

PUBLIC SECTOR INTERNAL AUDIT STANDARD
Local Government Application Note
BOLTON COMPLIANCE - DECEMBER 2013

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Ref	Conformance with the Standard	Yes	Partial	No	Evidence
1	Definition of Internal Audit				
	Using evidence gained from assessing conformance with other Standards, is the Internal Audit activity:				CIPFA standard, external audit, AGS process, annual review
	a) Independent?	+			
	b) Objective?	+			
	Using evidence gained from assessing conformance with other Standards, does the Internal Audit activity use a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes within the	+			
2	Code of Ethics				
	Integrity				
	Using evidence gained from assessing conformance with other Standards, do Internal Auditors:				
	a) Perform their work with honesty, diligence and responsibility?	+			Current review process
	b) Observe the law and make disclosures expected by the law and the profession?	+			Current review process
	c) Not knowingly taking part in any illegal activity nor engage in acts that are discreditable to the profession of Internal Auditing or to the organisation?	+			Review, professional standards, Code of Ethics.
	d) Respect and contribute to the legitimate and ethical objectives of the organisation?	+			
	Objectivity				
	Using evidence gained from assessing conformance with other Standards, do Internal Auditors display objectivity by not:				
	a) Taking part in any activity or relationship that may impair or be presumed to impair their unbiased assessment?	+			Annual Certificate
	b) Accepting anything that may impair or be presumed to impair their professional judgement?	+			Register of gifts
	c) Disclosing all material facts known to them that, if not disclosed, may distort the reporting of activities under review?	+			Annual Certificate
	Confidentiality				
	Using evidence gained from assessing conformance with other Standards, do Internal Auditors display objectivity by:				
	a) Acting prudently when using information acquired in the course of their duties and protecting that information?	+			Information training

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	b) Not using information for any personal gain or in any manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of the organisation?	+			Code of Ethics, information training
	Competency Using evidence gained from assessing conformance with other Standards, do Internal Auditors display objectivity by:				
	a) Only carrying out services for which they have the necessary knowledge, skills and experience?	+			Allocation of work, review process
	b) Performing services in accordance with the PSIAS?	+			
	c) Continually improving their proficiency and effectiveness and quality of their services, for example through CPD schemes?	+			Team meetings, sharing of knowledge
	Do Internal Auditors have regard to the on Standard of Public Life's <i>Seven Principles of Public Life</i> ?		O		Not directly - but demonstrate in what they do
	Standards				
3	Attribute Standards				
3.1	1000 Purpose, Authority and Responsibility				
	Does the Internal Audit charter include a formal definition of:				
	a) the purpose	+			
	b) the authority	+			
	c) the responsibility	+			
	of the Internal Audit activity consistent with the Public Sector Internal Audit Standards (PSIAS)?				
LGAN	Does the Internal Audit charter define the terms 'board' and 'senior management', for the purposes of the Internal Audit Activity?	+			
	Note that it is expected that the Audit committee will fulfil the role of the board in the majority of instances.				
LGAN	Does the Internal Audit charter also:				
	a) Set out the Internal Audit activity's position within the	+			
	b) Establish the CAE's functional reporting relationship with the	+			
	c) Establish the accountability, reporting line and relationship between the CAE and those whom the CAE may report	+			
	d) Establish the responsibility of the board and also the role of the statutory officers (such as the CFO, the monitoring officer and the head of paid service) with regards to Internal Audit?		O		Greater clarity

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	e) Establish Internal Audit's right of access to all records, assets, personnel and premises and its authority to obtain such information and explanations as it considers necessary to fulfil its	+			
	f) Define the scope of Internal Audit activities?	+			
	g) Recognise that Internal Audit's remit extends to the entire control environment of the organisation?	+			
	h) Identify Internal Audits contribution to the review of effectiveness of the control environment, as set out in the Accounts and Audit (England) Regulations 2011?	+			
	i) Establish the organisational independence of Internal Audit?	+			
	j) Cover the arrangements for appropriate resourcing?		O		More detail needed
	k) Define the role of Internal Audit in any fraud related work?	+			along with Fraud Response Plan
	l) Set out the existing arrangements within the organisation's anti-fraud and anti-corruption policies, to be notified of all suspected or detected fraud, corruption or impropriety?	+			
	m) Include arrangements for avoiding conflicts of interest if Internal Audit undertakes non-audit activities?	+			Plus mentioned in training and annual report
	n) Define the nature of assurance services provided to the organisation, as well as assurances provided to parties external to	+			
	o) Define the nature of consulting services?	+			
	p) Recognise the mandatory nature of the PSIAS?		O		Mentions work to standard but not link to A&A Regs
	Does the Chief Audit Executive (CAE) periodically review the Internal Audit charter and present it to senior management and the board for approval?	+			
	Does the CAE attend audit committee meetings?	+			
	Does the CAE contribute to audit committee agendas?	+			
3.2	1100 Independence and Objectivity				
	Does the CAE have direct and unrestricted access to senior management and the board?	+			Relationships document
	Does the CAE have free and unfettered access to, as well as communicate effectively with, the Chief Executive or equivalent and the chair of the audit committee?	+			Relationships document
	Are threats to objectivity identified and managed at the following				
	a) Individual Auditor?	+			Annual certificate and allocation of work
	b) Engagement	+			
	c) Functional?	+			

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	d) Organisational?	+			
	<i>1110 Organisational Independence</i>				
	Does the CAE report to an organisational level equal or higher to the corporate management teams?			X	Impact of recent review - Borough Treasurer
LGAN	Does the CAE report to a level within the Organisation that allows the Internal Audit activity to fulfil its responsibilities?	+			
	Have reporting and management arrangements been put in place that preserve the CAE's independence and objectivity?	+			
LGAN	This is of particular importance when the CAE is line managed by another officer of the authority.				
LGAN	Does the CAE's position in the management structure:				
	a) Reflect the influence he or she has on the control Environment?	+			
	b) Provide the CAE with sufficient status to ensure that audit plans, reports and action plans are discussed effectively with the board?	+			
	c) Ensure that he or she is sufficiently senior and independent to be able to provide credibly constructive challenge to senior	+			
	Does the CAE confirm to the board, at least annually, that the Internal Audit activity is organisationally independent?	+			
	The Following Examples can be used by the CAE when assessing the organisational independence of the Internal Audit activity:				
	a) approves the Internal Audit charter	+			
	b) approves the risk-based audit plan	+			
	c) approves the Internal Audit budget and resource plan			X	Executive Member - Leader's Portfolio
	d) receives communications from the CAE on the activity's performance (in relation to the plan, for example)	+			
	e) approves decisions relating to the appointment and removal of the CAE			X	
	f) Seeks reassurance from management and the CAE as to whether there are any inappropriate scope or resource limitations.	+			
	Does the Chief Executive or equivalent undertake, countersign, contribute feedback to or review the performance appraisal of the			X	
	Is feedback sought from the chair of the audit committee for the CAE's performance appraisal?			X	
	<i>1111 Direct Interaction with the Board</i>				
	Does the CAE communicate and interact directly with the board?	+			
	<i>1120 Individual Objectivity</i>				

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	Do Internal Auditors have an impartial, unbiased attitude?				
	Do Internal Auditors avoid any conflict of interest, whether apparent or actual?				Code of Ethics
	<i>1130 Impairment to Independence or Objectivity</i>				
	If there has been any real or apparent impairment of independence or objectivity, has this been disclosed to appropriate parties (depending on the nature of the impairment and the relationship between the CAE and senior management/the board as set out in the	+			Reported to Audit Committee
	Have Internal Auditors assessed specific operations for which they have been responsible within the previous year?			+	
	If there have been any assurance engagements in areas over which the CAE also has operational responsibility, have these engagements been overseen by someone outside of the Internal Audit activity?	+			and reported to Audit Committee
LGAN	Are assignments for on-going assurance engagements and other audit responsibilities rotated periodically within the Internal Audit	+			
LGAN	Have Internal Auditors declared interests in accordance with organisational requirements?	+			
LGAN	Where any Internal Auditor has accepted any gifts, hospitality, inducements or other benefits from employees, clients, suppliers or other third parties (other than as may be allowed by the organisations own policies), has this been declared and investigated	+			Given to mayor's charity
LGAN	Have any instances been discovered where an Internal Auditor has used information obtained during the course of duties for personal			+	
LGAN	Have Internal Auditors disclosed all material facts known to them which, if not disclosed, could distort their reports or conceal unlawful practice, subject to any confidentiality agreements?	+			
LGAN	Have Internal Auditors complied with the Bribery Act 2010?	+			Have received training
	If there has been any real or apparent impairment of independence or objectivity relating to a proposed consulting services engagement, was this disclosed to the engagement client before the engagement was accepted?				N/A
	Where there have been significant additional consulting services agreed during the year that were not already included in the audit plan, was approval sought from the board before the engagement				N/A
3.3	1200 Proficiency and Due Professional Care				
	<i>1210 Proficiency</i>				

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	Does the CAE hold a professional qualification, such as CMIIA/CCAB or equivalent?	+			CIPFA
	Is the CAE suitably experienced?	+			10 years IA, 35 LA Finance
	Is the CAE responsible for recruiting appropriate Internal Audit staff, in accordance with the organisations's human resources processes?	+			
	Does the CAE ensure that up-to-date job descriptions exist that reflect roles and responsibilities and that person specifications define the required qualifications, competencies, skills, experience and personal attributes?	+			
	Does the Internal Audit activity collectively possess or obtain the skills, knowledge and other competencies required to perform its responsibilities?	+			
	Where the Internal Audit activity does not possess the skills, knowledge and other competencies required to perform its responsibilities, does the CAE obtain competent advice and	+			
	Do Internal Auditors have sufficient knowledge to evaluate the risk of fraud and anti-fraud arrangements in the organisation?	+			
	Do Internal Auditors have sufficient knowledge of key information technology risks and controls?	+			
	Do Internal Auditors have sufficient knowledge of the appropriate computer-assisted audit techniques that are available to them to perform their work, including data analysis techniques?	+			
	1220 Due Professional Care				
	Do Internal Auditors exercise due professional care by considering	+			
	a) Extent of work needed to achieve the engagement's objectives?	+			In conjunction with Group Auditor
	b) Relative complexity, materiality or significance of matters to which assurance procedures are applied?	+			Allocation of work
	c) Adequacy and effectiveness of governance, risk management and control processes?	+			
	d) Probability of significant errors, fraud, or non-compliance?	+			
	e) Cost of assurance in relation to potential benefits?	+			
	Do Internal Auditors exercise due professional care during a consulting engagement by considering the:				N/A
	a) Needs and expectations of clients, including the nature, timing and communication of engagement results?				N/A

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	b) Relative complexity and extent of work needed to achieve the engagement's objectives?			N/A	
	c) Cost of the Consulting engagement in relation to potential			N/A	
	<i>1230 Continuing Professional Development</i>				
LGAN	Has the CAE defined the skills and competencies for each level of auditor?	+			Person Specification
LGAN	Does the CAE periodically assess individual auditors against the predetermined skills and competencies?		O		PDR process, recruitment
	Do Internal Auditors undertake a programme of continuing professional development?		O		Professional staff
	Do Internal Auditors maintain a record of their professional development and training activities?		O		Professional staff
3.4	1300 Quality Assurance and Improvement Programme				
	Has the CAE developed a Quality Assurance and Improvement Programme (QAIP) that covers all aspects of the Internal Audit activity and enables conformance with all aspects of the PSIAS to be		O		
	Does the QAIP assess the efficiency and effectiveness of the Internal Audit activity and identify opportunities for improvement?		O		
	Does the CAE maintain the QAIP?	+			
LGAN	If the organisation is a 'larger relevant body' in England, does it conduct a review of the effectiveness of its Internal Audit at least annually, in accordance with the Accounts and Audit (England) Regulations 2011 section 6 (3)?	+			
	<i>1310 Requirements of the Quality Assurance and Improvement Programme</i>				
	Does the QAIP include both Internal and External assessment?		O		Annual review, periodic external assessment
	<i>1311 Internal Assessments</i>				
LGAN	Does the CAE ensure that Audit work is allocated to staff with the appropriate skills, experience and competence?	+			
	Do all internal assessments include on-going monitoring of the Internal Audit activity, such as:				
	a) Routine quality monitoring processes?		O		
	b) Periodic assessments for evaluating conformance with the PSIAS?	+			
LGAN	Does on-going performance monitoring include comprehensive performance targets?		O		Yes, could be more

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LGAN	Are the performance targets developed in consultation with appropriate parties and included in any service level agreement?	+			
LGAN	Does the CAE measure, monitor and report on progress against these targets?	+			
LGAN	Does on-going performance monitoring include obtaining stakeholder feedback?	+			
	Are the periodic self-assessments or assessments carried out by people external to the Internal Audit activity undertaken by those with a sufficient knowledge of Internal Audit Practices?		O		Reviews by PwC and KPMG, need to agree formal review under PSIAS by 2018.
	Sufficient would require knowledge of the PSIAS and the wider guidance available such as the Local Government Application Note and/or IIA practice advisories, etc.		O		
LGAN	Does the periodic assessment include a review of the activity against the risk-based plan and the achievement of its aims and objectives?	+			
	1312 External Assessment				
	Has an external assessment been carried out, or is planned to be carried out, at least once every five years?	+			Considering options with CIPFA and GM Chief Auditors Group.
LGAN	Has the CAE considered the pros and cons for the different types of external assessment (i.e. 'full' or self assessment plus 'independent validation')?			X	
	Has the CAE discussed the proposed form of the external assessment and the qualification and independence of the assessor or assessment team with the board?			X	
LGAN	Has the CAE agreed the scope of the external assessment with an appropriate sponsor, such as the chair of the audit committee, the CFO or Chief Executive.			X	
	Has the CAE agreed the scope of the external assessment with the external assessor or assessment team?			X	
	Has the assessor or assessment team demonstrated its competence in both areas of professional practice of Internal Auditing and the external assessment process?			X	
	Competence can be determined in the following ways:				
	a) experience gained in organisations of similar size				
	b) complexity				
	c) sector (i.e. the public sector)				
	d) industry (i.e. local government)				

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	e) technical experience Note that if an assessment team is used, competence needs to be demonstrated across the team and not for each individual member. How has the CAE used his or her professional judgement to decide whether the assessor or assessment team demonstrates sufficient competence to carry out the external assessment? Does the assessor or assessment team have any real or apparent conflicts of interest with the organisation? This may include, but is not limited to, being a part of or under the control of the organisation to which the Internal Audit activity belongs.			X	
	1320 Reporting on the Quality Assurance and Improvement Programme Has the CAE reported the results of the QAIP to senior management and the board? Note that:			X	
	a) The results of both external and periodic internal assessment must be communicated upon completion			X	
	b) The results of on-going monitoring must be communicated at least annually			X	
	c) the results must include the assessor's or assessment team's evaluation with the regards to the degree of the Internal Audit activity's conformance with the PSIAS.			X	
	Has the CAE included the results of the QIAP and progress against any improvement plans in the annual report?	+			Action plan from PwC and KPMG reviews
	1321 Use of 'Conforms with the International standards for the Professional Practice of Internal Auditing' Has the CAE stated that the Internal Audit activity conforms with the PSIAS only if the results of the QIAP support this?			X	
	1322 Disclosure of Non-conformance Has the CAE reported any instances of non-conformance with the PSIAS to the board?			X	Annual Report 2013/14
	Has the CAE considered including any significant deviations from the PSIAS in the governance statement and has this been evidenced?			X	
4	Performance standards				
4.1	2000 Managing the Internal Audit Activity				
	Do the results of the Internal Audit activity's work achieve the purposes and responsibility of the activity, as set out in the Internal	+			

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	Does the Internal Audit activity conform with the <i>Definition of Internal Auditing and the Standards</i> ?	+			
	Do Individual Internal Auditors, who are part of the Internal Audit activity, demonstrate conformance with the <i>Code of Ethics</i> and the <i>Standards</i> ?	+			Annual certificate, audit review process.
	Does the Internal Audit activity add value to the organisation and its stakeholders by:				
	a) Providing objective and relevant assurance?	+			
	b) Contributing to the effectiveness and efficiency of the governance, risk management and internal control processes?	+			
	<i>2010 Planning</i>				
	Has the CAE determined the priorities of the Internal Audit activity in a risk-based plan and are these priorities consistent with the organisations goals?	+			
	Does the risk-based plan take into account the requirement to produce an annual Internal Audit opinion?	+			
	Does the risk-based plan take into account the organisation's assurance framework?		o		More clarity needed
	Does the risk-based plan incorporate or is it linked to a strategic or high level statement of:				
	a) How the Internal Audit service will be delivered?		o		More clarity needed
	b) How the Internal Audit service will be developed in accordance with the Internal Audit charter?		o		More clarity needed
	c) How the Internal Audit service links to organisational objectives and priorities?		o		More clarity needed
	Does the risk-based plan set out how Internal Audit's work will identify and address local and national issues and risks?		o		More clarity needed
	In developing the risk-based plan, has the CAE taken into account the organisation's risk management framework and relative risk maturity of the organisation?		o		More clarity needed
	If such a risk management framework does not exist, has the CAE used his or her judgement of risks after input from senior management and the board evidenced this?	+			
	Does the risk-based plan set out the:				
	a) Audit work to be carried out?	+			
	b) Respective priorities of those pieces of audit work?	+			

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	c) Estimated resources needed for the work?	+			
LGAN	Does the risk-based plan differentiate between audit and other types of work?	+			
LGAN	Is the risk-based plan sufficiently flexible to reflect the changing risks and priorities of the organisation?	+			
	Does the CAE review the plan on a regular basis and has he or she adjusted the plan when necessary in response to changes in the organisation's business, risks, operations, programmes, systems and controls?	+			
	Is the Internal Audit activity's plan of engagements based on a documented risk assessment?	+			
	Is the risk assessment used to develop the plan of engagements undertaken at least annually?	+			
LGAN	In developing the risk based plan, has the CAE also considered the following:				
	a) Any declarations of Interest (for the avoidance for conflicts of interest)?	+			
	b) The requirements to use specialists, e.g. IT or contract and procurement auditors?	+			
	c) Allowing contingency time to undertake ad hoc reviews or fraud investigations as necessary?	+			
	d) The time required to carry out the audit planning process effectively as well as regular reporting to and attendance of the board, the development of the annual report and the CAE opinion?	+			
	Is the input of senior management and the board considered in the risk assessment process?	+			
	Does the CAE identify and consider the expectations of senior management, the board and other stakeholders for Internal Audit opinion and any other conclusions?	+			
	Does the CAE take into consideration any proposed consulting engagement's potential to improve the management of risks, to add value and to improve the organisation's operations before accepting them?			N/A	
	Are consulting engagement that have been accepted including in the risk-based plan?			N/A	
	<i>2020 Communication and Approval</i>				

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	Has the CAE communicated the Internal Audit's activity's plans and resource requirement to senior management and the board for review and approval?	+			
	Has the CAE communicated any significant interim changes to the plan and/or resource requirements to senior management and the board for review and approval where huge changes have arisen?	+			
	Has the CAE communicated the impact of any resource limitations to senior management and the board?	+			Managed in year, reported in future plans
	<i>2030 Resource Management</i>				
	Does the risk-based plan explain how Internal Audit's resource requirements have been assessed?		O		Resources are historic, response to budget pressures.
LGAN	Has the CAE planned the deployment of resources, especially the timing of engagements, in conjunction with management to minimise abortive work and time?	+			
	If the CAE believes that the level of agreed resources will impact adversely on the provision of the Internal Audit opinion, has he or she brought these consequences to the attention of the board?	+			Not needed , we manage it. Interim Report Dec 2013
LGAN	This may include an imbalance between the work plan and resource availability and/or other significant matters that jeopardise the delivery of the plan or require it to be changed.				
	<i>2040 Policies and Procedures</i>				
	Has the CAE developed and put into place policies and procedures to guide the Internal Audit activity?	+			Audit Manual
	Has the CAE established policies and procedures to guide staff in performing their duties in a manner that conforms to to PSIAS?	+			Audit Manual
LGAN	Examples include maintaining an audit manual and/or using electronic management systems.				
LGAN	Are the policies and procedures regularly reviewed and updated to reflect changes in working practices and standards?	+			
	<i>2050 Coordination</i>				
	Does the risk-based plan include the approach to using other sources of assurance and any work that may be required to place reliance upon those sources?	+			Salford computer audit.
LGAN	Has the CAE carried out an assurance mapping exercise as part of identifying and determining the approach to using other sources of assurance?		O		

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LGAN	Does the CAE share information and coordinate activities with other Internal and External providers of assurance and consulting services?	+			Plan and meetings with external auditor.
	Does the CAE meet regularly with the nominated External Audit representative to consult on and coordinate their respective audit	+			
	<i>2060 Reporting to Senior Management and the Board</i> Does the CAE report periodically to senior management and the board on the Internal Audit activity's purpose , authority, responsibility and performance relative to its plan?	+			Annual and Interim Report. Monthly meeting with Borough Treasurer, reports to DMTs
	Does the periodic reporting also include significant risk exposures and control issues, including fraud risks, governance issues and other matters needed or requested by senior management and the		O		
	Is the frequency and content of such reporting determined in discussion with senior management and the board and are they dependant on the importance of the information to be communicated and the urgency of the related actions to be taken by senior		O		
	<i>2070 External Service Provider and Organisational Responsibility for Internal Auditing</i> Where an external Internal Audit service provider acts as the Internal Audit activity, does that provider ensure that the organisation is aware that the responsibility for maintaining and effective Internal Audit activity remains with the organisation?				N/A
4.2	2100 Nature of Work				
	Does the Internal Audit activity evaluate and contribute to the improvement of the of the organisations governance, risk management and Internal control processes?	+			Identified in AGS process, feeds into improvement plan and annual IA Plan.
	Does the Internal Audit activity evaluate and contribute to the improvement of the above using a systematic and disciplined approach and is this evidenced?		O		A bit clearer
	<i>2110 Governance</i> Does the Internal Audit activity:				
	a) Promote appropriate ethics and values within the organisation?	+			Audits and training In some areas
	b) Ensure effective organisational performance management and accountability?		O		
	c) Communicate risk and control information to appropriate areas of the organisation?	+			

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LGAN	d) Coordinate the activities of and communicate information among the board, External and Internal Auditors and management?		O		AGS process.
	Does the Internal Audit activity assess and make appropriate recommendations for improving the governance process as part of accomplishing the above objectives?	+			
	Has the Internal Audit activity evaluated the:				
	a) design			X	
	b) implementation			X	
	c) effectiveness			X	
	of the organisation's ethics-related objectives, programmes and activities?				
	Has the Internal Audit activity assessed whether the organisation's information technology governance supports the organisation's strategies and objectives?	+			
	Has the CAE considered the proportionality of the amount of work required to assess the ethics and information technology governance of the organisation when developing the risk-based plan?		O		
	<i>2120 Risk Management</i>				
	Has the Internal Audit activity evaluated the effectiveness of the organisation's risk management processes by determining that:		O		As part of RM audit
	a) Organisational objectives support and align with the organisation's mission?				
	b) Significant risks are identified and assessed?	+			
	c) Appropriate risk responses are selected that align risks with organisation's risk appetite?	+			
	d) Relevant risk information is captured and communicated in a timely manner across the organisation, thus enabling the staff, management and the board to carry out their responsibilities?	+			
	Has the Internal Audit activity evaluated the risks relating to the organisation's governance, operations and information systems regarding the:				
	a) Achievement of the organisation's strategic objectives?		O		
	b) Reliability and integrity of financial and operational information?		O		
	c) Effectiveness and efficiency of operations and programmes?		O		
	d) Safeguarding of assets?		O		
	e) Compliance with laws, regulations, policies, procedures and		O		

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	Has the Internal Audit activity evaluated the potential for fraud and also how the organisation itself manages fraud risk?	+			
	Do Internal Auditors address risk during consulting engagements consistently with the objectives of the engagement?			N/A	
	Are Internal Auditors alert to other significant risks when undertaking consulting engagements?			N/A	
	Do Internal Auditors successfully avoid managing risks themselves, which would in effect lead to taking on management responsibility, when assisting management in establishing or improving risk management processes?	+			
	2130 Control				
	Has the Internal Audit activity evaluated the adequacy and effectiveness of controls in the organisation's governance, operations and information systems regarding the:				
	a) Achievement of the organisation's strategic objectives?		O		
	b) Reliability and integrity of financial and operational information?		O		
	c) Effectiveness and efficiency of operations and programmes?		O		
	d) Safeguarding of assets?		O		
	e) Compliance with laws, regulations, policies, procedures and		O		
	Do Internal Auditors utilise knowledge of controls gained during consulting engagements when evaluating the organisation's control processes?			N/A	
4.3	2200 Engagement Planning				
	Do Internal Auditors develop and document a plan for each				
	Does the engagement plan include the engagement's:				
	a) Objectives?	+			
	b) Scope?	+			
	c) Timing?	+			
	d) Resource allocations?	+			
	Do Internal Auditors consider the following in planning an engagement, and is this documented:				
	a) The objectives of the activity being reviewed?	+			
	b) The means by which the activity controls its performance?	+			
	c) The significant risks to the activity being audited?	+			
	d) The activity's resources?	+			
	e) The activity's operations?	+			

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	f) The means by which the potential impact of risk is kept to an acceptable level?	+			
	g) The adequacy and effectiveness of the activity's governance, risk management and control processes compared to a relevant framework or model?	+			
	h) The opportunities for making significant improvements to the activity's governance, risk management and control processes?	+			
	Where an engagement plan has been drawn up for an audit to a party outside of the organisation, have the Internal Auditors established a written understanding with that party about the following:				
	a) Objectives?	+			
	b) Scope?	+			
	c) The respective responsibilities and other expectations of the Internal Auditors and the outside party (including restrictions on distribution of the results of the engagement and access to	+			
	For consulting engagements, have Internal Auditors established an understanding with the engagement clients about the following:				
	a) Objectives?			N/A	
	b) Scope?			N/A	
	c) The respective responsibilities of the Internal Auditors and the client and other client expectations?			N/A	
	For the significant consulting engagement, has this understanding been documented?			N/A	
	2210 Engagement Objectives				
	Have objectives been agreed for each engagement?	+			
	Have Internal Auditors carried out a preliminary risk assessment of the activity under review?	+			
	Do the engagement objectives reflect the results of the preliminary risk assessment that has been carried out?	+			
	Have Internal Auditors considered the probability of the following, when developing the engagement objectives:	+			
	a) Significant errors?	+			
	b) Fraud?	+			
	c) Non-compliance?	+			
	d) Any other risks?	+			

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LGAN	Have Internal Auditors ascertained whether management and/or the board have established adequate criteria to evaluate and determine whether objectives and goals have been accomplished?	+			as part of audit
	If the criteria have been deemed adequate, have the Internal Auditors used the criteria in their evaluation of governance, risk management and controls?	+			
	If the criteria have been deemed inadequate, have the Internal Auditors worked with management and/or the board to develop appropriate evaluation criteria?	+			
	If the value of money criteria have been referred to, has the use of all organisation's main types of resources been considered; including money, people and assets?	+			
	Do the objectives set for consulting engagements address governance, risk management and control processes as agreed with			N/A	
	Are the objectives set for consulting engagements consistent with the organisation's own values, strategies and objectives?			N/A	
	<i>2220 Engagement Scope</i>				
	Is the scope that is established for the engagement sufficient to satisfy the engagements objectives?	+			
	Does the engagement scope include consideration of the following relevant areas of the organisation:				
	a) Systems	+			
	b) Records	+			
	c) Personnel?	+			
	d) Premises?	+			
	Does the engagement scope include consideration of the following relevant areas under the control of outside parties, where				
	a) System?	+			
	b) Records?	+			
	c) personnel?	+			
	d) Premises?	+			
	Where significant consulting opportunities have arisen during an assurance engagement, was a specific written understanding as to the objectives, scope, respective responsibilities and other expectations drawn up?				

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	Where significant consulting opportunities have arisen during an assurance engagement, were the results of the subsequent engagement communicated in accordance with the relevant			N/A	
	For the consulting engagement, was the scope of the engagement sufficient to address any agreed upon objectives?			N/A	
	If the Internal Auditors developed any reservations about the scope of a consulting engagement while undertaking that engagement, did they discuss those reservations with the client and therefore determine whether or not to continue with the engagement?			N/A	
	During the Consulting engagements, did Internal Auditors address the controls that are consistent with the objectives of those			N/A	
	During consulting engagements, were Internal Auditors alert to any significant control issues?			N/A	
	2230 Engagement Resources Allocation				
	Have Internal Auditors decided upon the appropriate and sufficient level of resources required to achieve the objectives of the engagement based on:				
	a) The nature and complexity of each individual engagement?	+			
	b) Any time constraints?	+			
	c) The resources available?	+			
	2240 Engagement Work Programme				
	Have Internal Auditors developed and documented work programmes that achieve the engagement objectives?	+			
	Do the engagement work programmes include the following procedures for:				
	a) Identifying Information?	+			
	b) Analysing Information?	+			
	c) Evaluating Information?	+			
	d) Documenting Information?	+			
	Were work programmes approved prior to implementation for each engagement?	+			
	Were any adjustments required to work programmes approved promptly?	+			
4.4	2300 Performing the Engagement				
	Have Internal Auditors carried out the following in order to achieve each engagement's objectives:				

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	a) Identify Sufficient Information?	+			
	b) Analysing Sufficient Information?	+			
	c) Evaluate Sufficient Information?	+			
	d) Documenting Sufficient Information?	+			
	2310 Identifying Information				
	Have Internal Auditors identified the following in order to achieve each engagement's objectives:				
	a) Sufficient Information?	+			
	b) Reliable Information?	+			
	c) Relevant Information?	+			
	d) Useful Information?	+			
	2320 Analysis and Evaluation				
	Have Internal Auditors based their conclusions and engagement results on appropriate analyses and evaluations?	+			
LGAN	Have Internal Auditors remained alert to the possibility of the				
	a) Intentional Wrongdoing	+			
	b) Errors and Omissions	+			
	c) Poor Value for Money	+			
	d) Failure to comply with Management policy	+			
	e) Conflicts of Interest	+			
	when performing their individual audits, and has this been	+			
	2330 Documenting Information				
	Have Internal Auditors documented the relevant information required to support engagement conclusions and results?	+			
LGAN	Are working papers sufficiently complete and detailed to enable another experienced Internal Auditor with no previous connection with the audit to ascertain what work was performed, to re-perform it if necessary and to support the conclusions reached?	+			
	Does the CAE control access to engagement records?	+			
	Has the CAE obtained the approval of senior management and/or legal counsel as appropriate before releasing such records to	+			
	Has the CAE developed and implemented retention requirements for all types of engagement records?	+			
	Are the retention requirements for engagement records consistent with the organisation's own guidelines as well as any relevant regulatory or other requirements?	+			

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	2340 Engagement Supervision				
	Are all engagements properly supervised to ensure that objectives are achieved, quality is assured and that staff are developed?	+			
	Is appropriate evidence of supervision documented and retained for each engagement?	+			
4.5	2400 Communicating Results				
	Do Internal Auditors communicate the results of engagements?	+			
	2410 Criteria for Communicating				
	Do the communications of engagement results include the following:				
	a) The engagement's objectives?	+			
	b) The scope of the engagement?	+			
	c) Applicable conclusions?	+			
	d) Recommendations and action plans, if appropriate?	+			
LGAN	Has the Internal Auditor discussed the contents of the draft final report with the appropriate levels of management to confirm factual accuracy, seek comments and confirm the agreed management	+			
LGAN	If recommendations and an action plan have been included, are recommendations prioritised according to risk?	+			
LGAN	If recommendations and an action plan have been included, does the communication also state agreements already reached within management, together with appropriate timescales?	+			
LGAN	If there are any areas of disagreement between the Internal Auditor and management, which cannot be resolved by discussion, are these recorded in the action plan and the residual risk highlighted?	+			
LGAN	Do communications disclose all material facts known to them in their audit reports which, if not disclosed, could distort their reports or conceal unlawful practice, subject to confidentiality requirements?	+			
LGAN	Do the final communications of engagement results contain, where appropriate, the Internal Auditor's opinions and/or conclusions, building up to the annual Internal Audit opinion on the control	+			
	When an opinion or conclusion is issued, are the expectations of senior management, the board and other stakeholders taken into	+			
	When an opinion or conclusion is issued, is it supported by sufficient, reliable, relevant and useful information?	+			
	Where appropriate, do engagement communications acknowledge satisfactory performance of the activity in question?	+			

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	When engagement results have been released to parties outside of the organisation, does the communication include limitations on the distribution and use of the results?			N/A	
LGAN	If the CAE has been required to provide assurance to other partnership organisations, has he or she also demonstrated that their fundamental responsibility is to the management of the organisation to which they are obliged to provide Internal Audit	+			
	<i>2420 Quality of Communications</i>				
	Are communications:				
	a) Accurate?	+			
	b) Objective?	+			
	c) Clear?	+			
	d) Concise?	+			
	e) Constructive?	+			
	f) Complete?	+			
	g) Timely?	+			
	<i>2421 Errors and Omissions</i>				
	If a final communication has contained a significant error or omission, did the CAE communicate the corrected information to all parties who received the original communication?			N/A	
	<i>2430 Use of 'Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing'</i>				
	Do Internal Auditors report that engagements are 'conducted in conformance with the PSIAS' only if the results of the QAIP support such a statement?			X	not in individual reports
	<i>2431 Engagement Disclosure of Non-conformance</i>				
	Where any non-conformance with the PSIAS has impacted on a specific engagement, do the communication of the results disclose				
	a) The principle or rule of conduct of the <i>Code of Ethics</i> or <i>Standard(s)</i> with which full conformance was not achieved?			X	
	b) The reason(s) for non-conformance?			X	
	c) The impact of non-conformance on the engagement and the engagement results?			X	
	<i>2440 Disseminating Results</i>				

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	Has the CAE determined the circulation of Audit Reports within the organisation, bearing in mind confidentiality and legislative requirements?	+			
	Has the CAE communicated engagement results to all appropriate parties?	+			
	Before releasing engagement results to parties outside the organisation, did the CAE:				
	a) Assess the potential risk to the organisation?			N/A	
	b) Consult with Senior Management and/or legal counsel as			N/A	
	c) Control dissemination by restricting the use of the results?			N/A	
	Where any significant governance, risk management and control issues were identified during consulting engagements, were these communicated to senior management and the board?			N/A	
	2450 Overall Opinion				
	Has the CAE delivered an annual Internal Audit opinion?	+			
	Does the annual Internal Audit opinion conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control?	+			
	Does the annual Internal Audit opinion take into account the expectations of senior management, the board and other	+			
	Is the annual Internal Audit opinion supported by sufficient, reliable, relevant and useful information?	+			
	Does the communication identify the following:				
	a) The scope of the opinion, including the time period to which the opinion relates?	+			
	b) Any scope limitations?	+			
	c) The consideration of all related projects including the reliance on other assurance providers?	+			Salford computer audit
	d) The risk or control framework or other criteria used as a basis for the overall opinion?		0		
	Where a qualified or unfavourable annual Internal Audit opinion is given, are the reasons for that opinion stated?			N/A	
	Has the CAE delivered an annual report that can be used by the organisation to inform its governance statement?	+			
	Does the annual report incorporate the following :				
	a) the annual Internal Audit opinion?	+			

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LGAN	b) A summary of the work that supports the opinion?	+			
LGAN	c) A disclosure of any qualifications to the opinion?	+			
LGAN	d) The reasons for any qualification to the opinion?	+			
LGAN	e) A disclosure of any impairments or restriction in scope?	+			
LGAN	f) A comparison or work actually carried out with the work planned?	+			
	g) A statement on conformance with the PSIAS?	+			Old CIPFA standard 2012/13
LGAN	h) The results of the QAIP?	+			Results of external review when appropriate
LGAN	i) Progress against any improvement plans resulting from the QAIP?				
LGAN	j) A summary of the performance of the Internal Audit activity against its performance measures and targets?	+			
	k) Any other issues that the CAE judges is relevant to the preparation of the governance statement?	+			
4.6	2500 Monitoring Progress				
	Has the CAE established a process to monitor and follow up management actions to ensure that they have been effectively implemented or that senior management have accepted the risk of	+			
	Where issues have during the follow-up process, has the CAE considered revising the Internal Audit opinion?				N/A Not been significant enough
	Do the results of monitoring management actions inform the risk-based planning of future audit work?	+			
	Does the Internal Audit activity monitor the results of consulting engagements as agreed with the client?				N/A
4.7	2600 Communicating the Acceptance of Risks				
	If the CAE has concluded that management has accepted a level of risk that may be unacceptable to the organisation, has he or she discussed the matter with senior management?				N/A
	If, after discussion with senior management, the CAE continues to conclude that the level of risk may be unacceptable to the organisation, has he or she communicated the situation to the				N/A