/01/2018
<b>Shared Services Partnership Board</b>	Draft	24/01/2018
<b>Joint Advisory Committee</b>	Draft	24/01/2018

CCC/SCDC Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be quarterly at the Shared Service Management Board meetings and then submitted quarterly to the Shared Service Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Quarterly performance reports will be produced to report on performance against key performance indicators agreed in the business plans, budget position and wider benefits.</p> <p>An annual report on the progress of shared services will be produced and presented at the relevant committees of partner authorities in the June/July cycle.</p>	
<b>Version FINAL</b>	<b>Date 02/03/2018</b>



## VISION

The Accounts and Audit Regulations 2015 require that the Council “must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes; taking into account public sector internal auditing standards or guidance.”

The Public Sector Internal Audit Standards (PSIAS) require that the Head of Audit “must establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organisation’s goals”.

The Council has a Shared Internal Audit Service (SIAS) who assists both CCC and SCDC to discharge its governance responsibilities. Our work will support the Council’s corporate objectives, and the corporate governance framework.

To achieve this, the team has a set a clear Vision Statement. This identifies the desired future outcomes for the Shared Internal Audit Service (SIAS):

**To be valued as an integral part of the business by providing high quality assurance, acting as a catalyst for change and advocating improvements to risk management, control and governance processes.**

The Vision Statement has been shared and discussed with the internal audit team, the management teams at each Council, and has been subject to review and challenge. It is supported by the two Chief Executives.

The Vision will be delivered by Objectives, which have supporting Principles, planned Activities and targeted Outcomes. These are detailed in Appendix A - The Vision.



## SECTION 1 – CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Shared Internal Audit Service (SIAS), part of CCC/SCDC Shared Services, for 2018/19.

The Plan reflects the shared services principles, set out in the “Business Case and Proposal” which was approved by both Councils in 2017. The rationale for its establishment is that it will provide the opportunity to deliver a more resilient and responsive service resulting in:

- improved audit coverage that is of high quality.
- increased productivity
- potential for audit services to be offered commercially

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

### B. DESCRIPTION OF THE SERVICE

#### A. Description & Functions of the Shared Internal Audit Service

Internal Audit has a vital role to play, as a key business partner, in helping Councils manage effectively through the challenges they face by ensuring that governance, risk management and control arrangements remain effective.

To do this successfully, internal audit teams need to be fit for purpose and provide assurance of the necessary quality, depth and coverage.

The key service objective is to provide assurance on each Council’s control environment, comprising the systems of governance, risk management and internal control – and will include the following functions:

- preparation and delivery of annual audit plans to each Council that are reflective of their strategic plans and objectives and the risks to their achievement
- providing an annual opinion on the adequacy and effectiveness of the Council’s control environment and which may be used as a key assurance source when drafting the Annual Governance Statement
- communicating with stakeholders, in a timely and appropriate manner, the results of work undertaken
- considering whether operational and management arrangements are delivering the most economical, effective and efficient use of resources
- providing support and advice on new developments, policy initiatives, programmes, projects and emerging risks



Additional functions of the SIAS are to :

- Facilitate, and provide evidence, for the Annual Governance Statement, which is a summary of how the Council complies with its Local Code of Governance.
- Working with the external auditors, where appropriate, to provide assurance over core financial systems.
- Lead on aspects of the Councils approach to anti-fraud and corruption, such as strategy, policy update, reporting and completing data analytics. The SIAS is the key contact for the National Fraud Initiative, an annual exercise to proactively detect potential fraud and error. This was not included in the original business case for SIAS, and is an additional piece of work.

## **B. Service Model**

The team currently operates from the two main sites (Cambridge City Guildhall and South Cambridgeshire Hall), although they may work from any Council site where a review is relevant.

Historically the service model was based around two separate teams, with a shared management. Whilst this enabled a reasonable amount of shared intelligence, it was not integrated. Consequently there are different processes within each site. Establishing a centralised team, which operates from both sites, will enable economies of scale and smarter ways of working.

A risk based plan is completed annually, in consultation with management, to help ensure that work reflects both corporate priorities and corporate risks. The details of the plan are then presented to each Councils equivalent audit committee for approval. The plan is designed to be flexible, so that work can be re-prioritised in response to the continually changing risk environment. This approach helps to ensure that the scarce resources are allocated in such a way that they add the most value to the Council.

Adequately resourcing the team, and having an established brand, are both important factors for delivering the service model. Recruitment, and marketing the team, have been documented in Section 2 – Operational Plan, and Section 3 – Service Development Opportunities.

## **C. FINANCIAL OVERVIEW**

The Shared Internal Audit Service is a support service, with costs recharged to both Councils. The risk based audit plan identifies the resource requirements for both Councils. The budget for the team is predominantly spent on resourcing, which is 88% of annual costs.

The current budget for the service can be analysed as:

Activity	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
Staff costs <sup>1</sup>	289,080	289,080	289,080
Other operational costs <sup>2</sup>	9,220	9,220	9,220
Corporate Support costs and recharges <sup>3</sup>	30,800	30,800	30,800
<b>Total costs</b>	<b>329,100</b>	<b>329,100</b>	<b>329,100</b>

1. Staff costs are predominantly the salary, NIC and pension costs of the team. With current vacancies in the team these costs will include agency workers.
2. Other operational costs include transport costs, professional costs, training and development, and IT costs.
3. Corporate Support costs and recharges include overheads for buildings and administrative costs.



The resource requirements for the combined audit plan are anticipated to be the same over the medium term; consequently the budget is expected to be a similar position in years two and three. The budget will be annually reviewed, with the audit plan, and adjusted for inflation and other costs.

Over the longer term the team aims to market services externally to generate additional income. Market analysis will be completed, along with brand development, in years 1 – 2, which will enable income projections to be built into the financial overview. Costs will potentially increase with income generation, as the resource need will also increase. This will still provide improved resilience and efficiencies for the two Councils, as the team develops, and help to deliver the vision.

#### D. STAFFING OVERVIEW

The SIAS is a relatively small team, and consequently changes to the establishment can have a significant impact on both the budget and resources of the team. The current establishment, as reported in the Business Case, comprises:

Role	Position / FTE
Head of Internal Audit	1.00 FTE
Principal Auditor	0.00 vacant
Senior Internal Auditor	0.76 FTE
Senior Internal Auditor	1.00 vacant – resourced through Agency
Senior Internal Auditor	1.00 vacant – resourced through Agency
Senior Internal Auditor	1.00 vacant – resourced through Agency
Assistant Auditor	0.76 FTE

There is no professional standard for calculating how to resource Internal Audit Teams. There are various factors to consider, and it should reflect the risk environment of the organisation, which in turn informs the annual plan.

The risk appetite, and subsequent resource need, will change over time according to the risk profile of the Councils. For example undertaking new alternative delivery models can increase the risk profile, and require more assurance, whereas implementing smarter controls may reduce risk and consequently the need the independent review. It is therefore appropriate to consider whether the team is adequately resourced when compiling the annual plan.

The resource calculation for the short to medium term is the same as previous years, and recruitment is in progress for two of the vacant Senior Internal Auditor posts. The current vacancies have also provided an opportunity to review the structure of the team, which will be aligned to the approved budget in 2018/19 and the longer term strategy.

A new Head of Internal Audit (Jonathan Tully) has recently joined the Council, at the end of December, to help lead this change.

Previous years plans have been split approximately 75% CCC and 25% SCDC. All members of the team can work at both sites, with their skills and capabilities being used where it is most effective. The current aim is to have a team with a variety of complementary skills and capabilities, and also to offer opportunities for continuous professional development.

We will also be reviewing existing working arrangements to ensure that practices in place are the



most appropriate for the new SIAS. These will include a look at remote and flexible working arrangements, technology, and also our accommodation needs. This is anticipated to be carried out from 2018/19.

Over the longer term the team aims to become commercial and provide services beyond the two Councils, and additional resource may be required in the team to achieve this.

## E. LOOKING BACK

There were two main drivers behind the decision to consider setting up the SIAS:

- CCC and SCDC desire to have a strong business focussed leadership model, in line with other shared services, to lead the shared Internal Audit Service across the two Councils.
- Bringing together the professional discipline of internal audit into one team, provides the opportunity to deliver a more resilient and responsive service that would allow internal audit work to be carried out seamlessly and without boundaries across the two Councils.

The SIAS has not had an easy year as there have been significant staff changes within the team. Consequently there have been reductions in resources which have been managed by utilising agency workers. This was recognised as a potential risk in the business case. Consequently much of the year was devoted to maintaining “business as usual” in a challenging environment.

Despite the challenges there have been positive achievements over the last 12 months, including recruitment of the Head of Shared Internal Audit (HSIA), TUPE of the SCDC post into CCC for consistency, plus completing the core work, audit plan, Annual Governance Statement and providing supporting and assurance on key projects.



## F. LOOKING FORWARD

Looking forward, to develop the SIAS, we have both an immediate short term plan (looking at years 1 – 2), and also a longer term plan (years 2 – 5), which forms our strategy. This enables us to align our objectives to the organisation, and have a road map based on the CCC/SCDC overall strategy, stakeholder expectations, regulatory requirements and the role of the other risk functions.

### Approach

The approach to developing our strategy is based on the following steps:



**Develop or refine the strategic vision of the SIAS.** Firstly we needed to establish the function’s roles and responsibilities, the needs of its key stakeholders, its mandate and what it should accomplish over a long-term period. *The vision is included as Appendix A to this plan.*

**Identify and prioritise key strategic initiatives.** Based on the mandate and strategic vision, we need to align initiatives to key business risks and key operational and financial priorities. This is achieved by development of the annual risk based plan, and by consulting with our stakeholders. We also need to make sure our processes, methodologies and tools are up to date, we have the professional and functional insights we need, and that our staffing model is flexible enough to anticipate change and address emerging risks/issues. *PSIAS compliance will provide assurance for this.*

**Design the appropriate key performance indicators (KPIs).** We need to determine how the SIAS measures its success against the prioritised initiatives, how it aligns with stakeholder expectations, and how to track productivity and value-driven measures. *These are documented in Section 2 of this plan.*

**Develop an operating strategy.** Detail activities that enable the SIAS to achieve its strategic initiatives. Determine key milestones and how the function is communicating its progress to key stakeholders. Also, put steps in place that enable internal audit to adapt to changing priorities so it can maximise its relevance to the Council.

The outcome of this approach, and key activities, is detailed below. This strategy provides a focus for the team, and the Shared Services Board. Years 2 – 5 will need to be adaptable, to ensure the strategy remains relevant, and will be updated in future business plans.



**Short term plan**

2018/19 will be an important year for the team, as there are a number of immediate challenges ahead.

Resources	Recruitment of staff, to substantively fill vacant positions, will help establish the team as an adequately resourced shared service, with team members working across both sites.
Brand awareness	<p>It will be important to market the new team, so that our customers understand that the SIAS has been set up, and can be utilised to support projects and add value.</p> <p>We will launch the new branding and logo. This will be incorporated into working papers, reports, and public documents to help support the brand.</p> <p>Both CCC and SCDC have internal intranet pages. Specific pages will be developed to promote the SIAS.</p>
Quality Assurance and Improvement Program	<p>Internal Audit teams have to follow Public Sector Internal Audit Standards, and also the sectorial Local Government Application Note. An external assessment has to be completed every five years to demonstrate that the team meets the standards.</p> <p>This is now due, and it will be good to have a review of the new SIAS to identify any further improvement opportunities. Being able to demonstrate compliance with the standards is also a fundamental requirement when marketing the service externally, so that we can provide services to customers beyond the Shared Service.</p>
Governance	The team provides assurance, and helps to facilitate the Annual Governance Statement. The timetable for producing this document has reduced, and there is a requirement to produce this document earlier. The team will work with other key officers, to ensure this is produced on time to accompany the Statement of Accounts.
Performance management	<p>Currently there are limited systems for managing the internal audit processes, and there is still a reasonable amount of paper based files.</p> <p>The team will develop a framework for monitoring performance with a suite of KPIs tailored to the relevant stakeholders (e.g. team based outputs, client based outcomes, and shared services board strategic outcomes).</p> <p>The team will explore opportunities to use technology in smarter ways, which will help productivity. As Internal Audit work involves reviewing and accessing other teams systems, there will also be dependencies on the systems development as part of the 'Council Anywhere' project.</p>





**Longer term strategy**

2019/20 to 2023/24 will be an opportunity for the team to build upon the success of the short term plan, and develop the activities of the SIAS, which can help to generate revenue.

Commercial activities	Over the longer term the team aims to become commercial and provide services beyond the two Councils. The target is to get new business within years three to five. To achieve this, the SIAS will complete market analysis to identify potential customers, promotion of services, and developing draft contract specifications so that opportunities can be quickly agreed and delivered.
Brand awareness	It is important to promote the brand externally, and marketing material under the “Greater Cambridge” brand will be developed, such as an external web presence, to reach new customers.
Resources	The resources of the team will need to be continually reviewed, with potential investment to compete commercially. This could include additional recruitment, training and development.
Performance management	As the team develops there may be a business case for purchasing a supported Internal Audit Management system. This will be dependent upon potential economies of scale, value for money, and we will look at what is available in the marketplace.
Develop real time risk assessments	<p>An annual risk assessment is no longer enough if internal audit wants to remain relevant to its customers. To ensure that the audit plans are adding value we will develop a real time based risk analysis which supports a dynamic and agile audit plan. This will enable us to provide a customer focussed approach, whilst ensuring that our resources continue to be allocated effectively.</p> <p>In addition the team will develop a data analytics program that can be embedded into the entire audit life cycle. Using analytics can produce more focused risk assessments, more efficient execution, increased risk coverage and more effective reporting.</p>
Governance	The team will work with key officers and stakeholders to ensure that the SIAS is providing relevant assurance for the AGS, by mapping assurance sources. In addition the team will help to facilitate workshops to review the format of the AGS to ensure it is effective for its customers.
Other assurance activities	One of the benefits of providing services to more than one customer is that the SIAS can share good practice. We will consider other assurance activities where the SIAS can objectively add value, such as participation in project and governance groups, and promote this as further good practice.



## **G. COMMUNICATION AND CONSULATION**

As the SIAS is new, brand awareness has not been established with our customers.

The SIAS will be presenting Internal Audit plans to their audit committees, (known as “Civic Affairs” in CCC and “Audit and Corporate Governance” in SCDC) and is also consulting with Management to identify the main risks and opportunities for both Councils. The plans are being considered jointly, and this will provide a further opportunity to promote the brand.

The SIAS will participate in professional networks, which will provide an opportunity to promote the brand with peers.

The team has intranet pages, which provide useful resources for employees. These will be reviewed and updated, which will also help to promote the brand.



## SECTION 2 – OPERATIONAL PLAN

This Section sets out the “Business as Usual” priorities and the activities that the SIAS will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Complete a resource assessment of the team and recruit employees into vacant posts.	Internal Audit Plan	Recruitment	New members of the team recruited. A complimentary mix of skills and resources within the team.	An adequately resourced team which can work smarter across multiple sites and provide effective assurance to customers.	HIAS
2	Complete an External Quality Assessment (EQA)	Internal Audit Plan	5 year EQA followed by annual IQA	Compliance report Action plan for further improvement.	Assurance that team complies with PSIAS and LGAN.	HIAS
3	Deliver a joint risk based plan for CCC / SCDC	Internal Audit Plan	Assurance and advice	Reports and assurance statements	Assurance for the Annual Governance Statement. Opportunities for continuous improvement	HIAS
4	Key contact for NFI	Internal Audit Plan	Data upload and investigation	Assurance of controls and recovery of fraud and error	Assurance and control improvement	HIAS
5	Annual Governance Statement	Internal Audit Plan	Assurance mapping	Annual HSIA opinion on internal control	Unqualified opinion from External Audit	HIAS



The Internal Audit team has a number of KPIs currently in development, and it is likely these will comprise the themes below.

*Firstly there are some critical business based objectives. These are useful as internal management information, providing assurance that the SIAS is operating effectively.*

Priority	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
1	<p>Legality: <i>Compliance with PSIAS and LGAN</i></p> <p>The SIAS will demonstrate that it is professionally competent.</p>	<p>Internal Audit Charter, Internal Audit Manual, and key documents and procedures.</p> <p>Availability and support of key personnel including HIAS, S151, Monitoring Officer, and Committee Chair.</p>	<p>Working processes are non-compliant, which could lead to reputational risk.</p> <p>A review will be completed internally before the EQA so that the majority of actions can be proactively managed.</p>
2	<p>Effectiveness: <i>Timely assurance provided to key stakeholders.</i></p> <p>Key information, such as performance updates, annual outturn and AGS, will be reported promptly.</p>	<p>Availability of key officers, systems and access to records.</p>	<p>Insufficient resources within the team to complete sufficient work for an audit opinion for the AGS. Customers unreceptive to audits because of competing priorities such as new system / project delivery.</p> <p>Manage by recruitment and project plan management.</p>
3	<p>Efficiency: <i>Productive use of resources</i></p> <p>The team will demonstrate that time and resources are used effectively.</p>	<p>Project planning and resource management.</p>	<p>Resources are not utilised effectively.</p> <p>This will be managed by risk appraising, prioritising and monitoring work.</p>



4	<p>Business success: <i>Customer satisfaction</i></p> <p>Whilst it is important that SIAS can be objective, we also aim to add value to our customers and will actively ask for feedback.</p>	<p>Customers completing satisfaction questionnaires and providing feedback for continuous improvement of service.</p>	<p>Insufficient resources within the team to respond promptly to customer demand.</p> <p>Manage by recruitment and development plans. Action plans from feedback.</p>
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Traditional KPIs have focused on internal audit's productivity, such as utilisation or completing the audit plan. However, more effective KPIs can focus on the value internal audit is delivering to the organisation. While it is not always possible to set a SMART target for these, they can provide useful information to demonstrate how outcomes are being achieved, which can also be marketed to potential customers. Measureable value-drivers can include:

Priority	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
1	<p><i>Business cost savings realised.</i></p> <p>It is good to demonstrate how we have helped the Council make savings by reviewing both our own processes and also those of our customers.</p>	Effectively trained SIAS employees who are commercially focussed.	<p>SIAS employees are not commercially aware. Consequently too much focus on compliance and risk control.</p> <p>Manage commercial awareness by training. Record successes, which can also be used to promote the SIAS to customers.</p>
2	<p><i>Leading practices implemented.</i></p> <p><i>Benchmarking and business insights internal audit brings to the business</i></p> <p>It is good for SIAS to provide consultancy and advice to customers, to help improve processes.</p> <p>Good practice and lessons learned can be shared as good practice with customers.</p>	<p>SIAS ability to think beyond compliance based audit work.</p> <p>Access to information, professional networks and key officers in the Council.</p>	<p>Key risk is SIAS not perceived to be adding value. Managed by SIAS team:</p> <ul style="list-style-type: none"> <li>- operating at multiple sites and sharing good practice with customers.</li> <li>- horizon scanning for latest developments, opportunities and risks</li> <li>- involvement in corporate projects</li> </ul>



## SECTION 3 - SERVICE DEVELOPMENT ACTIVITIES

Guidance on completing action plan tables for service improvement work and projects

<b>Development objective</b> 1 – External Quality Assessment to PSIAS	The SIAS has to demonstrate compliance with Public Sector Internal Audit Standards and the Local Government Application Note. An External Quality Assessment is required once every five years, and is due for both SIAS.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Compliance with the PSIAS demonstrates an effective SIAS.	<b>Lead officer</b>	<b>Jonathan Tully</b>
<b>Is this a Project? (Yes/ No) and description</b>	Yes – This is a project as it has a start and end date. The project will involve timetabling collation of evidence, plus interview with key stakeholders. At the end of the assessment the SIAS will be rated, with recommendations for continuous improvement.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
Assurance that SIAS is compliant with Internal Audit Standards			<i>External Quality Assessment</i>		
As above.			<i>Unqualified opinion for Annual Governance Statement</i>		
Improved reputation to support ability to compete in marketplace.			<i>External Quality Assessment</i>		
<b>Outputs &amp; products</b>	<b>Resources</b>		<b>Responsible Officer</b>		<b>Target delivery date</b>
	<i>IA Team and Stakeholders</i>		<i>Jonathan Tully</i>		<i>July 2018</i>
<b>Key risks</b>	<i>Insufficient resource to prepare assessment</i>				



<b>Development objective</b> <b>2 –Improve procedures</b>	<p>Integrate processes between the two sites to leverage efficiencies.</p> <p>Aim to have one consistent reporting format and working papers.</p> <p>Adopt digital working where possible for efficiencies.</p> <p>Implement management tools.</p>	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	<p>Utilise digital working</p> <p>Simpler and more efficient processes.</p>	<b>Lead officer</b>	<i>Jonathan Tully</i>
<b>Is this a Project? (Yes/ No) and description</b>	<p><i>No – continuous improvement, which will also be a standing item at team meetings. IA work involves reviewing other systems, so there will be some dependencies on other projects, such as ‘Council anywhere’</i></p>				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
<p>Improved flexibility for team members</p>			<p>Review of working papers.</p>		
<p>Increased efficiency</p>			<p>Decrease in working days / increased output</p>		
<p>Increased resilience</p>			<p>Staff multi-site working</p>		
<b>Outputs &amp; products</b>	<b>Resources</b>		<b>Responsible Officer</b>	<b>Target delivery date</b>	
			<i>Jonathan Tully</i>	<p>March 2019</p>	
<b>Key risks</b>	<p>Lack of buy in to procedural change, infrastructure doesn't support new procedures</p>				





<b>Development objective</b> <b>3 –Development of the team</b>	The team needs to recruit into current vacancies, where team members have left to progress their career in other organisations. The risk, that employees may leave, was recognised as a risk in the original business case, so it is important to offer continuous professional development and career opportunities where possible.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	A fully resourced team with a complimentary mix of skills and capabilities. Development opportunities.	<b>Lead officer</b>	<i>Jonathan Tully</i>
<b>Is this a Project? (Yes/ No) and description</b>	No – Business as Usual				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
Improved service to clients			Customer satisfaction		
Increased resilience			Reduced turnover and reduced requirement for contract and consultancy staff		
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>	<b>Target delivery date</b>		
		<i>Jonathan Tully</i>	<i>September 2018</i>		
<b>Key risks</b>	Unable to recruit from current market, lack of available quality candidates				



<b>Development objective</b> <b>4 – Quality Management System</b>	Quality Management System for the SIAS. A continuous quality assessment helps the team to manage and prioritise their workload, plus analyse completed work to help inform future work plans.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Management information to help strategic planning	<b>Lead officer</b>	<i>Jonathan Tully</i>
<b>Is this a Project?</b> <i>(Yes/ No) and description</i>	No.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
Improved service to clients			Customer satisfaction		
Increased efficiency					
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>	<b>Target delivery date</b>		
<b>Key risks</b>	Minimal risk – should be business as usual.				



<b>Development objective</b> <b>5– Brand Awareness</b>	Develop brand awareness for the SIAS	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	A strong and distinctive brand is marketed to customers.	<b>Lead officer</b>	<i>Jonathan Tully</i>
<b>Is this a Project? (Yes/ No) and description</b>	No –will require immediate resource to set-up certain activities such as intranet refresh, updated report formats, but should then become business as usual.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
Improved service to clients			<i>Customer satisfaction</i>		
Increased efficiency			<i>Self-service and customer feedback</i>		
Consistency of our product for customers			<i>Customer satisfaction</i>		
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>	<b>Target delivery date</b>		
		Jonathan Tully	<i>March 2019</i>		
<b>Key risks</b>	Minimal risk – should be business as usual.				



## SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

### Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

These are currently in development, although will likely comprise the following themes:

KPI Reference and Description	Reporting frequency	2018/19 Target	2018/19 Outturn	2019/20 Target	2019/20 Year End Estimate
<b>Key Service PIs</b> (to be selected from the action plan at section 2A)					
Legality: Compliance with PSIAS and LGAN	Annually	Full		Full	
Effectiveness: Timely assurance provided to key stakeholders (including audit update reports and opinion for the Annual Governance Statement).	Quarterly	Full		Full	
Efficiency: Productive use of resources	Quarterly	80%		85%	
Business success: Customer satisfaction	Annually	TBC		TBC	
Business cost savings realised.	Quarterly	NA	NA	NA	NA
Leading practices implemented, and benchmarking and business insights internal audit brings to the business	Quarterly	NA	NA	NA	NA

## APPENDIX A - THE VISION FOR SIAS

To be valued as an integral part of the business by providing high quality assurance, acting as a catalyst for change and advocating improvements to risk management, control and governance processes.

Objectives	Be a fully integrated commercial internal audit service across the 2 councils	Deliver robust assurance on risk management, control and governance processes	Be proactive, flexible, future-focused and innovative	Communicate in a clear, easy to understand and timely way	An attractive place to work
Principles	<p>One team.</p> <p>Alignment of audit plans &amp; processes.</p> <p>Clear performance targets.</p>	<p>Audit plans aligned with the strategies, objectives, and risks of the authority.</p>	<p>Audit plans responsive to speed of developments.</p> <p>Increase in collaboration and systems development.</p> <p>Be trusted advisors.</p>	<p>Encourage customer input prior to, during and after work undertaken.</p> <p>Report in the most appropriate manner.</p>	<p>Develop people's contributions for the benefit of the team and the individual.</p> <p>Flexible, home and remote working</p>
Activity	<p>Review of structure.</p> <p>One audit plan across the 3Cs.</p> <p>Auditors work at any of the 3Cs.</p> <p>New audit manual &amp; audit software.</p>	<p>Regular meetings with senior management to develop client relationships.</p> <p>Identify assurance gaps.</p>	<p>Undertake audits focused on specific &amp; immediate risks.</p> <p>Promote best practice and new ideas (e.g. continuous auditing).</p> <p>Marketing the benefits that can be gained.</p>	<p>Report actions aligned to risk appetite.</p> <p>Redesign audit report format.</p> <p>Interim reporting to drive change.</p>	<p>Focused staff development and training.</p> <p>Agile working – to meet the clients' needs.</p>
Outcome	<p>Standard and consistent processes. PSIAS compliance.</p> <p>Auditors work to same goals &amp; targets.</p> <p>Knowledge sharing amongst auditors and with managers.</p>	<p>Annual opinion report.</p> <p>Suggest ways to add value to service outcomes across 3Cs.</p>	<p>Real and immediate contribution to Council developments and initiatives.</p> <p>Provide timely advice when requested.</p>	<p>Influence and bring about meaningful change.</p> <p>Full and quick response to reports from managers.</p> <p>Educated client.</p>	<p>Motivated and engaged staff.</p> <p>Increased productivity.</p>