

**AGENDA ITEM: 7** 

# NORTH WALES FIRE AND RESCUE AUTHORITY EXECUTIVE PANEL

13<sup>th</sup> July 2009

# SUMMARY OF INTERNAL AUDIT ACTIVITY 2008/09 AND NEEDS ASSESSMENT AND DRAFT AUDIT PLAN FOR 2009/10

Report by Mike Halstead, Head of Audit and Procurement Services

## **Purpose of Report**

- 1 To receive a summary of Internal Audit work for 2008/09.
- 2 To approve the Internal Audit Needs Assessment and Draft Internal Audit Plan for 2009/10.

#### **Information**

- Under the terms of The Accounts and Audit (Wales) Regulations 2005, made under the Local Government Act 2000 and the Public Audit (Wales) Act 2004, Fire Authorities have a statutory responsibility to maintain "an adequate and effective system of internal audit."
- The Internal Audit function is carried out on behalf of the Fire Authority by Conwy County Borough Council and is an independent appraisal function for the review of the activities of the Fire and Rescue Authority as a service to all levels of management.
- The North Wales Fire and Rescue Authority (NWF&RA) Financial Regulations state that a report shall be submitted under the auspices of the NWF&RA as regards the audit plan for the coming financial year and a report of performance against the original plan for the previous financial year.

- Responsibility for determining the content of the audit plan lies with the Chief Fire Officer and the internal audit providers. The plan should be prepared in consultation with the External Auditor.
- 7 KPMG is currently the Fire and Rescue Authority's external auditor.
- 8 Internal audit work can be broadly divided into four categories:
  - (a) Regularity Audits, which are designed to ensure that:-
  - All income due to the NWF&RA is properly collected, receipted, safeguarded, banked and recorded.
  - All payments made are correctly authorised, within budget and in accordance with NWF&RA Standing Orders and Financial Regulations.
  - All staff have been properly appointed and are paid in accordance with the terms and conditions of their appointment.
  - Value for money is obtained for goods and services purchased.
  - Property and other assets are properly recorded and safeguarded.
  - (b) Systems Audits are designed to ensure that all systems and procedures in operation include adequate controls within them to prevent fraud or other irregularities, e.g. at least two people should be involved in all procedures.
  - (c) Information and Communications Technology Audit. This is used to test the integrity of computerised systems in operation and also, by the interrogation of computer systems to help detect fraud and irregularities.
  - (d) Contract Audit which includes the financial appraisal of prospective contractors, an examination of controls in operation to ensure compliance with Contract Standing Orders and an examination of a sample of current and completed contracts including verification of final accounts.
- 9 A report is prepared following each internal audit and will:-
  - State the purpose, scope, findings and conclusions of the audit.

- Make recommendations to address any weaknesses identified.
- Include an action plan to monitor and assist in the implementation of the recommendations.
- Provide for a follow up to be carried out within a reasonable period of issuing the final report.

# **REVIEW OF 2008/09 ACTIVITY**

- 10 During 2008/09, 55 audit days were provided as indicated in the strategic audit plan. Five reports were prepared during the year covering:-
  - Payroll Amendments to Pay to review, test and report on the adequacy and effectiveness of the internal controls in operation, in respect of amendments to pay.
  - Creditors A systems audit upon the procedures operating to control payments to Creditors to provide an appropriate level of assurance to management that internal controls are operating effectively.
  - Welfare Funds The objectives were to appraise the adequacy of the procedures established by the NWF&RA and the appropriate compliance with procedures at Fire Stations in respect of Welfare Funds, with a view to identifying any internal control weaknesses and areas of potential risk within the system.
  - CAATS Payroll Specialist IDEA interrogation software used to analyse data from the Payroll System in order to identify potential fraud and errors.
  - Network Management a review of Network Polices & Standards, Connections & Access and Security, Management & Control to ensure confidentiality, integrity and availability of the data.
- A schedule giving an audit opinion of the adequacy and effectiveness of internal control processes in respect of all the audit assignments undertaken during 2008/09 is attached at Appendix A. The outcome of each audit and the evaluation of the adequacy of the internal

- control environment is based on the number of recommendations and their risk rating.
- It is evident that generally the audits were assessed as providing positive levels of assurance that internal controls are operating effectively and risks are appropriately managed. However, the audit review of Welfare Funds provided an Unsatisfactory Audit Opinion. The report made 18 recommendations to improve the systems of internal control, which have been accepted by management. A follow-up audit is scheduled for early in 2009/10 to confirm the implementation of the recommendations, which will improve the internal controls that are in operation and will give management the assurance that the systems in place are robust.
- To address the weaknesses identified during the audit reviews 38 recommendations have been made.
- 14 Action plans setting out the agreed response to the audit recommendations were issued with the audit reports and these have been returned from Fire and Rescue Authority management, completed with the action to be taken to ensure implementation of the recommendations. Management have agreed to implement all the audit recommendations.
- 15 CIPFA's Code of Practice for Internal Audit in Local Government states "Management has responsibility for ensuring that agreed actions are implemented. Internal Audit should obtain assurances that actions have been implemented". A formal follow up process is in operation within the Section to confirm that the recommendations made in Internal Audit reports have been implemented by management within agreed timescales. A follow up audit will normally take place six months after the issue of the final report. A schedule of the follow up audits conducted during the period 1 April 2008 to 31 March 2009 is attached at Appendix B. It demonstrates the number of recommendations accepted and subsequently implemented by management in each area and reveals changes that impact on the original audit opinion. Further follow up work will be performed areas where a significant number in those recommendations remain outstanding.

A summary of audit activity is attached at Appendix C and shows the planned allocation of audit resources in terms of man days over departments and services and compares actual work done for 2008/09 with the plan. It is evident from the Summary of Internal Audit Activity for 2008/09 that all the work planned for 2008/09 has been undertaken.

#### **AUDIT OPINION**

17 Based upon the work undertaken during 2008/09, the Internal Audit opinion of the systems of internal control established by management to effectively manage identified risks is satisfactory.

## NEEDS ASSESSMENT AND DRAFT AUDIT PLAN FOR 2009/10

- 18 The Draft Annual Plan for 2009/10 is attached at Appendix D. The purpose of the annual audit plan is to:-
  - establish audit priorities in conjunction with Fire and Rescue Authority Management based upon a risk based approach of determining the audit needs of the Authority at the start of each year
  - determine the resources needed to carry out the required audit duties
  - formalise audit tasks
  - review the audit work of the previous year
- The audit plan is designed to act as a guide only. Changes in circumstances or other unforeseen events may result in variations from the plan. The plan for 2009/10 has been prepared following consultation with Fire and Rescue Authority Management. The plan also includes time to follow up recommendations from previous audits.
- The Internal Audit Needs Assessment is attached at Appendix E. The Assessment, which incorporates a risk analysis, is designed to cover all auditable aspects of NWF&RA activity and will be utilised, in

consultation with management, to facilitate the risk-based approach to determining the audit needs of the Authority at the start of each year.

## **Recommendations**

21 That the Summary of Internal Audit activity 2008/09 be noted and the Needs Assessment and Draft Internal Audit Plan for 2009/10 be approved.

APPENDIX A

# NORTH WALES FIRE AND RESCUE AUTHORITY

Internal Audit Section – 2008/09 Annual Summary of Recommendations and Audit Opinions

	Auditable Area	Audit Coverage	High	Medium	Low	Total	Agreed by	Audit Opinion
							Mgmt	
1	Welfare Funds	The control and management of Fire Station Welfare Funds.	6	7	5	18	18	Unsatisfactory
2	Payroll – Amendments to Pay	System of Internal Control operating in respect of amendments to pay.	1	0	0	1	1	Satisfactory
3	Creditors	Review of Creditors System and internal control environment.	3	7	2	12	12	Adequate
4	CAATS - Payroll	Specialist IDEA interrogation software used to analyse data from the Payroll System in order to identify errors, problems and any relevant management information on specific issues and trends.	0	0	2	2	2	Good
5	Network Management	A review of Network Policies & Standards, Connections & Access and Security, Management & Control.	0	3	2	5	5	Satisfactory
		Totals	10	17	11	38	38	
	•	,		- I	ı	1	Good	1
							Satisfactory	2
							Adequate	1
							Unsatisfactory	1

### **APPENDIX B**

# NORTH WALES FIRE AND RESCUE AUTHORITY Schedule of Follow up Audits 2008/09

	Description	File Ref.	Auditor	Audit Date	Follow up	Follow up	No. Recs	Recs	Revised
					Due Date	Date		Outstand	Audit
								ing	Opinion
1	Fleet Management - Fuel	VF0 191	KVW	Apr-08	Sep-08	Sep-08	6	5	Satisfactory
2	Fire Station and Appliance Inventories	VF0 192	KVW	Jun-08	Feb-09	Mar-09	18	1	Good
3	Network Management	VF0 466	DP	c/f to 09/10					

### **APPENDIX C**

# North Wales Fire and Rescue Authority CONWY COUNTY BOROUGH COUNCIL

**Summary of Internal Audit Activity 2008/09** 

	Department / Service	Planned Days 2008/09	Actual Days 2008/09
1	Payroll – Amendments to Pay	8	8
2	Welfare Funds	11	11
3	Creditors System	10	10
4	CAATS - Payroll	8	8
5	Network Management	8	8
6	Audit Follow ups – Fleet Management – Fuel Premises & Appliance Inventories	5	5
8	NWFRA Planning & Reporting (Including Annual Statement of Assurance & Needs Assessment)	5	5
9	Contingency Reserve	3	0
	TOTAL DAYS	58	55

Days Allocated 2008/09	58
Actual Days 2008/09	55
Total Days C/F to 2009/10	03

### **APPENDIX D**

# North Wales Fire and Rescue Authority Draft Internal Audit Annual Plan 2009/10

	Т	i Audit Annuai Pian 2009/10		1
Needs	Audit Review	Comments	Days	Planned
Ass't				Timing
Ref				
	<ul> <li>Financial and Fraud Risk</li> </ul>	S		
23	Income Collection &	A review of the systems of internal control	8	Aug 09
	Banking	operating in respect of the collection, receipt		
		& banking of the Authority's income.		
27	National Fraud Initiative	NFI is a comprehensive and thorough 'data	7	Feb 10
		matching' exercise organised by the Audit		
		Commission in partnership with the Wales		
28	Main Financial Systems:	Audit Office (WAO).  Days allocated on a consultancy basis to	8	Ongoing
20	Main Financial Systems: Creditors	assist and advise in the project to transfer	0	Ongoing
		from the NWF&RA's Commitment Accounting		
	Accounting System	System to Conwy's AS400 System, including		
		Accounts Payable and General Ledger.		
Risk Area	- Information Managemen			<u> </u>
34	E Government	The aim of the audit is to determine the	8	Nov 09
		degree of control over risks for the following:		
		e-Government vision		
		Collaborative working, e.g. between		
		authorities		
		Customer requirements		
		Funding		
		Technical solutions		
		Capacity – people and skills		
		Business processes		
		Focus is on strategic controls over the key		
		risks threatening the e-Government		
		vision/programme.		
36	Data Protection	To determine whether activities involving the	8	Oct 09
		processing of personal data are carried out in		
		accordance with the Authority's data		
		protection policies and procedures, and		
		whether this processing meets the requirements of the Data Protection Act 1998.		
Other Aud	it Work	Trequirements of the Data Frotection Act 1990.		<u></u>
Other Audi	Audit Planning, Annual	Provision for time required for management	5	
_	Report and Management	element of contract.	3	
		Following up recommendations made in	6	Opasina
_	Follow up of Previous Recommendations	2008/09 which are not covered in the above	O	Ongoing
	necommendations	programme:		
		Welfare Funds		
		Payroll – Amendments to Pay		
		Payroll – CAATS		
		Creditors System		
		Network Management		
-	Contingency Reserve	For unplanned work identified during the year	3	
		and liaison/advice as required.		
		Total Days Required for Audit Work	53	
		Days Allocated 2009/10	50	
		Days b/f from 2008/09	03	
		Total Days Available 2009/10	53	
		•		<del>_</del>

# NORTH WALES FIRE AND RESCUE AUTHORITY Internal Audit Needs Assessment and Audit Plan for 2009/10

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments						
Risk	isk Area – Strategic Management and Governance										
1	Corporate Governance	Legal Compliance Arrangements; Policy and Decision Making; Scheme of Delegation; Codes of Conduct - Officers; Codes of Conduct - Members; Training and Awareness; Chief Officers Pay; Standing Orders and Financial Regulations; Anti-fraud and Whistle-blowing; Environmental Policy.	A		Regulatory Plan 2008/09 identifies that CIPFA/SOLACE have recently published 'Good Governance in Local Government-Framework.' The Governance Statement subsumes the current SIC and will be a requirement from 2008/09. KPMG to review whether Authority up to date with new legislation and appropriate processes and procedures in place.						
2	Service Planning	Corporate Planning; IRMP; BVPP; Service Unit Plans; CPA Improvement Plan; Modernisation; Consultation; Risk Assessment; Resourcing and Financial Approval; Improvement Co-ordinating Unit	В		WAO 2008/09 Regulatory Plan – Proper arrangements for securing economy, efficiency and effectiveness in its use of resources. Includes review of key corporate performance and financial management arrangements.						
3	Performance Management	Roles and Responsibilities; Target Setting; Data Collection; Data Quality Control; Reporting; Use of Management Information to support Service Improvement.	A		Regulatory Plan 2008/09 – KPMG to review whether Authority have in place robust and effective arrangements to prevent and detect fraud.  Audit of the Annual Action/Improvement Plan and performance indicators.						

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Com ments
4	Risk Management, Emergency Planning and Business Continuity	Policy and Framework; Roles and Responsibilities; Training; Corporate Risk Register; Integration with Management Processes; Monitoring and Assurance Mechanisms; Reporting; Emergency Planning; Risk Assessment; Business Continuity; Urban Search and Rescue; Compliance with CCA 2004; Working with Partner Agencies and Local Businesses; Resilience Forums; Mobile Conference Facilities;	A		See Service Planning above.
5	Equalities and Diversity	Compliance with Legislation; Policy, Practice and Procedure; Responsibilities; Awareness and Training; Performance Management.	С		
Risk	Area – Operational Se	ervice Delivery			
6	Control Room Operations Incident Response and management	Compliance with Key Risk Mitigation; Mobilisation Procedures; Incident Response Prioritisation; Monitoring and Measuring Performance; Staffing and Resources; Training; Incident Command System.	С		Making Connections Agenda

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments
7	Hoax Call Procedures	Policy and Procedure; Recording and Monitoring; Education; Communication.	С		
8	Community Fire Safety and Arson Task Force	Communication; Education; Resourcing Risk Profiling; Working with Business, LEAs, CYPT, YOT, other FRSs Sprinklers project; Smoke Alarms; Home Fire Safety Checks; Community Safety Events; Vehicle Recovery.	С		
9	Inspection & Investigations	Compliance with Policy; Inspections Programme; Online assessments; Compliance with building control; Issue of licences/certificates; Income from inspections and licences.	С		
10	Partnership Working	Partnership Governance; Risk Assessment; Crime and Disorder Reduction; Local Strategic Partnership; Local Area Agreements; LEAs and others.	В		WAO National Review of Partnership Working 2006/07.

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments					
Risk	sk Area – People Management									
11	Health and Safety	Compliance with Legislation; Policy, Practice, Procedure; Responsibilities Awareness and Training Performance Management Incident Monitoring and Reporting; Insurance (Public and Employers liability)	В							
12	Managing Attendance (uniformed and non uniformed)	Compliance with Policy; Reporting and recording absence; Performance Information.	С		WAO National Review of Sickness Absence 2006/07.					
13	Staff Training and Development (uniformed and non uniformed)	Implementation of IPDS; Skills Assessment; Development Portfolios; Personal Development Reviews; Performance Appraisal; Training Facilities; Joint Training Schemes; Succession Planning; Leadership Development (Service Improvement); Value Centred Training.	С							
14	Recruitment and Selection	Compliance with Recruitment Policies and Procedures; Equalities and inclusion; Pre-employment checks; Performance Management.	С		Pre-employment checks eg. references, CTB checks covered as part of starters and leavers audit 2007/08.					

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments					
Risk	tisk Area – Project Management									
15	Project Management	Special Projects Unit; Roles and Responsibilities; Project Prioritisation; Risk Assessment; Compliance with Prince 2; Training in Project Management; Monitoring and Delivery; Financing.	В							
Risk	Area – Financial and	Fraud Risks								
16	Financial Planning & Budgetary Control	Funding Arrangements Resource Allocation Medium Term Financial Planning Budget setting and approval Financial delegations Budget Holder Training Budget Monitoring Financial Forecasting/Reporting	A		Regulatory Plan 2007/08 – Code of Practice on Local Authority Accounting in the UK – A Statement of Recommended Practice (SoRP) introduces significant changes to Fire and Rescue Authority Accounting from 1 April 2007. KPMG will confirm that the Authority's Financial Statements comply with the relevant statutory requirements.  The Authority's arrangements for budget setting and monitoring financial performance will be reviewed.					
17	Payroll	Starters, Leavers, Amendments; Payment Control; Certification; Accuracy; Monitoring; Reporting.	A		Payroll Starters and Leavers Audit 2007/08. Audit Opinion was Satisfactory. Payroll Amendments to Pay audit 2008/09. Audit Opinion was Satisfactory. Payroll CAATS Audit 2008/09. Audit Opinion was Good.					
18	Employee & Members Allowances	Claims, authorisation and Processing in respect of: Travel and Subsistence; Long Service Awards; Relocation; Residential Allowances; Medical Allowances.; Other Material Allowances.	D		Internal Audit Review of Members Allowances 2005/06. Audit Opinion was Good.  Employee Allowances included in Payroll Amendments to Pay audit 2008/09.					

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments
19	Pensions	Notification to Administering Authority; Verification of Changes; Unfunded Charges.	С		Regulatory Plan 2007/08 – KPMG to confirm that the Authority's Financial Statements comply with new Fire Service Pension Accounts requirements.
20	Procurement & Purchasing	Procurement Strategy; Efficiency and Value for Money; E Procurement; Compliance with Financial regulations and Contract Standing Orders; Purchasing and Payment Procedures; Credit Card Expenditure; Cash Expenditure.	В		WAO Annual Opinion in respect of VFM.
21	Capital Strategy and Accounting	Strategy and Programme Setting/Approval; Monitoring; Capitalisation/ Authorisation of Expenditure; Prudential Borrowing; Fixed Asset Management and Accounting; Fixed Asset Register; Asset Valuation/Depreciation; Insurance; PFI Schemes incl VAT.	A		WAO 2006/07 Coverage – Review of Final Accounts, Fixed Asset Register etc.
22	Fleet Management and Fuel	Procurement/Leasing; Management and Strategic Alignment; Maintenance and Inspection; Fuel Issues and Usage; Disposal; Insurance.	С		Internal Audit Review of Fleet Management 2005/06. Audit Opinion was Good. Internal Audit review of Fuel 2007/08. Audit Opinion was Satisfactory. Regulatory Plan 2007/08 – KPMG review of Fleet and Vehicle Asset Management.
23	Income Collection & Banking	Receipt of Funds; Grant Income; Precept Income: Collection and Accounting Procedures;	С	8	A review of collection and banking procedures in respect of all income generated by NWF&RA.

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments
		Miscellaneous Income; Compliance with Charging Policy; Inspection Certificate Income; Cash Security and Banking; Insurance.			
24	Stores	Stock Control, Valuation and Recording; Purchasing and Receipt; Security of Stores; Security of IT System; Issue and Returns Procedures; Insurance.	D		Internal Audit Review 2003/04. Audit Opinion was Good.
25	Equipment Security and Inventory	Inventory Level; Recording and Reviewing; Marking of Equipment; Loan of Equipment; Physical Security of Location; Insurance.	С		Internal Audit Review 2007/08. Audit Opinion was adequate.
26	Utility Costs and Service Contracts	Tendering and Value for Money; Monitoring Energy Costs; Compliance with Financial Regulations.	С		
27	National Fraud Initiative	Payroll Download; Creditors Download; Investigation of Output from National Matching Exercise.	В	7	NFI data matching of payroll and creditors data to be conducted every 2 years. NFI audit 2007/08. Audit Opinion – Good. WAO 2008/09 Regulatory Plan.
28	Main Financial Systems	Completeness, Accuracy and Validity of Transactions; Correct Accounting; Monitoring and Reporting; Efficiency; Value for Money; Documentation of Systems; Compliance with Financial Regulations and Procedures.	A	8	Covered by Audit of CCBC Systems on an annual basis. Review of NWF&RA Creditors System 2008/09. Audit Opinion was Adequate. 8 days allocated 09/10 on a consultancy basis to assist and advise upon the transfer from the Authority's Commitment A/C System to Conwy's Accounts Payable and General Ledger Systems.  WAO 2008/09 Regulatory Plan includes review of Treasury Management Strategy.

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments					
Risk	Risk Area – Reputation and Public Confidence									
29	Complaints Procedures	Policy, Procedure, Best Practice; Compliance; Monitoring and Reporting; Service Improvement; Compensation.	С							
30	Corporate Communications	Communications Strategy; Marketing and Media; Responsibilities; Incident monitoring.	С							
Risk	Area – Information M	anagement and Technology		•						
31	IT Strategy and Management	Strategy Development and Resourcing; Policies and Management Framework; Internet and Email Control; Responsibilities; ICT Procurement and Development; Insurance.	C							
32	Network Management	Security and Control; Physical and Logical Security; Back Up and Disaster Recovery; Performance; Hardware, Media, Topolgy: Security and Control: Management Support: Communications Software; Wireless Connections.	С		Network Management audit undertaken 2008/09. Audit Opinion was Satisfactory.					
33	Telecomms (non control room)	Security and Control; Physical and Logical Security; Back Up and Disaster Recovery.	С		WAO Coverage 2006/007.					

	Main System and Subsystem	Potential Areas for Audit	Risk Assessment	2009/10 Days	Comments
34	E Government	Strategy; Resourcing; Initiatives; Performance.	С	8	The aim of the audit is to determine the degree of control over risks for the following:
35	Control Room IT	Cell Phones; Radio System; Call Out System; Physical Security; Back Up and Disaster Recovery; Performance Monitoring.	С		
36	Data Protection / Freedom of Information	Compliance with Legislation; Staff Awareness; Information requests; Monitoring and Performance.	С	8	To determine whether activities involving the processing of personal data are carried out in accordance with the Authority's data protection policies and procedures, and whether this processing meets the requirements of the Data Protection Act 1998.
	Area – Other Systems				
37	Canteen Operation	Agreement and Monitoring; Food Hygiene and cleanliness; Staff Training; Income Collection and Banking; Ordering Procedures.	С		
38	Welfare Funds	Written procedures; Welfare Fund Records; Bank Reconciliations; Independent Audits.	С		Welfare Funds audit undertaken 2008/09. Audit Opinion was Unsatisfactory.

Risk Area – Other Audit Work							
Audit I	Planning, Annual Report and Management		5				
Follow	up of Previous Recommendations		6				
Contin	ngency Reserve		3				
		Total 2009/10	53				
		Coverage					

Risk Assessments – The Needs Assessment documents each project and allocates a risk rating in respect of each auditable area, based on the completion of a risk matrix held on the Internal Audit Section's Apace Audit Planning and Control System. The risk assessment dictates the degree of risk and the subsequent frequency of each audit. Where an area has not been recently reviewed by either Internal Audit or WAO a 'C' risk rating is allocated until such time as an audit review is performed and an informed opinion can be made. The current risk ratings are as follows:

- Risk Rating A High Risk Requiring an Annual Review
- Risk Rating B High Risk Requiring a review every 2 years
- Risk Rating C Medium Risk Requiring a review every 3 years

Risk Rating D - Low Risk Requiring a review every 4 years