#### Report by Executive Director of Corporate Services & Resources and Head of Internal Audit

#### **Executive Summary**

This report provides a summary of Internal Audit activity for 2014/15. The Head of Internal Audit's overall opinion on the control environment concludes that the Council has a framework of control that provides a limited level of assurance regarding the economic, efficient and effective use of resources in achievement of its objectives.

#### Recommendation

The Committee is asked to consider the annual audit report for the year ended 31st March 2015 and to monitor the progress being made by services to implement high priority Internal Audit recommendations.

#### 1. Introduction

1.1 This report sets out the individual and collective outcomes of the audit reviews undertaken in the year ended 31st March 2015. It also provides an audit opinion of the control environment based on this audit work.

#### 2 Audit Opinion

- 2.1 Internal Audit is an assurance function whose primary purpose is to provide an independent and objective opinion to the organisation on the control environment comprising risk management, control and governance, in support of the objectives of the Council.
- 2.2 The annual audit plan is prepared to take into account key areas of risk and was approved by the Regulation, Audit & Accounts Committee (RAAC). The internal audit plan has been delivered in accordance with the Public Sector Internal Audit Standards (PSIAS).
- 2.3 The level of assurance provided by Internal Audit is based upon:
  - All audit reviews undertaken during 2014/15.
  - Follow up of actions against key audit recommendations made in 2013/14.
  - Management responses to findings and recommendations.
  - Effects of significant changes to the Council's systems.
  - The extent of resources available to deliver the audit plan.
- 2.4 With the exception of project support work, all audit reports include an assurance rating on the basis of the definitions shown in Appendix C. Individual assurance ratings help to determine the overall audit opinion. Completed reviews that received a less than satisfactory assurance rating are summarised in section 4 of this report.

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Internal Audit Handbook Henning Kagermann, William Kinney, Karlheinz Küting, Claus-Peter Weber, 2007-12-04 This book offers a comprehensive up to date presentation of the tasks and challenges facing internal audit It presents the Audit Roadmap the process model of internal auditing developed at SAP which describes all stages of an audit Coverage provides information on issues such as the identification of audit fields the annual audit planning the organization and execution of audits as well as reporting and follow up The handbook also discusses management related subjects Separate chapters are dedicated to special topics like IT or SOX audits A Handbook on Internal Audit Institute of Directors, This Handbook is a comprehensive guide with easy to understand explanations covering all fundamentals of Internal Audit It includes topics such as role of internal audit in areas of governance enterprise risk management internal finance controls fraud along with crucial discussions about internal audit process tools techniques and statutory provisions relating to internal audit It will be an easy read and effective tool for directors while also acting as ready reference guide for audit experts Internal Auditing Robert R. Moeller, 2016-01-05 The complete guide to internal auditing for the modern world Brink's Modern Internal Auditing A Common Body of Knowledge Eighth Edition covers the fundamental information that you need to make your role as internal auditor effective efficient and accurate Originally written by one of the founders of internal auditing Vic Brink and now fully updated and revised by internal controls and IT specialist Robert Moeller this new edition reflects the latest industry changes and legal revisions This comprehensive resource has long been and will continue to be a critical reference for both new and seasoned internal auditors alike Through the information provided in this inclusive text you explore how to maximize your impact on your company by creating higher standards of professional conduct and greater protection against inefficiency misconduct illegal activity and fraud A key feature of this book is a detailed description of an internal audit Common Body of Knowledge CBOK key governance risk and compliance topics that all internal auditors need to know and understand There are informative discussions on how to plan and perform internal audits including the information technology IT security and control issues that impact all enterprises today Modern internal auditing is presented as a standard setting branch of business that elevates professional conduct and protects entities against fraud misconduct illegal activity inefficiency and other issues that could detract from success Contribute to your company's productivity and responsible resource allocation through targeted auditing practices Ensure that internal control procedures are in place are working and are leveraged as needed to support your company's performance Access fully updated information regarding the latest changes in the internal audit industry Rely upon a trusted reference for insight into key topics regarding the internal

audit field Brink's Modern Internal Auditing A Common Body of Knowledge Eighth Editionpresents the comprehensive collection of information that internal auditors rely on to remain effective in their role **Internal Auditing** Richard Cascarino, 2007-04 Book CD This book is designed primarily for undergraduate and postgraduate students intending to pursue a career in internal auditing as well as those chartered accountants with a specialist interest in governance and control issues This book covers the basic concepts philosophy and principles underlying the practice of internal auditing the relationships between the internal auditor management and the external auditor In addition the student will gain a knowledge and understanding of the nature of an organisation Risk management and the role of internal auditing in managing organisational risks in the context of current developments in corporate governance in both the public and private sectors are dealt with The book is now prescribed for those studying for the Certified Internal Auditor professional qualification since it addresses the syllabus requirements of the Institute of Internal Auditors IIA and the Standards for the Professional Practice of Internal Auditing and Competency Framework for Internal Auditors This book represents a practical integrated approach to the Institute of Internal Auditors recommended internal audit approach and may be implemented within an internal audit department in a cost effective manner Accordingly the text may be useful as a reference manual for internal audits in practice The Internal Auditing Handbook K. H. Spencer Pickett, 2010-05-17 The first edition of The Internal Auditing Handbook received wide acclaim from readers and became established as one of the definitive publications on internal auditing The second edition was released soon after to reflect the rapid progress of the internal audit profession There have been a number of significant changes in the practice of internal auditing since publication of the second edition and this revised third edition reflects those changes The third edition of The Internal Auditing Handbook retains all the detailed material that formed the basis of the second edition and has been updated to reflect the Institute of Internal Auditor s IIA International Standards for the Professional Practice of Internal Auditing Each chapter has a section on new developments to reflect changes that have occurred over the last few years. The key role of auditors in reviewing corporate governance and risk management is discussed in conjunction with the elevation of the status of the chief audit executive and heightened expectations from boards and audit committees Another new feature is a series of multi choice questions that have been developed and included at the end of each chapter This edition of The Internal Auditing Handbook will prove to be an indispensable reference for both new and experienced auditors as well as business managers members of audit committees control and compliance teams and all those who may have an interest in promoting corporate governance

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models practical guidance and checklists Transforming Microfinance Institutions Joanna Ledgerwood, Victoria White, 2006-08-30 In response to a clear need by low income people to gain access to the full range of financial services including savings a growing number of microfinance NGOs are seeking guidelines to transform from credit focused microfinance organizations to regulated deposit taking financial intermediaries In response to this trend this book presents a practical how to manual for MFIs to develop the capacity to become licensed and regulated to mobilize deposits from the public Transforming Microfinance Institutions provides guidelines for regulators to license and regulate microfinance providers and for transforming MFIs to meet the demands of two major new stakeholders regulators and shareholders As such it focuses on developing the capacity of NGO MFIs to mobilize and intermediate voluntary savings Drawing from worldwide experience it outlines how to manage the transformation process and address major strategic and operational issues inherent in transformation including competitive positioning business planning accessing capital and shareholders and how to transform the MFI s human resources financial management MIS internal controls and branch operations Case studies then provide examples of developing a new regulatory tier for microfinance and how a Ugandan NGO transformed to become a licensed financial intermediary This book will be invaluable to regulators and microfinance NGOs contemplating institutional transformation and will be of tremendous use to donors and technical support agencies supporting MFIs in their transformation

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