Notice of Audit and Governance Committee

Date: Thursday, 27 November 2025 at 6.00 pm

Venue: HMS Phoebe, BCP Civic Centre, Bournemouth BH2 6DY

Membership:

Chair:
Cllr E Connolly

Vice Chair:
Cllr M Andrews

Cllr S Armstrong	Cllr M Phipps	Cllr C Weight
Cllr S Bartlett	Cllr V Slade	
Cllr J Beesley	Cllr M Tarling	

Independent persons:

Lindy Jansen-VanVuuren	Samantha Acton

All Members of the Audit and Governance Committee are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to view the live stream of this meeting at the following link:

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?MId=5984

If you would like any further information on the items to be considered at the meeting please contact: Jill Holyoake on 01202 127564 or email democratic.services@bcpcouncil.gov.uk

Press enquiries should be directed to the Press Office: Tel: 01202 118686 or email press.office@bcpcouncil.gov.uk

This notice and all the papers mentioned within it are available at democracy.bcpcouncil.gov.uk

AIDAN DUNN
CHIEF EXECUTIVE

19 November 2025

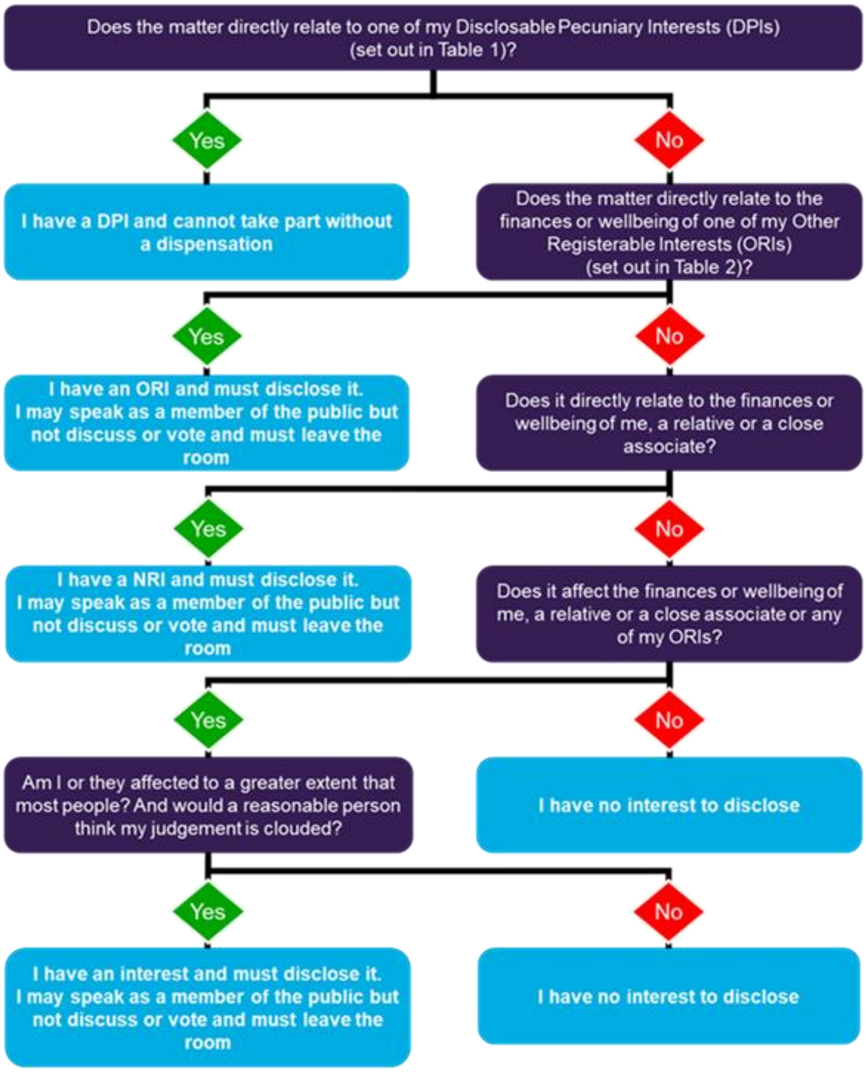
Available online and on the Mod.gov app

Maintaining and promoting high standards of conduct

Declaring interests at meetings

Familiarise yourself with the Councillor Code of Conduct which can be found in Part 6 of the Council's Constitution.

Before the meeting, read the agenda and reports to see if the matters to be discussed at the meeting concern your interests



What are the principles of bias and pre-determination and how do they affect my participation in the meeting?

Bias and predetermination are common law concepts. If they affect you, your participation in the meeting may call into question the decision arrived at on the item.

Bias Test	Predetermination Test
In all the circumstances, would it lead a fair minded and informed observer to conclude that there was a real possibility or a real danger that the decision maker was biased?	At the time of making the decision, did the decision maker have a closed mind?

If a councillor appears to be biased or to have predetermined their decision, they must NOT participate in the meeting.

For more information or advice please contact the Monitoring Officer

Selflessness

Councillors should act solely in terms of the public interest

Integrity

Councillors must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

Objectivity

Councillors must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

Accountability

Councillors are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness

Councillors should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

Honesty & Integrity

Councillors should act with honesty and integrity and should not place themselves in situations where their honesty and integrity may be questioned

Leadership

Councillors should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

AGENDA

Items to be considered while the meeting is open to the public

1.	**Apologies** To receive any apologies for absence from Councillors.	
2.	**Substitute Members** To receive information on any changes in the membership of the Committee. Note – When a member of a Committee is unable to attend a meeting of a Committee or Sub-Committee, the relevant Political Group Leader (or their nominated representative) may, by notice to the Monitoring Officer (or their nominated representative) prior to the meeting, appoint a substitute member from within the same Political Group. The contact details on the front of this agenda should be used for notifications.	
3.	**Declarations of Interests** Councillors are requested to declare any interests on items included in this agenda. Please refer to the workflow on the preceding page for guidance. Declarations received will be reported at the meeting.	
4.	**Confirmation of Minutes** To confirm and sign as a correct record the minutes of the meeting held on 16 October 2025.	5 - 20
a)	**Action Sheet** To consider any outstanding actions from previous meetings.	21 - 28
5.	**Public Issues** To receive any public questions, statements or petitions submitted in accordance with the Constitution. Further information on the requirements for submitting these is available to view at the following link:- https://democracy.bcpcouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1 The deadline for the submission of public questions is midday on Friday 21 November 2025 [midday 3 clear working days before the meeting]. The deadline for the submission of a statement is midday on Wednesday 26 November 2025 [midday the working day before the meeting]. The deadline for the submission of a petition is Thursday 13 November 2025 [10 working days before the meeting].	

ITEMS OF BUSINESS

6.	**Internal Audit Plan Coverage - Presentation** This presentation gives Audit & Governance Committee an overview of the compilation of the Internal Audit Plan and how Internal Audit coverage is determined.	29 - 84

No other items of business can be considered unless the Chair decides the matter is urgent for reasons that must be specified and recorded in the Minutes.

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

AUDIT AND GOVERNANCE COMMITTEE

Minutes of the Meeting held on 16 October 2025 at 6.00 pm

Present:-

Cllr E Connolly – Chair

Cllr M Andrews – Vice-Chair

Present:	Cllr S Armstrong, Cllr S Bartlett, Cllr L Dedman (In place of Cllr M Phipps), Cllr T Slade (In place of Cllr J Beesley), Cllr M Tarling and Cllr C Weight
Present Virtually:	Cllr V Slade, Lindy Jansen-VanVuuren
Also in attendance:	Cllr M Cox, Cllr J Hanna (virtually)

40. Apologies

Apologies were received from Cllr J Beesley, Cllr M Phipps and Samantha Acton.

41. Substitute Members

Notification was received that Cllr T Slade was substituting for Cllr J Beesley and Cllr L Dedman was substituting for Cllr M Phipps for this meeting.

42. Declarations of Interests

Cllr S Armstrong declared an interest in Agenda Item 8, Procurement and Contract Management Strategy, in that she worked for an organisation that is commissioned by the Council to deliver services for young people. She did not speak or vote and left the meeting room when the item was considered.

During consideration of Agenda item 8, Cllr M Tarling declared an interest in that he worked for a company which worked on a number of local authority frameworks, not as far as he was aware this Council, he worked in a Hampshire County Council framework office.

43. Confirmation of Minutes

The minutes of the meeting held on 24 July 2025 were confirmed as an accurate record for the Chair to sign, subject to the inclusion of Lindy Jansen-VanVuuren as being present virtually in the list of attendees.

Voting: Unanimous

44. Action sheet

The completed actions on the action sheet were noted. It was agreed to add the following action arising from Minute number 21 of the committee meeting held on 24 July 2025:

Update committee on the review by leadership team of the function of IG Information Governance within BCP Council.

45. Public Issues

The following public issues were received:

Public Questions

Agenda Item 12 – Internal Audit Quarterly Audit Plan Update - Question from Mr Alex McKinstry:

Re agenda item 12, page 207: "Significant issues arising". Can you confirm, in total, how much council tax revenue has been recovered through investigations into erroneous or fraudulent single person's discount claims since Internal Audit began this work in December 2024?

Can you also confirm what additional sum has been raised, again in total since December 2024, by way of related penalties; and what is this latter money being used for - is it ringfenced for any specific purposes?

Response read out by Chair:

Internal Audit did not begin reviewing Single Person Discounts in December 2024 as the questioner suggests. They performed reviews of Single Person Discounts from November 2023 to December 2024, the results of which were within the Chief Internal Auditor's Annual Opinion Report 2024/25 which was presented to the 24 July 2025 Audit & Governance Committee. From December 2024, Internal Audit passed the review of Single Persons Discounts to the Council Tax Department.

With regards to the 2nd question, since December 2024 over £284,000 has been raised from discounts being removed and £22,000 of penalties levied.

Once a discount has been removed or a penalty levied, the customer is billed appropriately, and the account enters our normal recovery process if the instalments are not paid. Any sums raised and recovered form part of the Council's normal income and are not ring-fenced for specific purposes.

Agenda Item 14 – Forward Plan (refresh): Question from Mr Alex McKinstry:

The forward plan notes that a meeting on 24 September 2025 was devoted to the FuturePlaces interim report (albeit only Parts 1-4 of it); why have the draft minutes of that meeting not been presented to the Committee tonight for approval?

Can you also explain why debate on the final report has been deferred to a newly-arranged meeting, to be held on 6 November 2025?

Response read out by Chair:
The Chair has agreed with the committee that the Future Places investigation will next be discussed at a single agenda item meeting on 6th November, similar to the meeting of 24th September. This approach is intended to allow appropriate time for committee discussion rather than condense the item into a core meeting of the committee with multiple agenda items.

The draft minutes of that meeting on 24 September have not been presented to this meeting as they have not yet been published. While Democratic Services always endeavour to publish minutes in a timely manner, a number of committee meetings were required to be rearranged due to the pre election period for the recent by election in the Talbot and Branksome Woods ward, resulting in a highly condensed schedule of meetings to be serviced during the second half of September. The Chair is aware that the minutes will be published with the agenda for the next meeting on 6 November and will therefore appear as a clear reference point alongside other related items for the Future Places investigation meeting

Public Statements

<u>Agenda item 6 – External Auditor – Audit Progress & Sector Update</u>

Statement 1 from Philip Gatrell:

LOCAL AUDIT AND ACCOUNTABILITY ACT 2014:
REGISTERED LOCAL GOVERNMENT ELECTORS'
ANNUAL ACCOUNTING INFORMATION REQUEST RIGHTS 2024/25

A local authority ensures appropriate legislation applies to those in the community receiving services and benefits.

Specific statutes also provide rights - including 2014 Act Sections 26 and 27 - to ensure an independent component of compliance by councils.

It may assist this regulatory Committee to remind concerning those rights:

- Section 26 - Obtain from a council within a limited public inspection period information regarding the annual draft Statement of Accounts. This also enables electors to ask questions of the external auditor whose duties are determined by the 2014 Act.
- Section 27 - Raise objections with the auditor regarding the Accounts.

- Rights must be exercised within the inspection period to secure the auditor's substantive response to electors but Council Officers have previously repeatedly contravened their obligation to respond in time.

My following Issue records the position for 2024/25.

Statement 2 from Philip Gatrell:

"2014 ACT" SECTION 26 REQUEST FOR 2024/25

It is important first to dispel possible misconceptions regarding a council's registered local government electors' above rights.

Freedom of Information requests are distinct from Section 26 rights which are not subject to potential information providing time-cost limits.

That was established in the prevailing 2021 case of Moss v Royal Borough of Kingston. The case similarly affirmed electors' existing 2014 Act core rights during the annual public inspection period stipulated by the Accounts and Audit Regulations 2015; the Regulations also contain an authority's fuller obligations.

In view of Council Officers' previous noncompliance, my earlier Issues emphasised the Moss case decision and its citation of the preceding Veolia case defining electors' democratic participation as "custodians of" the not infallible "custodian" auditor.

Officer response to my 2024/25 Section 26 information request improved but was received only shortly before the final date. My next Issue refers

Statement 3 from Philip Gatrell:

SECTION 26 REQUEST RESPONSES FOR 2024/25 ACCEPTED BY THE AUDITOR AS MY SECTION 27 OBJECTIONS INCLUDE:

- The Council's year end bank account balance £4,794,000 recorded in Accounts Note 16 on page 50 is incorrect with reference to the anomalous negative cash balances £11,565,000. Arising from multifarious individual elements this indicates there was a net overdrawn balance of up to £6,771,000.
- This further denotes that the Trust Funds held by the Council have been wrongly utilised for Council purposes.
- Interest was not applied to the Trust Funds.
- Information received confirms material system and internal control weaknesses affecting the Council's vulnerable laptop computers.
- This is due to the irrational accounting policy whereby bulk purchases of laptops individually costing less than the £10,000 capitalisation de minimis limit are capitalised and subject to a degree of fixed assets

inventory control. Whereas numerically smaller purchase orders of high value in 2024/25 are charged to revenue.

46. External Auditor – Audit Progress & Sector Update

Barrie Morris and Katie Whybray of Grant Thornton, the Council's External Auditor (EA), presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

The report provided an update on Grant Thornton's 2024/25 audit work. It was noted that the Audit Findings Report for 2024/25 and the Value for Money arrangements findings in the interim Auditor's Annual Report were due to be presented to the Committee at its meeting on 27 November 2025. The report also included a summary of emerging national issues and developments that could be relevant to the Council. It was confirmed that the audit certificate had now been issued.

The EA representatives and the Chief Financial Officer (CFO) provided the following information in response to questions on the report:

- The EA explained that a key piece of work was to seek assurance over current year transactions, it was hoped to roll out pilot schemes to assist in undertaking this work but this may not be until next year.
- The EA was unable to start its review of housing benefits as working papers had not been received. The EA was in discussion with the Council to try and address this, otherwise it could cause delay.
- The EA confirmed that the audit review for the revaluation of land and buildings was in progress, with no significant issues identified as yet
- The CFO confirmed that the risk associated with proposed changes to business rates had been reflected in the latest Medium Term Financial Plan (MTFP) reports, subject to the final position being set out in the provisional Local Government Finance Settlement .
- In terms of national challenges for councils and comparative data, the EA explained that this would be covered further in the Value for Money report. The EA noted the proactive work taking place.

There were a number of questions around the Council's debt position. This was set out in the MTFP report. The Council was 'mid range' when benchmarked against other councils. The Council's debt position continued to increase due to the Dedicated Schools Grant (DSG) deficit and the requirement to charge interest costs to the General Fund. The Council had lobbied the Government to change this requirement on a number of occasions and the CFO agreed to reflect on the suggestion that the Committee add its weight to this. It was also noted that the short-term borrowing arrangement for the DSG had been based on Government advice. In terms of how much the debt position related to council tax, the Government was clear in its position that councils should be funded locally through council tax with an expectation that the 4.99% maximum permitted increase be applied for the next three years. It was also noted that the increase in employers’ national insurance contributions took up a significant proportion of the 4.99%

The Portfolio Holder advised that the Council’s overall debt ceiling had been reduced to reflect the Administration’s more risk averse position.

RESOLVED that the Audit & Governance Committee notes the External Auditor’s progress to date in delivering their responsibilities and the sector update provided.

Voting: Agreed with no dissent

47. Treasury Management Monitoring update for Quarter 2 2025/26

The Assistant Chief Financial Officer (CFO) presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

The report provided an update on the Quarter Two position for 2025/26 in relation to treasury management activities. It included a summary of the current economic climate, an overview of the estimated performance of the treasury function, an update on the borrowing strategy (short and long term), investments and compliance with prudential indicators. The Quarter Two position forecast an underspend of £0.3m due to the Council’s ability to borrow in the local authority market at lower than budgeted interest rates.

The Assistant CFO highlighted that government and local government debt continued to become more expensive despite the reduction in the Bank of England interest rate. He also gave an example of where a loan had been refinanced in September 2024, resulting in a saving of £19million over its lifespan.

The CFO and Assistant CFO provided the following information in response to questions on the report:

- The cost of borrowing from other local authorities usually mirrored Public Works Loan Board (PWLB) rates.
- The list of the Council’s long term borrowings with shorter maturity dates in Table 4 related to the Housing Revenue Account (HRA) pool and was included in the HRA business plan
- Once the PWLB rate came down the Council would move from short to long term borrowing.
- There was currently a reduction in supply and an increase in demand in the local authority market. It was noted that some local authorities would not lend to others particularly where S114 notices had been issued. The Dedicated Schools Grant (DSG) deficits affecting many local authorities were contributing to the increase in demand.
- It was also important to acknowledge the impact of wider geopolitical factors on the market.

- Although not specifically referenced, the DSG formed a substantial part of the £111 million short term borrowings listed in Table 4.

The Committee agreed that it would be helpful to provide a breakdown of debt in diagrammatic/chart form. The Chair invited members to contact her with suggestions on information to be included. She would then collate responses and discuss with the Assistant CFO a resource appropriate way of presenting this in future reports.

In response to the discussion on this report and the previous agenda item, the CFO stated that as part of management reflection on the current position in relation to the DSG and SEND, consideration would be given to whether further letters to MPs and the Government were required, including the offer of support from the Audit and Governance Committee.

RESOLVED that the Audit and Governance Committee notes the reported activity of the Treasury Management function for April to September 2025.

Voting: Agreed with no dissent

48. Procurement and Contract Management - Delivery Plan Progress Report

The Head of Procurement and Contract Management (PCM) presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'C' to these Minutes in the Minute Book.

The report provided an update on progress made during the first year of delivery of the Council's Procurement and Contract Management Strategy 2024 - 2028. It was noted that 29 of the 57 commitments in the Strategy were now completed, 19 were in progress, and 9 not yet started (none of which were ranked as high priority). The report provided explanatory data for seven of nine measures by which delivery was to be evaluated and monitored and which the Committee had asked to see. The remaining two measures were under development. The report also gave an update on the Government's consultation in July 2025 on proposed further reforms to public procurement.

The Head of PCM provided the following information in response to questions:

- Examples of Justified Extensions may include cases where contract review dates had not been set early enough or where service teams had responded too late
- There were further areas of off contract buying taking place which the Council would look to address
- Although external frameworks were used, Council-developed frameworks often provided a better fit, particularly for the local market

- Key performance indicators (KPIs) for the measures of Social Value, Small Medium Enterprises (SMEs) and Local Spend were benchmarked with other councils.
- The procurement process was required by regulation to be digital. The Council recognised that some requirements were more onerous for smaller/local suppliers and tried to simplify where possible.
- Concessions depended on the value of turnover and the threshold was governed by regulation.

In response to a question about the outcome of the Council's transformation programme, the Committee was told that although this had informed the development of the procurement process, as part of a bigger piece of work on the procurement and commissioning function, the operating framework had now changed to reflect more recent Government regulations. Project work on developing procurement frameworks was being managed by engaging with service directors to draft corporate contracts where synergies existed. Savings raised through procurement activity were difficult to quantify and more likely to equate to time than money. The overall transformation programme had now closed. A number of service specific, mostly commissioning based, transformation programmes remained.

A concern was raised about the target of 45% for awarding local contracts. This was lower than the average of 47% and did not seem very ambitious. The Head of PCM advised that the target was not currently being met (although it was noted that Co-pilot statistics on targets differed) and that it would be a challenge in itself to reach 45%. The position was balanced against the social value target which had been fully met, however it was noted that widely established suppliers were more likely to contribute to this target than local companies. It was noted that the Social Value statement to Cabinet in November 2025 was intended to provide a better framework for engagement with local suppliers. Committee members acknowledged that there was a need to strike the right balance while ensuring value for money was at the core.

The Portfolio Holder confirmed that he met regularly with the Head of PCM and was satisfied with the responses provided. He considered the 45% target for local contracts was reasonable in the current financial climate with limited capacity to do more. The position may be reviewed in the future once the target was achieved.

The Committee was advised that the recommendation set out in the report may need amending to delegate authority to the Procurement and Contract Management Board to determine the targets for the nine measures. The Head of PCM explained that reviewing the measures as KPIs made them easier to understand. The Committee was assured that the Board was made up of a senior officer team including the statutory officers. Members would be able to challenge the mechanism for setting each target and track its progress in the update report to the committee every six months.

RESOLVED that:

(i) The Audit & Governance Committee notes progress to date in delivering BCP's Procurement and Contract Management Strategy 2024 – 2028 and the update provided;
(ii) The Audit and Governance Committee agrees the approval mechanism to refine the (9) measures described in Section 5.5 of the Procurement and Contract Management Strategy 2024 – 2028.
(iii) The Audit and Governance Committee delegates authority to the Procurement and Contract Management Board to set the targets (for the 9 measures) and report back to the committee in six months

Voting: Unanimous

49. Risk Management - Corporate Risk Register Update

The Risk and Insurance Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these Minutes in the Minute Book.

The report and its appendices provided a comprehensive update on the position of the Council's Corporate Risk Register for Quarter 2. Material changes in risk during this period were outlined in paragraph 11 of the report, with four main updates provided and further details of each risk given in Appendix 4. It was noted that a new Risk Management Policy was due to be presented to the Corporate Management Board by the end of 2025. The new Risk App was now in phase two of its development.

Officers responded to questions about the report. The Risk and Insurance Manager agreed to review the target risk scores shown as red and provide further explanation on why the risk was being tolerated/accepted or treated. The Chief Executive was asked for his thoughts about the risk register and confirmed that it reflected his views about the corporate risks for the Council and his discussions with councillors and colleagues since his appointment. He agreed that it was important to explain why risks were accepted and what was being done to mitigate them and to mind against treating the risk register as a panacea. He also referred to the importance of risk ownership and the links between operational and corporate risk.

In relation to the Dedicated Schools Grant (DSG) deficit, the Chief Financial Officer confirmed that Medium Term Financial Plan reports were now explicit in setting out the costs of borrowing, whether this be through the Council losing interest elsewhere or in the interest on the borrowing itself. Following a discussion on how the Committee could seek assurance that related expenditure was being tracked, the Chair agreed to liaise with the Chair of the Children's Services Overview and Scrutiny Committee on the arrangements for how the DSG, the high needs block and Corporate Risk CR02 were being monitored with a view to potentially adding an item onto the Forward Plan. It was noted that the high needs block was a matter for the Council as a whole to address.

Other points raised in relation to specific risks included:

- CR27 – It was noted that cliff management/instability was a long standing item on the register with no budget to address. The Risk and Insurance Manager agreed to seek further information from the Risk Owner and team on any available measures to secure funding.
- CR28 – A concern was raised about the 2028 deadline and the date of the local plans still in use, the Risk and Insurance Manager agreed to discuss the timeframes for the new BCP Local Plan with the Director of Planning and Transport.
- The Risk and Insurance Manager agreed to check and confirm which corporate risk covered asylum hotel protests
- CR16 – A concern was raised about missing out on funding and not taking communities with us due to a lack of resources to secure and manage partnerships. The Chief Executive agreed to liaise with Risk Owner to provide further information on the progress of how this risk was being treated, including the capacity assessment due to be undertaken in December 2025.

RESOLVED that the Audit and Governance committee notes the update provided in the report relating to corporate risks

Voting: Agreed with no dissent

50. Health and Safety Update

The Health and Safety Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'E' to these Minutes in the Minute Book.

The report detailed the progress made on the delivery of the Health and Safety governance arrangements for BCP Council. Implementation of the governance framework continued to be embedded and was working effectively. Health and Safety and Fire Safety Board and other meetings were held at the agreed frequency with generally good attendance. The Committee was advised of corporate work undertaken since the last committee meeting, including a further two inspections of maintained schools, with very high standards found. The report provided an update on a number of corporate systems and highlighted where some policies and procedures had been reviewed. The report also gave a summary of work-related accident notifications submitted to the Health and Safety Executive over the last 12 months.

The Health and Safety Manager responded to questions about the report. A point was raised about accident frequency rates and the collection of data, whether this could be provided from top level downwards (from fatalities and serious incidents to near misses) and how the data compared to other councils. It was noted that the majority of incidents were attributed to 'trips and slips'. It was agreed that Cllr M Tarling, who raised the issue, liaise with the Health and Safety Manager on how the suggested pyramid approach to accident data could be incorporated into the next report.

The Health and Safety Manager was asked about the type of circumstances where a member of the public was taken to hospital from the scene of the accident and confirmed that this would apply to any area of Council land.

RESOLVED that:

(a) the Audit and Governance Committee notes the continued progress in implementing the Health and Safety governance arrangements and operational updates;
(b) Health and Safety ongoing governance arrangements updates continue to be reported annually to the Audit and Governance Committee.

Voting: Agreed with no dissent

51. Emergency planning and business continuity annual report

The Emergency Planning and Resilience Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'F' to these Minutes in the Minute Book.

The annual monitoring report gave an overview of key activity in relation to the Council's statutory duties of emergency planning and business continuity over the period concerned. The report was intended to provide assurance to the Committee with regard to these statutory duties. The Emergency Planning and Resilience Manager drew attention to the Council's response to the recommendations arising from the Grenfell public inquiry, one of which emphasised 'the need for the staff of local authorities to treat resilience and preparedness for emergencies as an essential part of their responsibilities'. As a result of this, a standard clause in relation to emergency response was being added to all new BCP Council contracts being issued under Pay and Reward, to support the mobilisation and redeployment of staff. She also highlighted that the South West Regional Cyber Crime Unit (RCCU) been invited to deliver an exercise to test the Council's cyber response plan and related business continuity arrangements on 9 December 2025.

The Emergency Planning and Resilience Manager responded to questions about the report. She agreed to share the outcomes of the South West RCCU exercise with the Chair. She was also asked about the role of ward councillors in supporting their communities. She explained that a councillor protocol was being developed to assist members in emergency response. Training sessions had also be arranged to assist councillors in supporting community resilience pre and post emergency. This work would help to focus resources where most needed.

A committee member reported that where a fire and evacuation at the Gainsborough care home was referenced in paragraph 32 of the report, a fire appliance had attended the incident but there had not been a fire.

RESOLVED that the Audit and Governance Committee notes:

(a) the emergency planning and business continuity activity that has taken place during the monitoring period;
(b) the improved resourcing position within the Emergency Planning Team which has enabled the team to refocus on the work programme in support of the organisation;
(c) the background information on the national context for resilience and how this is likely to direct local level activity.

Voting: Agreed with no dissent

52. Internal Audit – Quarterly Audit Plan Update

The Audit Manager (Deputy Chief Internal Auditor) presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'G' to these Minutes in the Minute Book.

The report detailed progress made on the delivery of the 2025/26 Audit Plan for the 2nd quarter (July to September 2025 inclusive). It provided an update on the status of audit assignments and audit recommendations and the recovery of single person discount errors. It was noted that progress was on track and would be materially delivered to support the Chief Internal Auditor's annual audit opinion.

The Audit Manager reported that the next quarterly report would update on the high priority recommendations of the two 'Partial' audit opinions. She referred to the adjustments made to the audit plan and explained that where high risk audits had been removed from the plan, other sources of assurance for this year had been identified. The Committee was reminded of its role in monitoring the implementation of audit recommendations. The information provided in Table 11 of the report was designed to assist members in considering whether further explanation was required. The Audit Manager confirmed that the internal audit team was fully resourced at the present time, The full time equivalent (FTE) figure had reduced due to the planned recruitment of two of the three apprentices to permanent positions. The Committee commended this successful approach to recruitment. An Audit Manager post had been appointed on a part time basis.

The Head of Audit and Management Assurance (HAMA) was asked whether his role in leading the FuturePlaces investigation was impacting on the rest of the service area. He advised that it had been manageable over a short period of time as contingency was built into the service. It was not sustainable in the longer term and was beginning to have an impact in some areas. Service managers were to be applauded for their capabilities in stepping up. It did also present opportunities for professional development. The Committee commended staff for their work during this time.

The Chief Financial Officer was asked why the full implementation of one high priority recommendation from the Asset Management estate management audit was not due until 2030. He explained that the timescale reflected the scale of the task involved in transferring paper records, including many from the Christchurch preceding authority, to electronic records. He also referenced the resources allocated to progress this, bearing in mind it was not deemed a council priority in terms of the budget. He reiterated that the recommendation was about the reconciliation between records, not the identity or transfer of specific assets.

Committee members discussed whether there was a need to follow up on any of the outstanding recommendations listed in appendix 1 of the report. It was noted that four recommendations had an original target date of 2024. Members agreed that asking the HAMA to seek more detailed explanation from the relevant directors in these four cases for inclusion in the next report may provide the committee with a better understanding of the issues before considering any further action.

RESOLVED that the Audit and Governance Committee:

a) notes progress made and issues arising on the delivery of the 2025/26 Internal Audit Plan and
b) notes the explanations provided for non-implemented recommendations (Appendix 1) and requests further explanation and assurance from the Service/Corporate Director for recommendations with the original date in 2024.

Voting: Unanimous

53. Annual Report of Internal Audit Counter Fraud Work and Whistleblowing Referrals 2024/25

The Audit Manager (Deputy Chief Internal Auditor) presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'H' to these Minutes in the Minute Book. The report detailed the counter fraud work carried out by Internal Audit during 2024/25 to provide assurance on the Council's response to combating fraud and corruption.

The Audit Manager drew attention to some of the work undertaken, including an annual review/update of policies, monitoring completion of staff fraud awareness training (87% by August 2025), and the matching of payroll data to identify undeclared dual employment as part of prevention and detection work. All high risk audit reviews had been completed. All allegations of suspected fraud or financial irregularity had been investigated in a proportionate manner. Two formal whistleblowing referrals had been investigated and resolved during 2024/25. Further details were provided in an exempt appendix to the report. Corporate counter fraud work had included assisting with Right to Buy application checks. It was noted that the CIPFA-based annual assessment of the Council's arrangements on managing the risk of fraud and corruption had scored 94%.

The BCP Anti-Fraud & Corruption Policy had been revised to incorporate the new corporate offence introduced by recent legislation, meaning that organisations may face prosecution if a fraud is committed by an employee, agent, or subsidiary with the intent to benefit the organisation, and the organisation has failed to implement reasonable fraud prevention. Training for senior management was being provided.

Officers provided the following information in response to questions on the report:

- It was confirmed that failure to notify the Council that a blue badge holder had passed away could be classed as potential fraud. Data matching was helping to identify cases at an earlier stage.
- In terms of how the increase in fraud cases had affected the capacity of team, it was explained that most cases related to council tax discount referrals which already had resources allocated and which had now transferred to the revenue compliance team.
- The Audit Manager agreed to provide further information in relation to 6% of the CIPFA assessment score not achieved and to consider whether a form of external verification was possible for future years
- Members were assured that councillor training completion rates were taken seriously, although it was noted that there were limits on enforcement. Councillor training was reported to the Standards Committee. It was acknowledged that there could be genuine reasons for not being able to complete training. Support would be provided as required to remove barriers to participation.
- There was a specific team in revenue and benefits which focussed on the collection of business rates. The team was proactive in this work and achieved good recovery rates compared to other councils.

RESOLVED that:

a) the counter fraud work & investigations carried out by Internal Audit during 2024/25 be noted;
b) the whistleblowing referrals received during 2024/25 be noted.

Voting: Agreed with no dissent

54. Forward Plan (refresh)

The Head of Audit and Management Assurance presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'I' to these Minutes in the Minute Book.

The report set out the refreshed list of reports to be considered by the Audit & Governance Committee for the 2025/26 municipal year. It was noted that the annual report of fire safety would be presented to the Committee in

January 2026. This had previously formed a joint report with health and safety, however these were now separate teams which followed different reporting timescales. The Forward Plan also included schedules for the FuturePlaces and Carters Quay items.

The Chair asked members to note that a further meeting on FuturePlaces may be required depending on the outcome of the Committee meeting on 6 November 2025. She also indicated that it may be possible to schedule Carters Quay on 27 November 2025, should other reports be delayed.

RESOLVED that the Audit & Governance Committee approves the Forward Plan for 2025/26 as set out at Appendix A.

Voting: Agreed with no dissent

The meeting ended at 9.37 pm

CHAIR

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BCP Audit and Governance Committee Action Tracker				
Minute number	**Item**	**Action** Items remain until action completed.	**Who**	**Outcome**

Meeting date: 16 October 2025 (core meeting)				
44	**Action Sheet**	Add the following action arising from the minutes of 24 July 2025: Update committee on the review by leadership team of the function of IG Information Governance within BCP Council.	Democratic Services	Added at 21 below
47	**Treasury Management Monitoring update for Quarter 2, 2025/26**	Provide breakdown of debt in diagrammatic/chart form in future reports. Chair to collate suggestions from committee and discuss with Assistant Chief Financial Officer (CFO) a resource appropriate way of presenting.	Chair/Assistant CFO	Under consideration for a future Cabinet finance report
		Consider whether further letters to MPs and the Government are required, including the offer of support from the Audit and Governance Committee, as part of management reflection on the current position in relation to the DSG and SEND	CFO	Ongoing consideration as part of 2026/27 Budget process and regular finance reports to Cabinet.
49	**Risk Management - Corporate Risk Register Update**	Review target risk scores shown as red and provide further explanation on why risk is being tolerated/accepted or treated	Risk and Insurance (R&I) Manager	Complete - factored into the quarterly review process and will be presented to A&G at the next core meeting in January 2026
		Liaise with Chair of the Children's Services O&S Committee on arrangements for how DSG, high needs block and Corporate Risk CR02 are being monitored (possible forward plan item)	Chair	

BCP Audit and Governance Committee Action Tracker				
Minute number	**Item**	**Action** Items remain until action completed.	**Who**	**Outcome**
		CR27 - seek further information from the Risk Owner and team on any available measures to secure funding	R&I Manager	Complete - factored into the quarterly review process and will be presented to A&G at the next core meeting in January 2026
		CR28 - discuss timeframes for new BCP Local Plan with the Director of Planning & Transport	R&I Manager	Complete - factored into the quarterly review process and will be presented to A&G at the next core meeting in January 2026
		Confirm which corporate risk covers asylum hotel protests	R&I Manager	Complete - factored into the quarterly review process and will be presented to A&G at the next core meeting in January 2026
		CR16 – liaise with Risk Owner to provide further information on progress of how risk being treated, including capacity assessment due to be undertaken in December 2025.	Chief Executive – delegated to the R&I manager	Complete - factored into the quarterly review process and will be presented to A&G at the next core meeting in January 2026
50	**Health and Safety Update**	Consider how the suggested pyramid approach to accident data could be incorporated into the next report.	Cllr M Tarling /Health and Safety Manager	
51	**Emergency planning and business continuity annual report**	Share with Chair the outcomes of South West Regional Cyber Crime Unit exercise to test Council's cyber response plan and related business continuity arrangements on 9/12/25	Emergency Planning and Resilience Manager	
52	**Internal Audit – Quarterly Audit Plan Update**	Further explanation and assurance requested from the Service/Corporate Director for recommendations with the original target date in 2024, to be included in next report.	Deputy Chief Internal Auditor (RH)	Complete - to be factored into next Internal Audit quarterly report to A&G at core meeting in January 2026

BCP Audit and Governance Committee Action Tracker				
Minute number	**Item**	**Action** Items remain until action completed.	**Who**	**Outcome**
53	**Annual Report of Internal Audit Counter Fraud Work and Whistleblowing Referrals 2024/25**	Provide further information in relation to 6% of the CIPFA assessment score not achieved and to consider whether a form of external verification was possible for future years	Deputy Chief Internal Auditor (SM)	Complete - to be factored into next Internal Audit quarterly report to A&G at core meeting in January 2026
Meeting date: 24 September 2025 (Additional meeting) PART A – BCP FuturePlaces Investigation Report (Scope Items 1 to 4)				
39	**Scope 1. Timeline and key decisions**	1.1 Add Monitoring Officer's report to end of timeline to demonstrate action which had been taken by Committee.	Head of Audit and Management Assurance (HAMA)* *NOTE: In some cases where HAMA is listed, a more specialist officer may be required to action	Complete – shown on page 14 (of 190) on the report
	Scope 2. Decision to create BCP Future Places Ltd – Cabinet 26 May 2021	2.1 Confirm whether due diligence was undertaken in the appointment of Inner Circle Consulting.	HAMA	A detailed fee proposal document was produced by Inner Circle for the Council to consider. This covered the initial consultancy work (£37,150) which contributed to the Cabinet report 26 May 2021, which led to the decision to progress with the URC concept.

BCP Audit and Governance Committee Action Tracker				
Minute number	**Item**	**Action** Items remain until action completed.	**Who**	**Outcome**
		2.2 Investigate procurement process for Inner Circle Consulting, including whether it involved one or two separate procurements.	HAMA	There were two separate procurements. The second procurement was originally valued at £165,885 and was formally revised to £463,811 as project gateways were successfully completed.
		2.2 Verify discrepancy between £2 billion and £3 billion cited in different meetings, including checking transcripts and impact on decision-making.	HAMA	Unclear why there were two figures quoted. There may be an explanation in that the original £2Bn quoted was linked to 14 schemes originally planned which grew to 19 schemes by the time the Council produced the commissioning plan which FPL relied upon to create their first business plan.
	Scope 3. Establishment and operation of BCP Future Places Ltd.	3.1 Consider how it would be possible to investigate the legality and appropriateness of recruitment process for MD and senior officers.	HAMA /MO	
		3.1 Invite former FuturePlaces officers to respond to targeted questions following conclusion of consideration of the HAMA's full report.	Chair on behalf of committee?	
		3.1 Clarify how consultancy rates and salaries were determined, including any market comparisons or procurement procedures.	HAMA	Consultancy rates and salaries were determined by professional judgement of officers of the Council, comparing with similar such consultancies across the Council.

BCP Audit and Governance Committee Action Tracker				
Minute number	**Item**	**Action** Items remain until action completed.	**Who**	**Outcome**
		3.1 Consider questions sent from Committee Members.	Chair	
		3.2 Add to enquiry list a request for Future Places' Directors perspective on absence of commissioning contract and resource agreements.	Chair	
		3.2 Clarify governance terminology in future documents to specify whether decisions lie with Cabinet, full Council, or shareholder representatives.	HAMA / MO	An agenda item for a future Shareholder Advisory Board decision. The Shareholder Operations Board will firstly discuss and formulate a proposal.
		3.3 Consider recommendation regarding a clear policy framework for Teckal companies regarding whether Council policies should be fully adopted or selectively applied.	HAMA / MO	An agenda item for a future Shareholder Advisory Board decision. The Shareholder Operations Board will firstly discuss and formulate a proposal.
		3.4/3.5/3.6 FPL Directors to be asked about items highlighted within this section, including relationship set up and expectations, provision of monthly management accounts and 'mission creep'.	Chair	

BCP Audit and Governance Committee Action Tracker				
Minute number	**Item**	**Action** Items remain until action completed.	**Who**	**Outcome**
		3.4/3.5/3.6 Recommendation to be considered regarding use and implications of the term ‘draft’ and the need to ensure progress could be monitored and scrutinised as appropriate.	HAMA / MO	An agenda item for a future Shareholder Advisory Board decision. The Shareholder Operations Board will firstly discuss and formulate a proposal. The proposal may be along the lines of, including in the shareholder agreement, ‘shareholder will have access to all draft reports should they be requested’.
Meeting Date: 24 July 2025 (core meeting)				
18	**Public Issues**	Create landing page on Council website for interim and final reports on BCP Future Places investigation, including report appendices and all Freedom of information (FOI) information received.	HAMA	To be created after meeting on 3 December 2025 (or meeting that is considered final)
19	**Carters Quay update*** *see also Forward Plan	Add areas of focus raised during discussion to the list of relevant considerations in paragraph 7 of report and circulate revised list to committee members within two months	Director, Investment & Development	Circulated 7/10/25
		Include revised list with information requested in next report to committee	Director, Investment & Development	Will be included and responses provided within next report, timings subject to confirmation by Chair

BCP Audit and Governance Committee Action Tracker				
Minute number	**Item**	**Action** Items remain until action completed.	**Who**	**Outcome**

21	**Information Governance**	Update committee on the review by leadership team of the function of IG Information Governance within BCP Council.	tbc	
22	**Treasury Management**	Arrange date for Treasury training session for committee members, intended to be delivered by external consultants who support Council with its Treasury management	Assistant CFO, in consultation with Chair	Training session arranged on MS Teams at 6.00pm on 20 November 2025
24	**Risk Management – corporate risk register update**	CR20 – check with riskowner on how risk is communicated to public and circulate response	R&I Manager	Update awaited from Risk Owner.
32	**Annual Governance Statement and Annual review of Local Code of Conduct**	Invite Chair of Standards Committee to future meeting to appraise on councillors training	Monitoring Officer (MO)	Include on agenda for 26 February 2026 committee
33	**Forward Plan**	Agree which committee date to schedule Carters Quay report in Quarter 4 and advise committee members	Chair and Vice Chair	To be agreed
		Liaise with Chair on scheduling of Ombudsman reports	MO	In progress

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AUDIT AND GOVERNANCE COMMITTEE

Report subject	**Internal Audit Plan Coverage - Presentation**
Meeting date	27 November 2025
Status	Public Report
Executive summary	This presentation gives Audit & Governance Committee an overview of the compilation of the Internal Audit Plan and how Internal Audit coverage is determined.
Recommendations	**It is RECOMMENDED that Audit & Governance Committee:** **Note the processes in place to produce the Internal Audit Plan and how coverage is determined**
Reason for recommendations	To provide Audit & Governance Committee with an overview of the production of the Internal Audit Plan and how audits are selected for the annual audit plan, to facilitate Audit & Governance Committee review and approval of the Internal Audit Plan.
Portfolio Holder(s):	Cllr Mike Cox, Finance
Corporate Director	Aidan Dunn, Chief Executive
Report Authors	Nigel Stannard Head of Audit & Management Assurance ☎01202 128784 🖃 nigel.stannard@bcpcouncil.gov.uk
Wards	Council-wide
Classification	For Information

Background

1. At the 29 May Audit & Governance Committee, the Minutes record in relation to the Internal Audit Plan that “The Chair commented on Internal Audit’s risk based approach and members supported the suggestion of including a briefing at a non-core meeting on how Internal Audit achieved ‘comfort’ with its coverage.”

2. This presentation therefore provides the Committee with an overview of the production of the Internal Audit Plan with specific focus on how the Chief Internal Auditor / Internal Audit team determine that the coverage on the plan is appropriate.

How is Internal Audit Plan coverage determined?

3. The presentation (Appendix 1) provides an overview of how the Internal Audit Plan coverage is determined. The appendices 2 – 7 provide some further information if required.

Options Appraisal

4. An options appraisal is not applicable for this report.

Summary of financial implications

5. There are no direct financial implications of this report. Financial and resource implications for the Internal Audit team and the Internal Audit Plan are covered in the Internal Audit Planning Consultation and Audit Plan reports.

Summary of legal implications

6. There are no direct legal implications of this report.

Summary of human resources implications

7. There are no direct human resources implications of this report. Financial and resource implications for the Internal Audit team and the Internal Audit Plan are covered in the annual Internal Audit Planning Consultation and Audit Plan reports.

Summary of sustainability impact

8. There are no direct sustainability impact implications from this report.

Summary of public health implications

9. There are no direct public health implications from this report.

Summary of equality implications

10. There are no direct equality implications from this report.

Summary of risk assessment

11. There are no risk implications of this report. Risk implications for the Internal Audit Plan are covered in the annual Internal Audit Planning Consultation and Audit Plan reports.

Background papers

None

Appendices

Appendix 1 – "How is Internal Audit Plan coverage determined?" *(copy of Powerpoint presentation)*

Appendix 2 – High Level Resource Plan – Example 2025/26

Appendix 3 – Sources of Information for Audit Planning

Appendix 4 – Core Audit Plan
Appendix 5 – Proposed Annual Plan
Appendix 6 – BCP Council Assurance Framework
Appendix 7 - Anti-Fraud & Corruption Audit Plan

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How is Internal Audit Plan coverage determined?

Briefing for Audit & Governance Committee

27 November 2025

Why have an Internal Audit Plan?

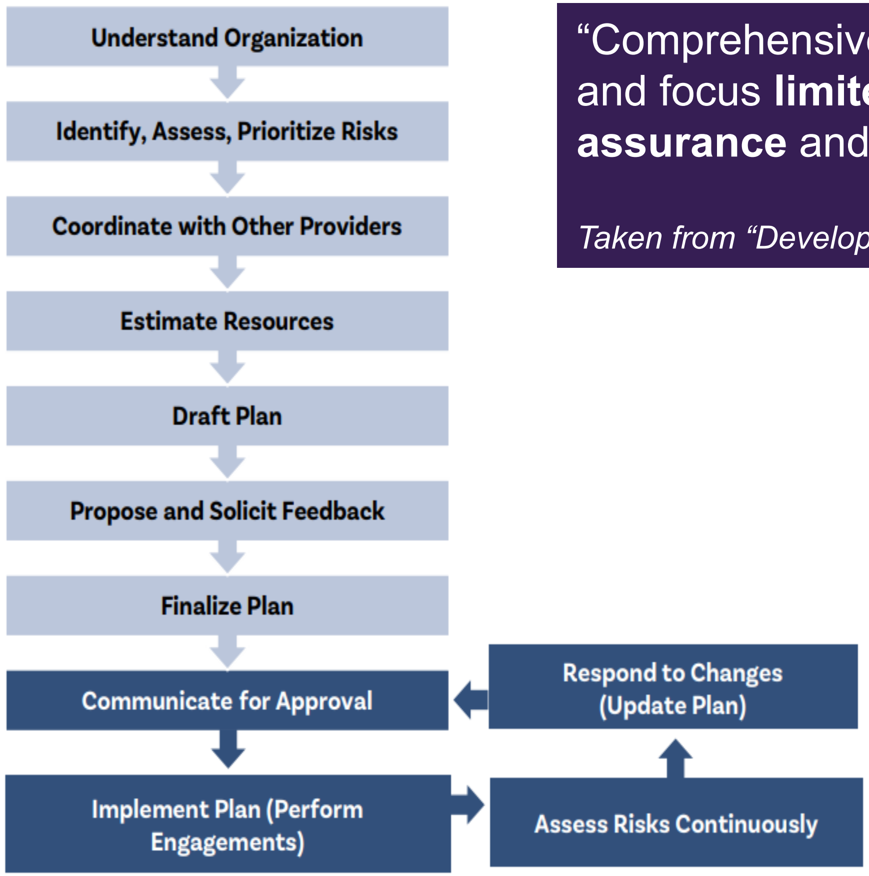
- Meet purpose, aims & objectives of Audit Charter & Mandate:

> The purpose of the Internal Audit function is to strengthen BCP Council's ability to create, protect, and sustain value by providing Audit & Governance Committee and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

- Support Chief Auditor's Annual Statement
- Facilitate A&G Committee (the Board) fulfilling its Terms of Reference
- Provide key stakeholders with assurance
- Compliance with professional standards & guidance
- Compliance with internal / legislative requirements

Audit Plan Development Overview

Figure 1: Internal Audit Plan Development Cycle



"Comprehensive **risk-based planning** enables internal audit functions to properly align and focus **limited resources** on producing insightful, proactive, and future-focused **assurance** and advice on an organization's **most pressing issues**."

Taken from "Developing a Risk-Based Internal Audit Plan" IIA Global Practice Guide 2025

- Iterative process / cycle
- Dynamic audit plan
- Coordinate with Other Providers
  - Internal (assurance framework)
  - External (e.g external audit, CQC, Ofsted)
- Overview of the processes
  - Role of professional judgement
  - A&G reports – What? Sufficient?

**Taken from "Developing a Risk-Based Internal Audit Plan" IIA Global Practice Guide 2025*

High Level Audit Plan

Audit Activity	Detail
Core Audit & Assurance Work	• High level risks; Key financial systems; Key assurance functions; Counter Fraud risks; Schools • Audit planning, Advice, Recommendation Follow ups
Other Audit Work – including:	• Investigations – fraud/management • Grant Certification work • Financial Regulations compliance
Corporate Assurance Work	• Corporate Fraud – includes specialist checks & fraud referrals • Early Education Funding audits – assurance on funds to providers • Other – includes Charter Trustees audits and Ill Health Pension reviews
Governance Work – including:	• Corporate management & liaison – inc external auditors • Member liaison – mainly A&G Committee preparation & attendance • Annual Governance Statement – preparation, production & monitoring
IA Service Management work	• Team meetings & 1:1s • Audit Development work • Team Performance Management
Non-Productive	• Annual leave, training, performance reviews

Estimate Resources

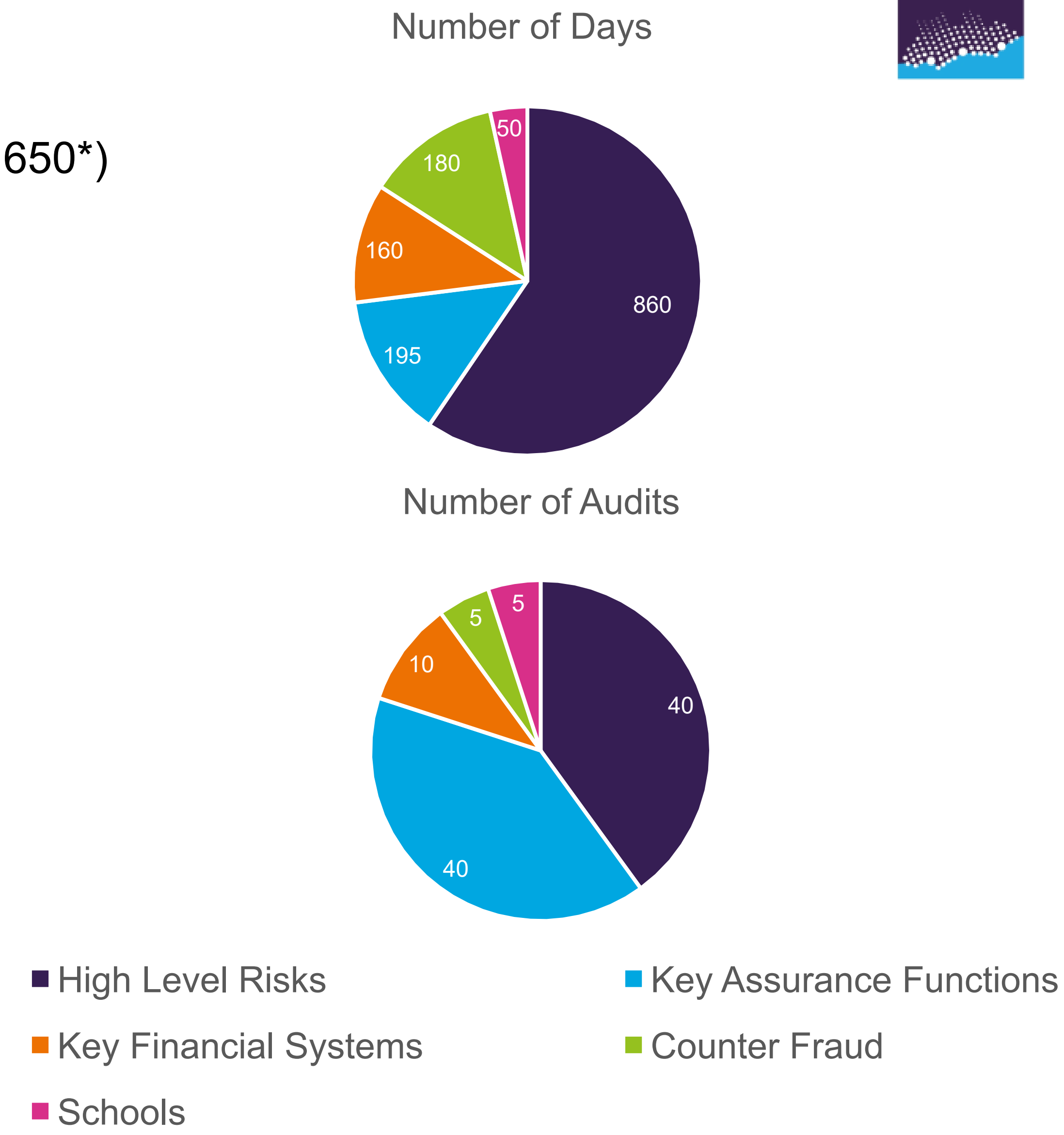
- Limited resources (*12.95 fte inc CIA*) – how allocate?
- Produce High Level Audit Plan annually
- DCIAs* consider:
    - Professional / internal requirements
    - Previous performance figures
    - Anticipated changes – e.g. budget, training, service changes
- Challenged by CIA – sufficient to deliver service?
- *New* Consultation with Senior Management (Statutory Officer Group)
- Brought to A&G annually in Planning Consultation report (Appendix 2)
- Reviewed & updated – reported to A&G quarterly

*DCIAs – Deputy Chief Internal Auditors; CIA – Chief Internal Auditor

Core Audit Plan

Approximately 100 audits annually from audit universe (approx. 650*)

2025/26 Audit Plan – approx. figures	No. of Days	% Time	No. of Audits	% Audits
High Level Risks	860	60	40	40
Key Assurance Functions	195	15	40	40
Key Financial Systems	160	10	10	10
Counter Fraud	180	10	5	5
Schools	50	5	5	5
Total	1,445	100	100	100



*all figures rounded to nearest 5

‘Understanding the Organisation’ - the Audit Universe

What is it?

- List of all potentially auditable units at BCP Council (currently circa 650)

How is it produced?

- Information sources (next slide - Appendix 3)
- Key corporate documents (Corporate Strategy, Risk Registers, Service Information)
- Requirements of Audit Charter / Mandate / GIAS, inc. IT governance, fraud, compliance and ethics
- Experienced Audit Managers and reviewed by DCIAs
- Updated annually but an iterative process
- Audit Management System (AMS) and Audit Manual aids consistent approach
- Sense-checked with Service Directors, Directors in audit plan discussions & audits *(‘Propose & Solicit Feedback’)*
- *New* AMS reports aid DCIA review (e.g. duplicates, inclusion risks) *(‘Propose & Solicit Feedback’)*
- *New* Report showing inclusion of corporate risks to SOG and A&G annually *(‘Propose & Solicit Feedback’)*

Sources of Information for the Audit Plan

- Used for both high level audit plan and planning for individual assignments
- Not all sources will be relevant/used for all areas

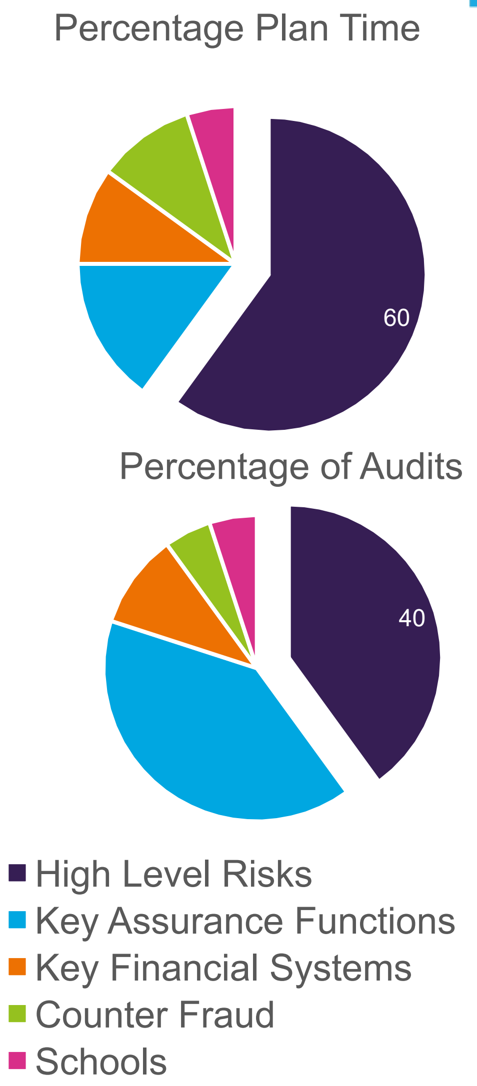
Core Audit Plan - High Level Risks

How selected?

- Audit risk assessment of units in Audit Universe (‘Identify, assess, prioritise risk’)
- Likelihood x Impact = audit risk score (High / Medium / Low)
- Proposed audit plan compiled after consideration of:
  - Audit risk score
  - Date last audited
  - Available resource
  - Coverage by other assurance bodies e.g. Ofsted, CQC
  - Coverage across organisation / directorates (Appendix 4)

How do we ensure plan coverage is appropriate? - As per Audit Universe PLUS:

- *New* Use of AMS reports by DCIAs to review coverage of high audit risk scores
- ‘Propose & Solicit Feedback’:
- Consultations with Service / Directors Consultation
- *New* Consultation with SOG on Core Audit Plan (Appendix 4) and Proposed Annual Audit Plan (Appendix 5)
- Core Audit Plan (Appendix 4) brought to A&G annually in Planning Consultation report
- *New* Proposed Annual Audit Plan (Appendix 5) to be brough to A&G annually (previously received quarterly proposed plans)



Key Assurance Functions (KAF)

Key Assurance Functions:

- Support the Council's overall governance, risk management and control environment - identified in **Assurance Framework** (Appendix 6)
- Audit both 'core' arrangements (i.e. corporate oversight) & arrangements in services/directorates 'Service KAFs'

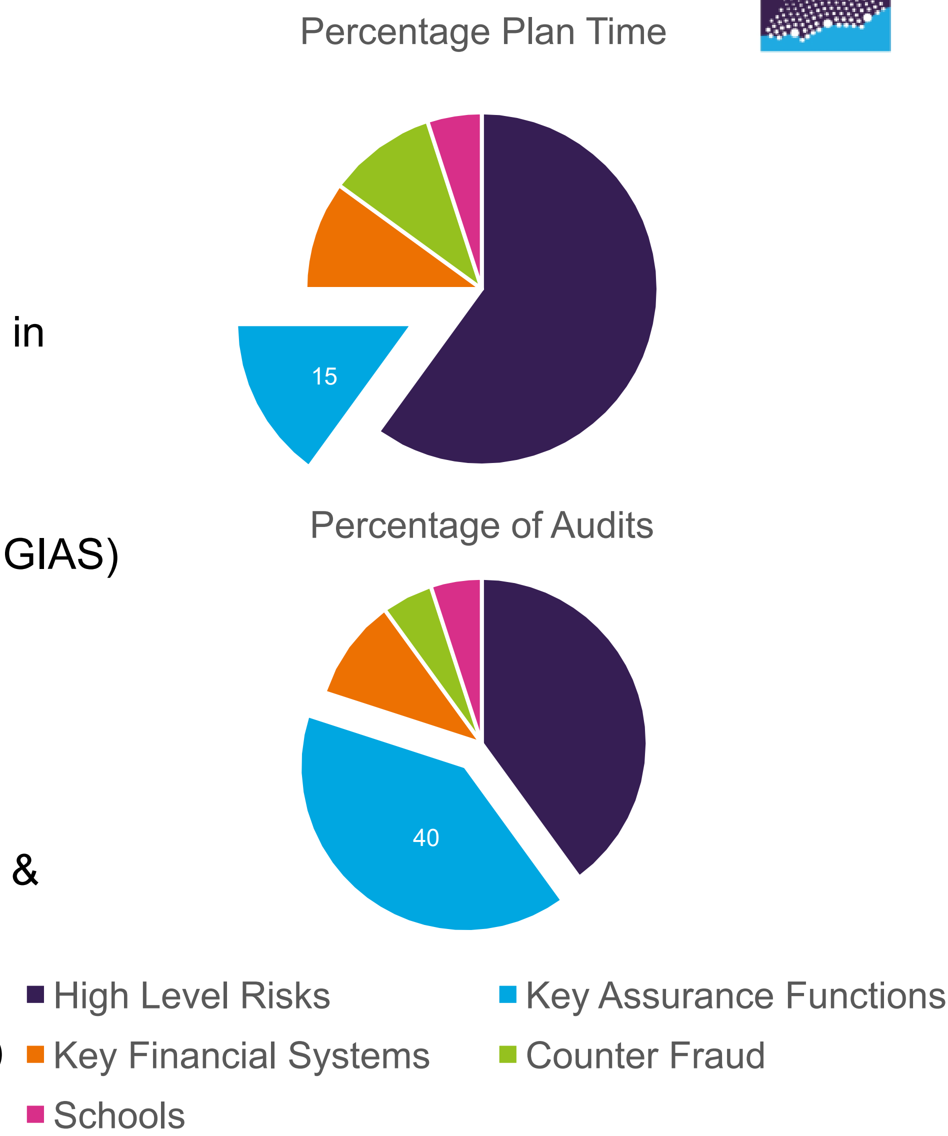
How selected?

- Assurance Framework reviewed & updated annually (e.g. 'Ethics' as per GIAS)
- KAF risk areas identified & risk assessed - 'core' & service/directorate
- 'Core' is audited annually - scope and resource determined by risk
- 'Service' KAFs – frequency determined by risk / rolling basis

How do we ensure plan coverage is appropriate? As per Audit Universe &

High Level Risks PLUS:

- Assurance Framework brought to A&G Committee annually (Appendix 6)



Key Financial Systems

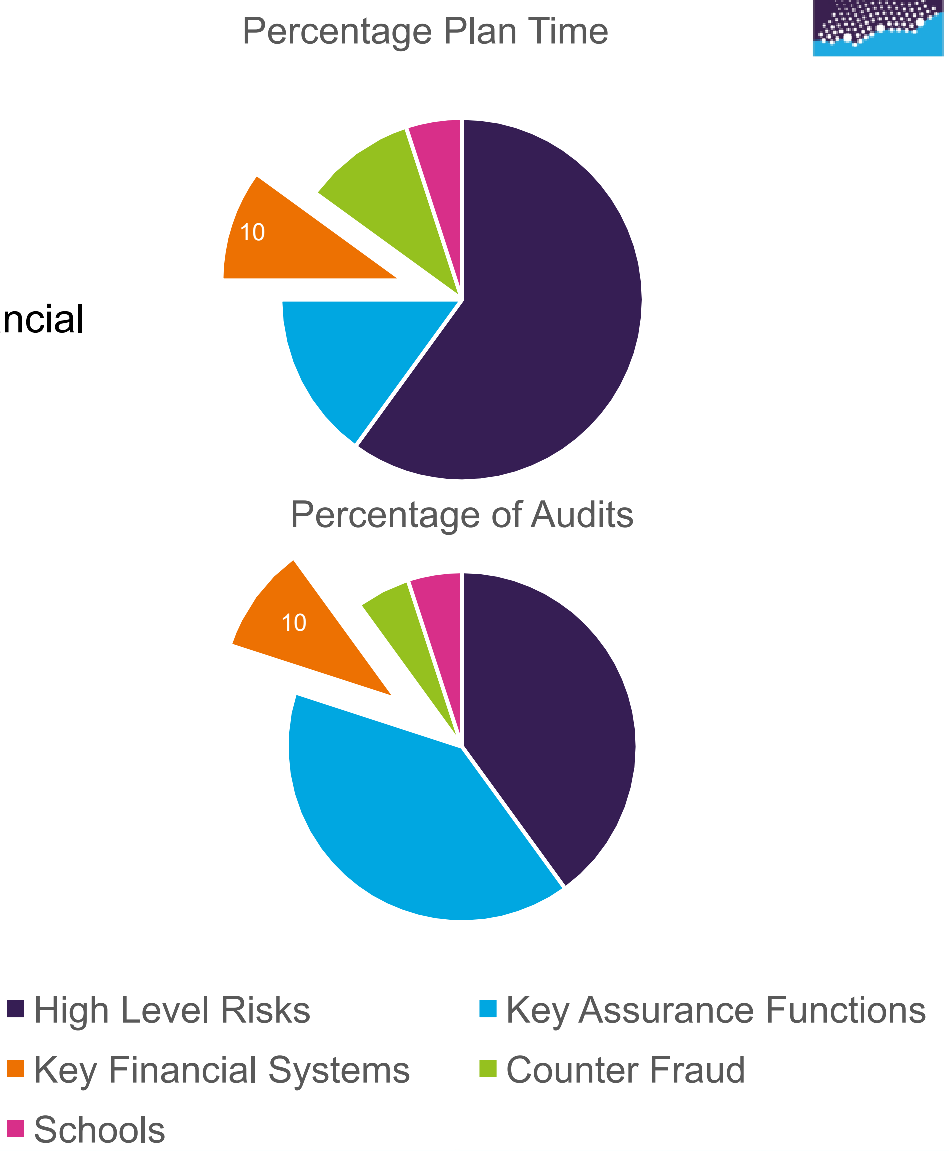
Key Financial Systems – ten key financial systems audited annually

How Selected?

- All key systems which receive income, make expenditure and manage financial affairs
- Included in Audit Universe & audit risk assessed
- Audited annually, with the scope and resource determined by risk
- Other smaller system (e.g. Bereavement income system) included in Audit Universe – reviewed on risk basis

How do we ensure plan coverage is appropriate?

- As per Audit Universe & High Level Risks



Counter Fraud

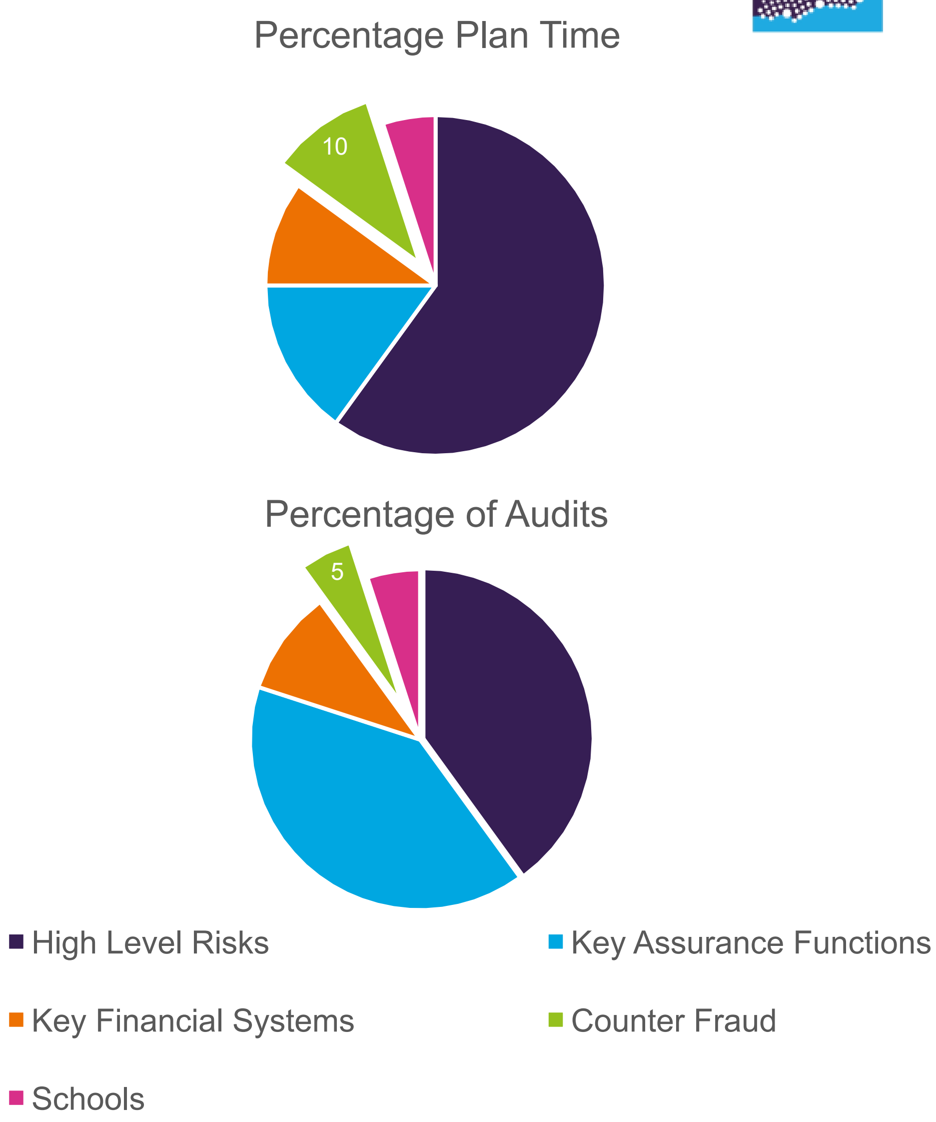
Counter Fraud – proactive reviews for fraud prevention & detection

How selected?

- Identified & risk assessed as part of Corporate Fraud Risk Register (Appendix 7)
- ‘High’ risk areas audited more frequently;
- ‘Low’ risks areas also considered periodically as deterrent

How do we ensure plan coverage is appropriate?– As per Audit Universe & High Level Risks PLUS:

- Input from Council’s fraud specialist
- Counter Fraud Audit Plan brought annually to A&G Committee (Appendix 7)



Schools

Schools

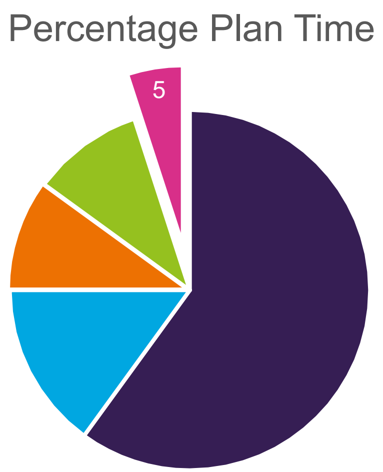
- Maintained schools (currently 14) audited on a 3-year rolling basis
- Requirement to submit annual assurance to Department for Education confirming system of audit for schools in place that gives adequate assurance over financial management and regularity / propriety of spending

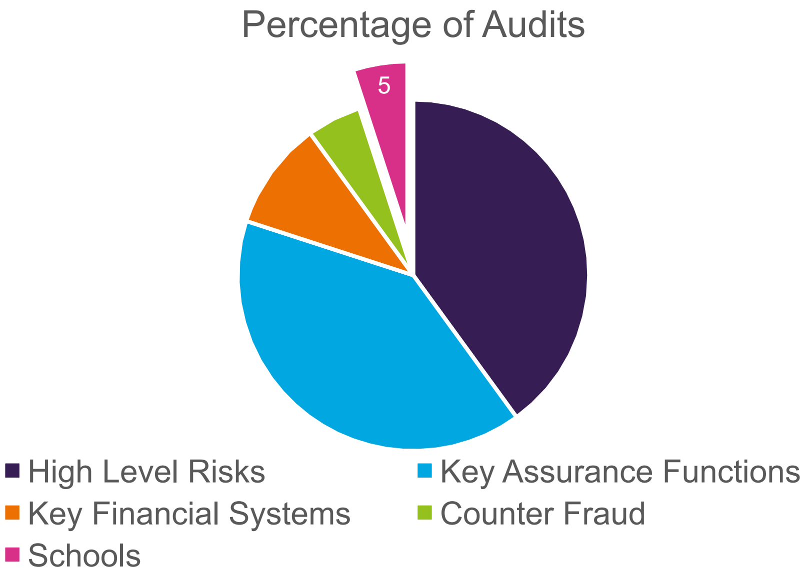
How selected?

- Maintained schools part of Audit Universe & audit risk assessed - generally ‘medium’ risk
- Recent issues with deficits mean some are now ‘high’ – to be considered for more frequent review

How do we ensure plan coverage is appropriate? As per Audit Universe & High Level Risks PLUS:

- “Informal benchmarking” – 3/5 years / thematic is common – satisfied frequency is appropriate (key staff dependency, lack of segregation of duty, use non-Council systems)





To Conclude…

- Compliance with Global Internal Audit Standards
  - Annual internal assessment against GIAS (internal)
  - External assessment against GIAS – every 5 years due 2026/27
- A&G Committee input can comment / challenge:
  - Internal Audit Charter, Mandate & Strategy (annually)
  - Internal Audit plan – two audit plan reports (January/March) and at quarterly updates
  - Request addition / different / less supporting data – reports & data are available
- (New) Requirement to consult with senior management
- Any questions?

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High Level Resource Audit Plan – 2025/26 Example Appendix 2

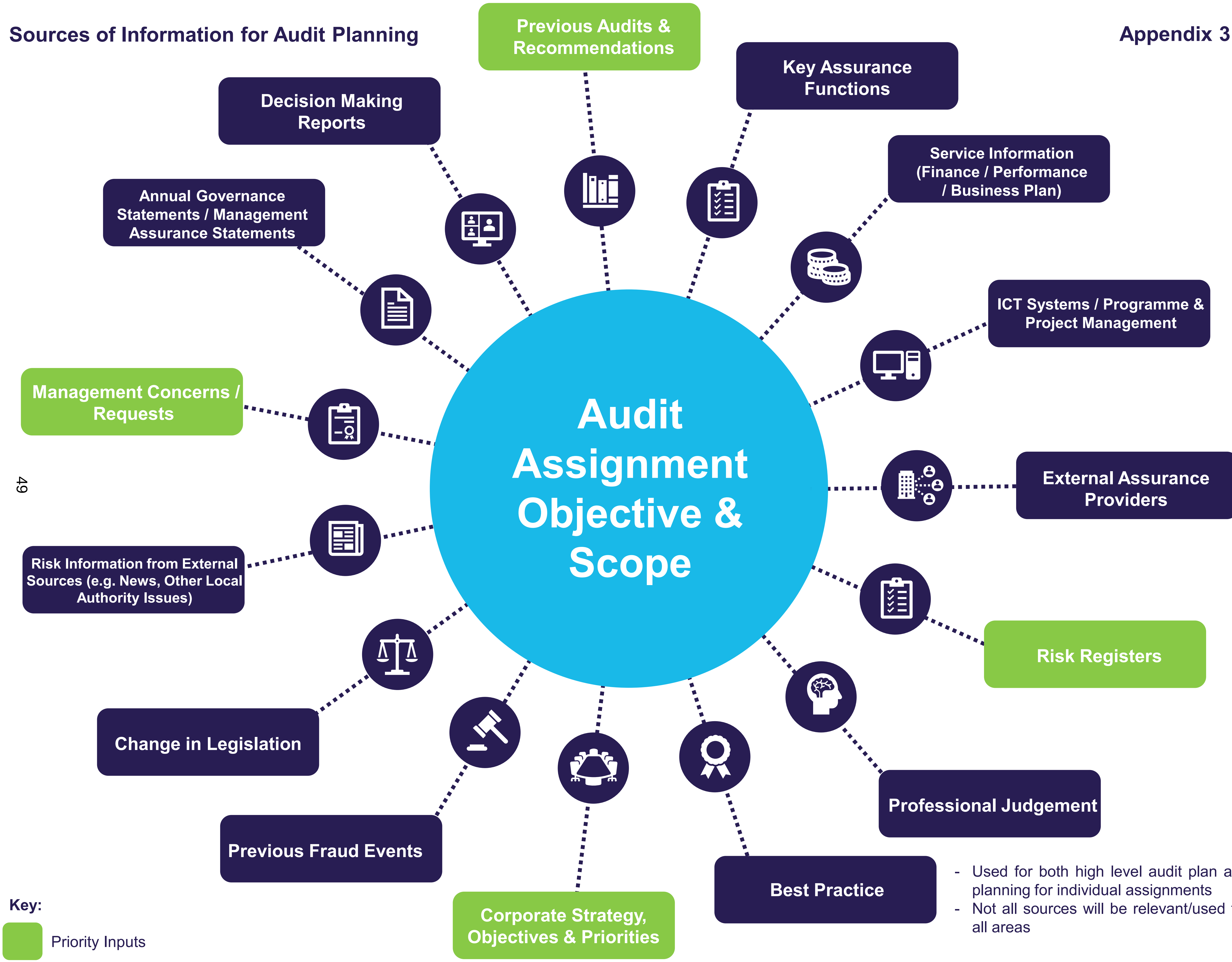
AUDIT ACTIVITY	DETAIL	A 2024/25 Original Plan Days	B 2025/26 Plan Days	C Difference vs Revised Plan (Days) (B-A)	Reason for Difference
CORE AUDIT & ASSURANCE WORK					
HIGH LEVEL RISKS	As per audit risk assessment using Corporate Strategy, Corporate & Directorate Risk Registers and other sources	740	**860**	120	Additional resource from Council Tax SPD project transfer and reduction in apprentice training
KEY FINANCIAL SYSTEMS	Financial systems with significant value / materiality	160	**160**	0	
KEY ASSURANCE FUNCTIONS	As identified on Assurance Framework (Appendix A)	195	**195**	0	
COUNTER FRAUD RISKS	As per Internal Audit's Counter Fraud Risk Register	160	**180**	20	
SCHOOLS	As per Internal Audit's Schools Risk Assessment	50	**50**	0	
OTHER	Including audit planning, advice and follow ups	270	**270**	0	
TOTAL		**1,575**	**1,715**	**140**	
OTHER AUDIT WORK					
INVESTIGATIONS	Fraud/management investigations	100	**100**	0	No change
CONTINGENCY WORK	Other audit reviews as requested and carry forwards	20	**20**	0	
GRANT CERTIFICATION WORK	Head of Internal Audit certification as required per grant conditions	45	**45**	0	
FINANCIAL REGULATIONS COMPLIANCE	Responding to requests for support and advice and instances of breaches	20	**20**	0	
TRANSFORMATION & EFFICIENCY	Supporting transformation, and income generation (including commercial) & business opportunities in support of the MTFP	35	**35**	0	
TOTAL		**220**	**220**	**0**	
CORPORATE ASSURANCE WORK					
CORPORATE FRAUD	Includes service support on right to buy applications verification, fraud referrals & the council tax single person discount project	260	**125**	-135	Transfer of council tax

High Level Resource Audit Plan – 2025/26 Example

Appendix 2

FREE EARLY EDUCATON FUNDING AUDITS	Assurance on funds allocated to providers	50	**50**	0	single person discounts review project to revenues service
OTHER CORPORATE ASSURANCE WORK	Includes Charter Trustees audits and ill health pension review role	30	**30**	0	
TOTAL		**340**	**205**	**-135**	
GOVERNANCE WORK					
CORPORATE MANAGEMENT & LIAISON	Work with External Audit and Senior Management	70	**70**	0	No change
MEMBER LIAISON	Audit & Governance Committee work	65	**65**	0	
AGS (Annual Governance Statement)	Preparation & monitoring of the Council's Annual Governance Statement and local code of governance	75	**75**	0	
TOTAL		**210**	**210**	**0**	
IA SERVICE MANAGEMENT WORK					
MANAGEMENT & MEETINGS	Staff management and meetings, including 1-2-1s and recruitment	285	**280**	-5	Staff FTE reduction during year
AUDIT DEVELOPMENT	Development of computerised audit management system, audit techniques (e.g. data analytics) and associated processes	80	**80**	0	
PERFORMANCE MANAGEMENT	Monitoring/reporting on team performance and quality assurance processes	45	**45**	0	
TOTAL		**410**	**405**	**-5**	
NON-PRODUCTIVE TIME					
LEAVE	Including bank holidays	535	**520**	-15	Less bank holidays & staff FTE reduction during year. Apprentice training completed during year
SICK\DOWNTIME	Including service interruption from equipment/technology failure	55	**55**	0	
TRAINING & CPD	Including staff appraisals and qualification training	320	**200**	-120	
TOTAL		**910**	**775**	**-135**	
TOTAL DAYS		**3,665**	**3,530**	**-135**	Staff FTE reduction during year

Sources of Information for Audit Planning



- Used for both high level audit plan and planning for individual assignments
- Not all sources will be relevant/used for all areas

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APPENDIX 4

2025/26 BCP Core Audit Plan

	Audit	(Lead) Area	Wellbeing				Children's Services			Operations					Resources					2024/25 Total Days	2025/26 Total Days
			Adult Social Care	Adult Social Care Commissioning	Housing & Public Protection	Public Health & Communities	Safeguarding, Early Help & Corporate Parenting	Quality, Improvement, Governance & Commissioning	Education & Skills	Planning & Transport	Commercial Operations	Customer & Property Operations	Investment & Development	Environment	IT & Programmes	People & Culture	Finance	Law & Governance	Marketing, Comms & Policy		
Key Assurance Functions (core functions)	Asset Management (Estate Management)	Finance															10			20	**10**
	Asset Management (Facilities Management)	Customer & Property Ops										20								20	**20**
	Business Continuity	Finance															15			10	**15**
	Business Planning & Performance Management	Marketing, Comms & Policy																	10	10	**10**
	Financial Management	Finance															10			10	**10**
	Health & Safety	Finance															15			10	**15**
	Fire Safety	Customer & Property Ops										20								5	**20**
	Human Resources	People & Culture														10				10	**10**
	ICT	IT & Programmes													10					10	**10**
	Information Governance	Law & Governance																10		10	**10**
	Procurement	Finance															15			20	**15**
	Project & Programme Management	IT & Programmes													10					10	**10**
	Risk Management	Finance															10			10	**10**
	Safeguarding	Adult Social Care	10																	10	**10**
	Sustainable Environment	Marketing, Comms & Policy																	10	20	**10**
	Partnerships	Marketing, Comms & Policy																	10	10	**10**
	Total		**10**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**40**	**0**	**0**	**20**	**10**	**75**	**10**	**30**	**195**	**195**
Key Financial Systems	Council Tax	Finance															10			15	**10**
	NDR	Finance															10			15	**10**
	Housing Benefit & Council Tax Reduction Scheme	Finance															10			15	**10**
	Debtors	Finance															25			30	**25**
	Main Accounting System	Finance															25			10	**25**
	Social Services Financial Assessments	Finance															20			10	**20**
	Creditors	Finance															5			20	**5**
	Payroll	People & Culture															35			10	**35**
	Treasury Management	Finance															15			10	**15**
	Housing Rents	Housing & Public Protection			5															25	**5**
	Total		**0**	**0**	**5**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**155**	**0**	**0**	**160**	**160**
High Level Risks	Corporate\Service Risk Register & other risks	-	60	60	50	35	45	60	25	35	40	35	35	35	55	0	0	25	15	555	**610**
	Key Assurance Functions (service compliance reviews)	-	15	15	15	15	10	10	10	15	15	15	15	15	30	20	10	15	10	185	**250**
	Total		**75**	**75**	**65**	**50**	**55**	**70**	**35**	**50**	**55**	**50**	**50**	**50**	**85**	**20**	**10**	**40**	**25**	**740**	**860**
Schools	Schools	Education & Skills							50											50	**50**
Counter Fraud	Corporate Work (inc. NFI)	Finance															60				**60**
	Contract Payments	All Services	0	4	2	0	0	4	0	2	2	1	1	2	2	1	2	1	1		**25**
	Direct Payments	Adult Social Care	15																		**15**
	Right to Buy	Housing & Public Protection			15																**15**
	Blue Badges	Cust & Prop / Plan & Trans								5		10									**15**
	Concessionary Travel	Planning & Transport								15											**15**
	Moveable Assets	All Services	1	1	1	1	2	2	1	4	1	1	1	4	1	1	1	1	1		**25**
	Cash Income	Commercial Operations									10										**10**
	Total		**16**	**5**	**18**	**1**	**2**	**6**	**1**	**26**	**13**	**12**	**2**	**6**	**3**	**2**	**63**	**2**	**2**	**160**	**180**
Other	Planning, Advice, Follow Ups	-	20	20	15	10	15	15	15	10	20	20	15	20	25	10	25	10	5	270	**270**
Total	Total Days 2024/25		122	111	119	25	95	88	85	80	65	84	54	82	88	57	311	47	62	1575	
	Total Days 2025/26		**121**	**100**	**103**	**61**	**72**	**91**	**101**	**86**	**88**	**122**	**67**	**76**	**133**	**42**	**328**	**62**	**62**		**1715**
	Overall Total Days 2025/26		**385**				**264**			**439**					**627**						

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PROVISIONAL 2025/26 BCP INTERNAL AUDIT PLAN

Unless otherwise stated, all audits are 'assurance'

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
WELLBEING							
Wellbeing	Human Resources (Service KAF)	High	To review HR process within Wellbeing to ensure that corporate policies are being complied with - including DBS checks, right to work checks, training, inductions and declarations of interest.	Legacy council/s	CR15 – We may fail to have in place suitable talent attraction, retention and succession planning, staff wellbeing and support (H)	**Our approach** Developing a passionate, proud. valued and diverse workforce Creating an environment for innovation, learning & leadership	**3**
Adult Social Care	Deprivation of Liberty Safeguards	High	Ensuring safeguarding of individuals, compliance with legislation.	Legacy Council (Bournemouth 2018)	SRR - Unable to meet statutory obligations and deliver good outcomes for people due to long waiting times for assessments and reviews (H) SRR - Failure to ensure the quality standard of adult social care provision (H)	**Our people and communities** High quality of life for all, where people can be active, healthy and independent.	**1**
Adult Social Care	Extra Care Housing	High	To review allocation & monitoring of extra care housing. Service request to review	Legacy council/s	SRR - Failure to ensure the quality standard of adult social care provision	**Our people and communities** High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it	**2**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
						Good quality homes are accessible, sustainable and affordable for all	
Adult Social Care	ASC Contact Centre	Medium	To review effectiveness of the ASC contact centre.	n/a – new provision	SRR - Failure to ensure the quality standard of adult social care provision	**Our people and communities** Working together, everyone feels safe and secure High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it	**2**
Adult Social Care	Emergency Duty Service	Medium	To review the operation of the Emergency Duty Service. Service request.	2020/21	SRR - Failure to ensure the quality standard of adult social care provision	**Our people and communities** Working together, everyone feels safe and secure High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it	**3**
Adult Social Care	ASC Carers Service	Medium	Review of the ASC Carers service. This area has not been reviewed in recent years.	Legacy council/s	SRR - Failure to ensure the quality standard of adult social care provision	**Our people and communities** High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it	**4**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
Adult Social Care	Community Mental Health	Medium	Review of the Community Mental Health service. This has not been reviewed in recent years.	Reviewed within wider audit 2020/21	SRR - Failure to ensure the quality standard of adult social care provision	**Our people and communities** Working together, everyone feels safe and secure High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it	**4**
Adult Social Care	Safeguarding (Core KAF)	High	Annual KAF review of corporate safeguarding arrangements.	2024/25	SRR - Failing to respond to safeguarding people at risk and keeping our clients safe	**Our people and communities** Working together, everyone feels safe and secure	**4**
Adult Social Care	Direct Payments (Counter Fraud)	High	Part of Council's commitment to deterrence, prevention & detection of fraud.	2021/22	FRR - Direct payments are not spent as per care plan activities	**Our people and communities** High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it	**3**
Adult Social Care Commissioning	Care Technology	Medium	Review of the roll out of the Care Technology transformation project	Legacy council/s	SRR - Failure to ensure the quality standard of adult social care provision	**Our people and communities** High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it	**4**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
Adult Social Care Commissioning	ASC Commissioning – *Follow Up Review*	High	Partial audit opinion Partial audit opinion – extended follow up to ensure high (& other recs) implemented & embedded.	2024/25	SRR - Failure of local care market to meet increasing demand SRR - Unable to manage Adult Social Care pressures within budget. SRR - Internal Audit: Commissioning - Brokerage & Contracts SRR - Internal Audit: Supplier Assurance 2024/25	**Our people and communities** Working together, everyone feels safe and secure High quality of life for all, where people can be active, healthy and independent Those who need support receive it when and where they need it Good quality homes are accessible, sustainable and affordable for all	**2**
Public Health & Communities	Public Health Grant	High	Public Health – BCP Council from 1/4/25. Review to ensure all requirements of public health grant are met and managed.	New audit area	New directorate – no SRR in place yet	**Our people and communities** High quality of life for all, where people can be active, healthy and independent	**1**
Public Health & Communities	Key Assurance Review	High	New service directorate 1/4/25. Review to ensure key assurance / governance processes are in place.	New audit area	New directorate – no SRR in place yet	**Our people and communities** High quality of life for all, where people can be active, healthy and independent	**4**
Housing & Public Protection	Leaseholder Charges	High	Recent Tribunal ruling effecting Leaseholder Charges, financial risks.	Legacy Council (Bournemouth 2016)	SR - Failure to collect cost from Leaseholders (M)	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all.	**1**

Appendix 5

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
Housing & Public Protection	Food Safety Regulatory Compliance	High	Ensuring public safety and compliance of Food Safety Standards.	2020/21	SR - Reduction in Food Safety resource (M)	**Our people and communities** High quality of life for all, where people can be active, healthy and independent.	**1**
Housing & Public Protection	Housing Quality New Social Housing Regulations Compliance	High	Ensure that Council has arrangements in place to ensure compliance with the new Regulations	2022/23	SRR - various, including the below: Regulatory notice served or poor inspection outcome. Failure to provide homes that meet the revised decent homes standard	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all	2
Housing & Public Protection	Procurement & Contract Management (KAF)	High	Service has had a number of high value breaches of Financial Regulations in recently years. To review compliance with corporate requirements to ensure future breaches will not arise.	2022/23	SRR - Failure to comply with Financial Regulations to achieve value for money and/or meet legislative requirements	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all **Our approach** Using our resources sustainably to support our ambitions	**3**
Housing & Public Protection	Port Health	Medium	To ensure the Council is fulfilling its duties regarding port health, including the new regulations	New audit area	SRR - Port Health Service	**Our people and communities** High quality of life for all, where people can be active, healthy and independent	**4**
Housing & Public Protection	Temporary Accommodation and B&B Financial Management – *Follow Up Review*	High	Partial audit opinion – extended follow up to ensure high (& other recs) implemented & embedded.	2024/25	SRR - Increased use of B&B for homeless households	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all	**4**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
Housing & Public Protection	Housing Rents - 2024/25/26 Audit (KFS)	High	Key financial system – review to ensure rents collected efficiently & effectively	2024/25	SRR - Unrecoverable charges and bad debt	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all	**1**
Housing & Public Protection	Right to Buy (Counter Fraud)	High	Part of Council's commitment to deterrence, prevention & detection of fraud.	2022/23	FRR - Obtaining discount and property by providing false records of circumstances	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all	**2**
CHILDREN'S SERVICES							
Commissioning Resources & Quality	Out of Borough Placements	High	Review the management, decision-making process, and financial oversight of OOB placements to ensure placements are appropriate and cost-effective. This review will be focussed on Social Care Placements.	Legacy council/s	CR02 – We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding SRR - Assurance of the safeguarding and quality assurance of commissioned placements.	**Our people and communities** Those who need support receive it when and where they need it	**1**
Commissioning Resources & Quality	Complaints	Medium	Review the processes for managing complaints related to children's services, ensuring they are handled in a timely, transparent, and compliant	Included as part of previous audits (corporate/service)	CR02 - We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding (H) *SRR – note risks many identified could lead to complaints*	**Our people and communities** Those who need support receive it when and where they need it **Our approach** Using data, insights and feedback to shape services and solutions	**1**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			manner, with lessons learned feeding into service improvement.				
Commissioning Resources & Quality	Safeguarding - BCP Safeguarding Partnership	High	Review of the effectiveness of the BCP Safeguarding Partnership now it has been in operation for 12 months.	2021/22	CR02 – We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding CR16 – we may fail to secure or manage partnerships, miss out on associated funding and be unable to deliver services for communities SRR - Failure to deliver effective safeguarding arrangements for children.	**Our people and communities** Those who need support receive it when and where they need it **Our approach** Working closely with partners, removing barriers and empowering others	**3/4**
Children's Social Care	Parenting Assessment Team	High	Review of the parenting assessment process to ensure they are in accordance with the Department of Health's Framework for The Assessment of children in need and their families.	No previous coverage	CR02 – We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding SRR - Failure to achieve appropriate outcomes and quality of service for young people.	**Our people and communities** Those who need support receive it when and where they need it	**1**
Children's Social Care	Pathway Plans	High	Review to include how many are completed with young people and multi agency present	No previous coverage	CR02 – We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding SRR - Failure to achieve appropriate outcomes and quality of service for young people	**Our people and communities** Those who need support receive it when and where they need it	**3**
Education & Skills	Capital Programme	High	Review the planning, governance, and delivery of the capital	2021/22	CR23 – Potential implications of the Dedicated Schools Grant financial deficit SRR - Failure to be compliant with condition surveys in maintained schools	**Our people and communities** Those who need support receive it when and where they need it Skills are continually developed,	**2**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			programme within the Children's Directorate, ensuring projects are on time, within budget, and aligned with strategic priorities.			and people can access lifelong learning	
Education & Skills	Adult Learning	Medium	Examine the effectiveness of adult learning programmes, ensuring they meet the needs of the community, provide value for money, comply with statutory requirements and address any skill gaps.	Legacy council/s (note – grant work undertaken 23/24 & 24/25)	CR16 – we may fail to secure or manage partnerships, miss out on associated funding and be unable to deliver services for communities	**Our people and communities** Skills are continually developed, and people can access lifelong learning	**2**
Education & Skills	The Priory Primary School	Medium	To ensure adequate financial Management at maintained schools.	2022/23	CR02 - We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding (H)	**Our people and communities** Skills are continually developed, and people can access lifelong learning	**1**
Education & Skills	St Joseph's Primary School	Medium	To ensure adequate financial Management at maintained schools.	2022/23	CR02 - We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding (H)	**Our people and communities** Skills are continually developed, and people can access lifelong learning.	**1**
Education & Skills	Highcliffe St Mark Primary School	Medium	To ensure adequate financial Management at maintained	2022/23	CR02 - We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding (H)	**Our people and communities** Skills are continually developed, and people can access lifelong learning.	**3**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			schools.				
Education & Skills	St Edwards RC/CE VA School	Medium	To ensure adequate financial Management at maintained schools.	2022/23	CR02 - We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding (H)	**Our people and communities** Skills are continually developed, and people can access lifelong learning.	**3**
Education & Skills	Burton CE Primary School	Medium	To ensure adequate financial Management at maintained schools.	2022/23	CR02 - We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding (H)	**Our people and communities** Skills are continually developed, and people can access lifelong learning.	**3**
Quality, Improvement, Governance & Commissioning	Quality Assurance Framework	High	To ensure robust governance framework in place – to maintain and support continued improvement in Children's Services.	2022/23	CR02 - We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding (H)	**Our people and communities** Those who need support receive it when and where they need it.	**1**
OPERATIONS							
Operations (All Services)	Health & Safety (KAF) – all services in Operations (except investment & development)	Medium	Directorate KAF and requested assurance by Corporate Director	2024/25 (overview in Investment & Development)	H&S included in individual service risk registers	Underpins delivery of Corporate Strategy	2
Operations (and other services)	Moveable Assets (Counter Fraud)	Medium	Part of Council's commitment to deterrence, prevention & detection of fraud.	Legacy council/s – various audits	FRR - Assets and / or data stolen / used for personal use	Underpins delivery of Corporate Strategy	1

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
Planning & Transport	Strategic CIL Governance Arrangements	High	To assess implementation of Cabinet agreed new strategic CIL approach.	2024/25	SRR - to be uploaded	**Our place and environment** People and places are connected by sustainable and modern infrastructure Revitalised high streets and regenerated key sites create new opportunities	4
Planning & Transport	Bus Subsidy Arrangements	Medium	To assess changes to bus subsidy arrangements to meet Council overall finance pressures.	Legacy audit/s – please note annual bus subsidy grant review undertaken every year	SRR - to be uploaded	**Our place and environment** People and places are connected by sustainable and modern infrastructure	2
Planning & Transport	Business Planning & Performance Management and Risk Management (KAF)	Medium	To review new service plan for 2025/26 and associated performance and risk arrangements	2022/23	SRR - to be uploaded	Underpins delivery of Corporate Strategy.	2
Planning & Transport	Concessionary Travel (Counter Fraud)	Medium	Part of Council's commitment to deterrence, prevention & detection of fraud. New combined travel pass process. Cases of fraudulent use identified.	2020/21	FRR - Gaining access to Concessionary travel using false or omitted information / fraudulent use of permit	**Our place and environment** People and places are connected by sustainable and modern infrastructure.	2
Commercial Operations	Seafront - Arrangements for compliance with planning -	High	To provide assurance correct planning consent obtained	Included as part of Bayside review	SRR - Events planning	**Our place and environment** Our communities have pride in our streets, neighbourhoods and public spaces	1

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
	2024/25/26 Audit		following previous related investigation.	22/23/24		Our inclusive, vibrant and sustainable economy supports our communities to thrive	
Commercial Operations	Major Events Governance	High	To review new events framework due to be approved by Cabinet. To follow-up previous audit recs.	2022/23	SRR - Events planning	**Our place and environment** Our communities have pride in our streets, neighbourhoods and public spaces Our inclusive, vibrant and sustainable economy supports our communities to thrive	3
Commercial Operations	Asset Management (Facilities Management) - BCP Leisure Health & Safety Compliance	High	To review compliance concerns identified as part of leisure centres being brought back in-house.	N/A	SRR - Insourcing Leisure Centres on a 12 month basis	Underpins delivery of Corporate Strategy **Our people and communities** High quality of life for all, where people can be active, healthy and independent	4
Commercial Operations	Cash Income – Seafront Arcade (Counter Fraud)	High	Part of Council's commitment to deterrence, prevention & detection of fraud.	2024/25	FRR - Money due to the Council is intercepted	**Our place and environment** Our communities have pride in our streets, neighbourhoods and public spaces	2
Customer & Property Operations	Corporate Buildings Fire Safety (Core KAF)	High	Annual KAF. Recent amalgamation of arrangements for corporate & HRA buildings. Audit to include new governance arrangements and statutory compliance. Partial audit	2024/25 (follow up)	SRR - Potential failure in the health and safety and fire safety arrangements protecting staff, councillors and the public/visitors/contractors. (M) H&S/Fire RR – various, including: Lack of appointed and trained Local Fire Safety Coordinator (M); Failure to secure vacant properties to prevent trespass or fire risk (H); Lithium-ion batteries & electric-powered vehicles (H), Support & advice available to schools where BCP Council is the employer of management of	Underpins delivery of Corporate Strategy	2

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			report for Fire Safety in Children's Services has potential wider implications.		building hazards		
Customer & Property Operations	Asset Management (Facilities Management) - BCP Homes Health & Safety Compliance (Core KAF)	High	To provide additional scrutiny for BCP Homes Board over facilities management health and safety arrangements.	2024/25	SRR -Failure to ensure an appropriate level of FM Compliance	Underpins delivery of Corporate Strategy **Our people and communities** Good quality homes are accessible, sustainable and affordable for all	3
Customer & Property Operations	In House Team Operating Model	Medium	To review new in-house repairs and maintenance team operating model and implementation.	New audit area	Emerging risk area	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all	3
Customer & Property Operations	Libraries Strategy Implementation Governance Arrangements	Medium	To review new libraries strategy and implementation arrangements.	New audit area. Library audit & library cash audit carried out at BCP.	SRR - Delivery of Financial savings to meet the 2024/25 budget pressures.	**Our approach** Providing accessible and inclusive services, showing care in our approach	4
Customer & Property Operations	Blue Badges (Counter Fraud)	Medium	Part of Council's commitment to deterrence, prevention & detection of fraud.	2021/22	Fraud RR - Use of a counterfeit / stolen / deceased / fraudulently obtained Blue Badge (M)	**Our place and environment** People and places are connected by sustainable and modern infrastructure.	**1**
Environment	Passenger Transport Operations	High	Reviewing Financial Management, governance	2022/23	SR - Home to School Transport. This service is inherently risky in that the Council has a duty of care to ensure that young people with a statutory entitlement (including those with additional vulnerability due to	**Our people and communities** Those who need support receive it when and where they need it	**1**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			arrangements and links with other Service Directorates. Previous breach of Financial Regulations (c.£10m).		SEND) are transported to and from school safely and ready to learn (H), Home to Day Opportunities / Social Care Transport. This service is inherently risky because the Council has a duty of care to transport members of society vulnerable due to age, disability mental or physical, financial or other reasons on socially necessary journeys (H), The future of and equitable access to Community Transport in BCP. A service review is necessary to ensure a consistent offer is retained across BCP (H), Delay to the project to replace Passenger Transport KL2 software (H)		
Environment	Mortuary Service Digitalisation	Medium	To review digitalisation of services plans following recent low score following inspection on this area.	Mortuary audit 2024/25	Emerging risk	**Our approach** Using data, insights and feedback to shape services and solutions	**3**
Investment & Development	Housing Acquisitions Programme (24/25/26 Audit)	High	To review programme governance arrangements following concerns over financial management.	New audit area	SRR - Achieve CNHAS target of 1000 homes by November 2026	**Our people and communities** Good quality homes are accessible, sustainable and affordable for all	**1**
Investment & Development	Business Continuity (Service KAF)	Medium	To review compliance with corporate requirements.	Overview in 2024/25	Emerging risk – new directorate	Underpins delivery of Corporate Strategy	**3**
Investment & Development	Procurement (Service KAF)	Medium	To review compliance with corporate requirements.	Overview in 2024/25	SRR – numerous project/procurement related risks	Underpins delivery of Corporate Strategy	**4**
RESOURCES							
Finance	Social Services Financial	High	Annual KAF to ensure robust	2024/25	SRR – Failure to prevent, detect and recover fraud / error (M)	Underpins delivery of Corporate Strategy	1

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
	Assessment (KFS)		financial controls in operation. Significant risk due to high level of costs associated with Social Care.		SRR – Financial Services Systems Failures (M) SRR - Weakness in Key Financial Systems (Failure of the CFO to understand weaknesses in Key Financial Systems) (M)		
Finance	Housing Benefit & Council Tax Reduction (KFS)	High	Annual KAF to ensure robust financial controls in operation. New system in operation.	2024/25	SRR – Failure to prevent, detect and recover fraud / error (M) SRR – Financial Services Systems Failures (M) SRR - Weakness in Key Financial Systems (Failure of the CFO to understand weaknesses in Key Financial Systems) (M)	Underpins delivery of Corporate Strategy	1
Finance	Asset Management – Estate Management (Core KAF)	High	Annual KAF to ensure robust controls in operation over key Council assets (Land and Buildings). Significant area of spend income, depending on acquisition or disposal programme.	2024/25	CRR - Failure to comply with Asset Investment Strategy CRR - Lack of Corporate Asset Management Plan CRR - Lack of control and coordination in how we manage our assets (aspiration to move to a Corporate Landlord model) CRR - Land Terrier and Asset Register not being up to date	Underpins delivery of Corporate Strategy **Our approach** Using our resources sustainably to support our ambitions	4
Finance	Business Continuity (Core KAF)	High	Annual KAF to ensure organisational wide compliance with Emergency Planning and Business Continuity measures. Significant risk of	2024/25	Resilience Board Risk Register – various SRR - CORPORATE EMERGENCY PLANNING AND RESILIENCE	Underpins delivery of Corporate Strategy	4

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			disruption and reputational damage.				
Finance	Financial Management (Core KAF)	High	Annual KAF to ensure robust financial controls in operation. Significant financial challenge increasing risk of this audit.	2024/25	CR09 – we may fail to maintain a safe and balanced budget for the delivery of services, and managing the MTFP SRR - FINANCIAL IMPLICATIONS OF: a) Changes in Legislation, Government Policy etc and any reduction in Income as a Result of Changes to Fees and Charges b) Not accounting and planning for financial implications of changes in legislation, government policy, best practice and any reduction in income as a result of changes to fees and charges within the Council's overall financial strategy. Failure in MTFP financial planning for services in the medium to long term	Underpins delivery of Corporate Strategy **Our approach** Using our resources sustainably to support our ambitions	2
Finance	Health & Safety (Core KAF)	Medium	Annual KAF on the compliance within the organisation on Health and Safety matters. Significant risk of financial / reputational damage if non compliance found.	2024/25	Health & Safety Board Risk Register - various	Underpins delivery of Corporate Strategy	3
Finance	Procurement (Core KAF)	Medium	Annual KAF on operation of the Procurement function, including compliance with laws and regulations. Key to all Council	2024/25	SRR - Failure to comply with the requirements of Public Contracts Regulations 2015, Concession Contracts Regulations 2016 or Procurement Act 2023. SRR - Procurement & Contract Management team failure to adequately support services and mitigate known generic risks wider than non-compliance with PA23.	Underpins delivery of Corporate Strategy	3

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			spend areas (aside from commissioning), therefore key risk area.				
Finance	Risk Management (Core KAF)	High	Annual KAF on operation of Risk Management function, to ensure risks are being analysed and identified correctly, then reported. Issues with organisation not being aware of new risks facing it.	2024/25	Core governance function	Underpins delivery of Corporate Strategy	4
Finance	Council Tax (KFS)	High	Annual Key Financial System review. Councils key revenue source which requires regular assurance.	2024-25	SRR - WEAKNESS IN KEY FINANCIAL SYSTEMS a) Failure of the CFO to understand weaknesses in Key Financial Systems SRR - Implementation of new single Council Tax, Business Rates, Benefits and Bids system with integrated Workflow / Eforms and hosted in the Cloud SRR - Revenues income and compliance	Underpins delivery of Corporate Strategy	1
Finance	NDR (KFS)	High	Annual Key Financial System review. Councils key revenue source which requires regular assurance.	2024/25	SRR - WEAKNESS IN KEY FINANCIAL SYSTEMS a) Failure of the CFO to understand weaknesses in Key Financial Systems SRR - Implementation of new single Council Tax, Business Rates, Benefits and Bids system with integrated Workflow / Eforms and hosted in the Cloud	Underpins delivery of Corporate Strategy	2

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
					SRR - Revenues income and compliance		
Finance	Debtors (KFS)	High	Annual Key Financial System review. Councils key revenue source which requires regular assurance.	2023/24	SRR - WEAKNESS IN KEY FINANCIAL SYSTEMS a) Failure of the CFO to understand weaknesses in Key Financial Systems SRR - Revenues income and compliance	Underpins delivery of Corporate Strategy	3
Finance	Main Accounting System (KFS)	High	Annual Key Financial System Review. Significant financial impact if main account system not effectively controlled.	2023/24	CR09 – we may fail to maintain a safe and balanced budget for the delivery of services, and managing the MTFP SRR - FINANCIAL IMPLICATIONS OF: a) Changes in Legislation, Government Policy etc and any reduction in Income as a Result of Changes to Fees and Charges b) Not accounting and planning for financial implications of changes in legislation, government policy, best practice and any reduction in income as a result of changes to fees and charges within the Council's overall financial strategy. Failure in MTFP financial planning for services in the medium to long term SRR - WEAKNESS IN KEY FINANCIAL SYSTEMS a) Failure of the CFO to understand weaknesses in Key Financial Systems	Underpins delivery of Corporate Strategy **Our approach** Using our resources sustainably to support our ambitions	2
Finance	Creditors (KFS)	High	Annual Key Financial System. After employee expenses, main source of spend is on suppliers and contracts. Essential to ensure this is well controlled.	2024/25	SRR - WEAKNESS IN KEY FINANCIAL SYSTEMS a) Failure of the CFO to understand weaknesses in Key Financial Systems	Underpins delivery of Corporate Strategy	4

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
Finance	Treasury Management (KFS)	Medium	Annual Key Financial System Review. Management of Council's loans and investments requires regular review. Significant investments undertaken.	2024/25	SRR - WEAKNESS IN KEY FINANCIAL SYSTEMS a) Failure of the CFO to understand weaknesses in Key Financial Systems SRR - Revenues income and compliance	Underpins delivery of Corporate Strategy	4
Finance	Contract Payment – All Services (Counter Fraud)	High	Part of Council's commitment to deterrence, prevention & detection of fraud.	2024/25	FRR - Unfair award of contract to a supplier / incorrect payment made to suppliers SRR - Procurement & Contract Management team failure to adequately support services and mitigate known generic risks wider than non-compliance with PA23.	Underpins delivery of Corporate Strategy	2
Finance\IT & Programmes	BACS Bureau	High	Key system for processing payments which has not been reviewed for some time. Potential to cause significant financial losses if not operating effectively.	Legacy Council	CR09 – Failure to maintain a balanced budget FRR – Access to key systems, theft and fraudulent payments SRR – Cyber Crime…illegal activities conducted using computers or networks	**Our Approach** Using data, insights and feedback to shape services and solutions.	**1**
IT & Programmes	Licensing	High	Significant cost of licensing in key systems, management of access to key systems through granting of licenses.	Legacy Council	CR09 – Failure to maintain a balanced budget FRR – Theft, access to key systems SRR – Cyber Security risks of licenses not correctly allocated.	**Our Approach** Using data, insights and feedback to shape services and solutions.	**1**
IT & Programmes	IT Equipment Asset Management	High	Significant cost of IT equipment and management	2022/23	CR09 – Failure to maintain a balanced budget FRR – Theft of portable and valuable equipment. SRR – Cyber Crime (including theft of assets)…illegal	**Our Approach** Using data, insights and feedback to shape services and solutions.	**4**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
	(Service KAF)		of valuable assets that have been subject to theft in the past. Previous 'partial' audit opinion.		activities…encompassing theft of BCP owned IT (inc. laptops)		
IT & Programmes	Application Development	High	Significant numbers of applications being developed by "citizen" developers around the organisation. Assurance required that they adhere to corporate requirements on data security, access, governance and integrity.	New audit area	Emerging risk area	**Our Approach** Using data, insights and feedback to shape services and solutions.	**3**
IT & Programmes	Guest WiFi Networks	Medium	Concerns noted on the security of Guest WiFi networks across council sites which could compromise secure networks if not effectively controlled.	New audit area	CR04 – We may suffer a loss or disruption to IT Systems and Networks from cyber attack SRR – Cyber Crime (including theft of assets)	**Our Approach** Using data, insights and feedback to shape services and solutions.	**2**
IT & Programmes	ICT (Core KAF)	Medium	Annual Key Assurance Function on the core provision of IT. This review may include reviewing organisational	2024/25	CR04 – We may suffer a loss or disruption to IT Systems and Networks from cyber attack SRR – various risks	**Our Approach** Using data, insights and feedback to shape services and solutions.	**2**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			wide policies, security, assets and so forth. The scope will be informed by discussions with the service closers to commencement of the audit.				
IT & Programmes	Project & Programme Management (Core KAF)	Medium	Annual Key Assurance Function review on the corporate provision of Project Management support to the organisation. Risks of ineffective projects and lack of effective controls in place.	2024/25	SRR - Risk of including Construction Project Managers within the IT Programmes and Project Management (PPM) function.	Underpins delivery of Corporate Strategy	**2**
People & Culture	Business Continuity (Service KAF)	Medium	To review Business Continuity arrangements within People & Culture. Including reviewing continuity arrangements for key systems such as Payroll	No previous coverage	SRR - Emergency Response and Business Continuity SRR - IT & Telecom outage or interruption of energy supply	Underpins delivery of Corporate Strategy	**2**
People & Culture	Business Planning & Performance (Service KAF)	Medium	To review service planning within People & Culture to ensure realistic objectives have	No previous coverage	Key assurance review	Underpins delivery of Corporate Strategy	**2**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			been set. Confirming that KPI's are in place to monitor achievement of those objectives.				
People & Culture	HR/ Payroll - Data Analytics	Medium	To be completed with Payroll KFS audit. Specific analytical work to be undertaken on Payroll data to ascertain anomalies or errors.	Data analytics = new audit area	SRR - Failure of Payroll system SRR - New Payroll system implementation project conflict with Pay & Reward implementation timescales	Underpins delivery of Corporate Strategy	**3**
People & Culture	Human Resources (Core KAF)	Medium	Annual Key Assurance review on provision of core HR services, such as key policies, training, sickness management and so forth. Scope to be determined in liaison with	2024/25	Core key assurance review	**Our approach** Developing a passionate, proud. valued and diverse workforce Creating an environment for innovation, learning & leadership	**3**
People & Culture	Payroll (KFS)	Medium	Key Financial System audit to review main expenditure of Council funds. Potential high risk area due to spend on staffing.	2024/25	SRR - Failure of Payroll system SRR - New Payroll system implementation project conflict with Pay & Reward implementation timescales	Underpins delivery of Corporate Strategy	**3**
Law & Governance	ICT (Service KAF)	Medium	To review key IT systems within Law & Governance due	Not previously reviewed	SRR - Failure to manage and handle confidential and/or personal information/loss of data/Failure to manage information to include adequate secure storage of such information	**Our Approach** Using data, insights and feedback to shape services and solutions.	**2**

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			to replacement of key system for management of legal cases.				
Law & Governance	Local Land Charges	Medium	To review process for processing of land charges and income gained from this services. Potential new systems in place which may increase risk.	2020/21	Not noted on SRR	**Our place and environment** Our inclusive, vibrant and sustainable economy supports our communities to thrive	3
Law & Governance	Officer Decision Records	High	To review how decisions are documented and if this is in line with Council policy. Potential significant decisions which are made should have sufficient supporting evidence to confirm why decisions made.	New audit area	Key governance area	**Our approach** Creating an environment for innovation, learning and leadership	2
Law & Governance	Information Governance (Core KAF)	High	Annual Key Assurance review on core provision of information governance compliance across the organisation. Audit like to review FOI process this	2024/25	Information Governance Risk Register - various	Underpins delivery of Corporate Strategy	4

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			year.				
Marketing, Comms & Policy	Social Media Management	High	Key communication platform for the Council which, if not used correctly, can bring significant reputational damage to the Council.	New audit area	CR04 – Risk of Cyber attack SRR – Cyber Security risk if access was to be gained to social media systems which the Council has active. Significant potential reputational damage.	**Our Approach** Using data, insights and feedback to shape services and solutions.	1
Marketing, Comms & Policy	Human Resources (Service KAF)	Medium	To review HR process within Marketing, Comms and Policy to ensure that corporate policies are being complied with.	Not previously reviewed	Service key assurance review	**Our approach** Developing a passionate, proud. valued and diverse workforce Creating an environment for innovation, learning & leadership	3
Marketing, Comms & Policy	Business Planning & Performance Management (Core KAF)	Medium	To review corporate guidance and process for Service Planning and performance monitoring guidance issued to the organisation. Risk of Council not achieving wider objectives.	2024/25	SRR - Failure to report corporate performance to sufficient level/standard	Underpins delivery of Corporate Strategy	3
Marketing, Comms & Policy	Sustainable Environment (Core KAF)	High	To review progress made on the corporate objective of reducing the impact the	2024/25	CRR – Potential of climate change to outstrip our capability to adapt	**Our place and environment** Climate change is tackled through sustainable policies and practice	3

Service Area	Audit	IA Risk Score	Reason for Inclusion	Date last audited	Link to Risk Register/s Corporate (CRR) / Service Risk/s (SRR) / Fraud (FRR) / Board Risk Registers (BRR)	Link to Corporate Strategy	Provisional Qtr
			Council has on the environment.				
Marketing, Comms & Policy	Partnerships (Core KAF)	Medium	To review corporate guidance and arrangements for dealing with key partners the Council works with. Including managing the risks involved and how agreements are drawn up between parties.	2024/25	CR16 – we may fail to secure or manage partnerships, miss out on associated funding and be unable to deliver services for communities SRR - Partnerships Register & Governance	**Our approach** Working closely with partners, removing barriers and empowering others	**3**

***Key**: KAF – Key Assurance Function, KFS – Key Financial System*

Appendix 6

BCP COUNCIL ASSURANCE FRAMEWORK – APRIL 2025

COUNCIL

Audit & Governance Committee Annual Report

AUDIT & GOVERNANCE COMMITTEE

AGS - REVIEW OF EFFECTIVENESS OF GOVERNANCE FRAMEWORK

Management				Internal Audit	External Assurance Providers	Member Oversight
		Second Line Assurance				
Assurance Function	**First Line Assurance**	**Corporate advice & compliance**	**Corporate Oversight**	**Third Line Assurance**	- External Audit - Reviews & Inspections - Regulatory Bodies - Benchmarking	- Audit & Governance Committee - Overview & Scrutiny Committees Cabinet/Council
Asset Management	**Directors and managers**	Finance; Housing & Communities; Customer & Property Operations	Corporate Property Group (CPG); Capital Investment Programme Board; Corporate Management Board (CMB)	**Chief Internal Auditor annual conclusion on the Council's governance, risk management and control arrangements**	External Audit (Grant Thornton - GT) * Social Housing Regulator Care Quality Commission	Cabinet/Council (acquisitions/disposals)
Business Continuity		Finance	Resilience Governance Board; Resilience Forum; CMB		Outsourced Business Continuity, ICT inspections	Audit & Governance Committee (annual report)
Business Planning and Performance Management		Marketing, Comms & Policy	Various – including Corporate Strategy Delivery Board; Children's Services (SEND) Improvement Board; Planning Improvement Board; CMB; Children & Young People's Partnership Board; Performance and Quality Executive Board for ASC		Local Government and Social Care Ombudsman (complaints) Peer Review	Cabinet/Council (annual performance report)
Counter Fraud		Finance	Statutory Officer Group (SOG)		National Fraud Initiative (NFI) annually	Audit & Governance Committee (annual report and quarterly updates)
Financial Management		Finance	Corporate Management Board		External Audit (GT) *	Cabinet/Council (Quarterly MTFP update and budget and financial outturn) Audit & Governance Committee (VFM, Treasury management quarter update)

Appendix 6

Fire Safety		Customer & Property Operations	Health & Safety & Fire Safety Board; Safety Supporters Forum; CPG		Fire Safety Inspections	Audit & Governance Committee (annual report)
Health & Safety (H&S)		Finance	Health & Safety & Fire Safety Board; Safety Supporters Forum; CPG		H&S Executive (inc. unannounced inspections)	Audit & Governance Committee (annual report)
Human Resources		People & Culture	Directors Strategy Group (DSG); CMB		Unions	Cabinet/Council as required, e.g. Pay & Reward, Performance Framework
ICT		IT & Programmes	IT & IS Infrastructure Board; Information Governance Board (IGB); CMB		Public Services Network (PSN) NCSC	Corporate Risk Management, Overview & Scrutiny, Cabinet/Council as appropriate
Information Governance		Law & Governance	Information Governance Board		Information Commissioner	Audit & Governance Committee (annual report)
Partnerships		Marketing, Comms & Policy	Various – including service/partnership specific boards e.g. BCP/BH Live Strategic Partnership Board; Children's and Young Peoples Partnership Board; CMB			Health & Wellbeing Board Lower Central Gardens Trust Board Russell Cotes Art Gallery and Museum Management Committee
Procurement		Finance	Procurement & Contracts Board		Procurement Review Unit (PRU) part of the Cabinet Office (enhanced role following the Procurement Act 2023)	Audit & Governance Committee (ad hoc reports/deeper dives)
Project & Programme Management		IT & Programmes	Corporate Strategy Delivery Board; CMB; Infrastructure Board; Project specific boards			Project Committees /Boards as appropriate
Risk Management		Finance	DSG; CMB		External Audit (GT) *	Audit & Governance Committee (quarterly update reports)
Safeguarding		Adult Social Care; Children's Services	Safeguarding Boards (Adults & Children's which include independent scrutineers); CMB		Care Quality Commission; Ofsted; Child Safeguarding Practice Review Panel	Children's Services Overview & Scrutiny Committee Was the Improvement Board, going forward it will be the Children and Young Peoples Partnership Board Health & Adult Social Care Overview & Scrutiny Committee
Sustainable Environment		Environment	Overall arrangements currently in development; CMB		Environment Agency (EA) and Office for Environmental Protection (OEP)	Environment & Place Overview & Scrutiny Committee (Sustainability)

*It is not the External Auditor's (Grant Thornton) primary role to provide assurance on the adequacy of key assurance functions. Nevertheless, through their auditing of the statement of accounts and in providing their value for money opinion, a form of external assurance exists across a number of functions, most notably those marked with an asterisk.

APPENDIX 7

INTERNAL AUDIT

ANTI-FRAUD & CORRUPTION AUDIT PLAN

2025/26

Author: Simon Milne, Audit Manager Deputy CIA
Version: March 2025 v2025
Review Date: Annual, next due March 2026

Background

The Council's overall arrangements for preventing, detecting and investigating fraud and corruption are regularly reviewed and assessed by Internal Audit. The Councils approach for countering fraud and corruption is set out in the Anti-Fraud and Corruption Policy which also highlights relevant legislation, details roles and responsibilities of officers & councillors and also provides detailed guidance for officers and managers.

In addition the following relevant key policies are in place within the Council: Whistle-Blowing Policy; Declarations of Interests, Gifts and Hospitality Policy; Regulation of Investigatory Powers Act (RIPA) and Investigatory Powers Act (IPA) Policy; Financial Regulations; Employee/Member Codes of Conduct.

Introduction

Managing the risk of fraud and corruption is the responsibility of management. Audit procedures alone, even when performed with due professional care, cannot guarantee that fraud or corruption will be detected. Nevertheless, Internal Audit has a key role to play in the prevention, detection, and investigation of fraud and corruption.

Internal Audit maintains the Council's Corporate Fraud Risk Register and ensures any high scoring risks are considered for inclusion in individual service risk registers.

The Corporate Fraud Risk Register is used to identify key Council fraud and corruption risks and to allow Internal Audit to allocate its resource and regularly review these key risks as part of the annual audit plan.

This Anti-Fraud and Corruption Audit Plan provides the allocation of Internal Audit resource for tackling fraud and corruption against the Council. It covers the activities of the Council that are considered to be the most likely to be subjected to fraud in some form, either from within the organisation or from external sources.

2025/26 Annual Fraud Risk Assessment

The audit of fraud and corruption is an important feature of the Audit Plan and comprises of three main elements:

- An assessment of all or part of the Council's overall arrangements for preventing and detecting fraud and corruption;
- Ensuring counter-fraud and corruption work is incorporated within planned audits across directorates (e.g. payroll, creditors);
- Reviewing and testing specific risk areas that are not covered by planned audits.

Time has been allocated in the 2025-26 Audit Plan to carry out proactive prevention and detection work on fraud and corruption, including the specific risk areas not covered by planned audits. This time also includes work on the co-ordination of the National Fraud Initiative (NFI) data matching exercise.

The 2025-26 Audit Plan has also allocated days to undertake investigative work to be carried out if fraud or corruption is suspected or detected.

Corporate Fraud Work

Fraud checks on Council housing services (Right to Buy) will be carried out by the Corporate Fraud Specialist within Internal Audit, as well as providing specialist support for Blue Badge and housing tenancy fraud.

	ANTI-FRAUD AND CORRUPTION WORK PLAN 2025/26			
REF	PLANNED ACTIVITY	Core Audit DAYS	Investigation DAYS	Corporate Fraud DAYS
	STRATEGIC			
1.1	**Review of Best Practice** – against CIPFA & other guidance	1		5
1.2	**Corporate Fraud Risk Assessment** – review and update	2		
1.3	**Counter Fraud Case Management System** – review system	5		
	CULTURE & DETERRENCE			
2.1	**Issue fraud alerts -** review types of frauds occurring & inform officers\managers	3		
2.2	**E-learning -** review completion of fraud awareness e-learning module	1		
2.3	**Counter Fraud Policies -** annual review	2		
2.4	**Staff Declarations of Interests, Gifts & Hospitality** – review system	5		
2.5	**Staff Training** – carry out targeted fraud awareness training	2		10
	PREVENTION & DETECTION			
4.1	**Proactive analytical fraud detective work**			
4.2	Contract Payments (all services)	25		
4.3	Direct Payments (Adults)	15		
4.4	Right to Buy (Housing)	15		
4.5	Blue Badges (Customer & Property Ops, Planning & Transport)	15		
4.6	Concessionary Travel (Planning & Transport)	15		
4.7	Moveable Assets (all services)	25		
4.8	Cash income (Commercial Services)	10		
4.9	Data-matching and investigation (including NFI)	35		25
4.10	Corporate Fraud Work - Housing Allocation\Tenancy\Right to Buy\ Blue Badges. (includes pro-active work)			50
	INVESTIGATION			
5.1	Counter Fraud Work - responding to suspected irregularities		100	30
	SANCTION/REDRESS			
6.1	**Regular review** of internal audit investigation log to confirm that sanctions applied are consistent and in accordance with policy	1		
6.2	**Prosecution\Penalties** for external fraud e.g. Housing Tenancy			5
	DEFINING SUCCESS			
7.1	**2026-27 Counter Fraud Plan** – prepare and complete	2		
7.2	**Annual Report to Audit & Governance Committee** – production	1		
	TOTAL ALLOCATED DAYS 2025/26	180	100	125
	GRAND TOTAL ANTI-FRAUD & CORRUPTION DAYS		**405**	

KEY FRAUD RISK AREAS (FROM CORPORATE FRAUD RISK REGISTER)

Area of Fraud Risk	Register Score	Internal Audit (IA) work coverage	Resource Required 25/26
Cybercrime Illegal activities conducted using computers or networks, encompassing hacking, fraud, identity theft, and other malicious actions online	12	- BCP cyber security audit review 2021/22 - Network security audit review 2023/24 - 3rd Party access audit review 2024/25	-
Mandate Fraud Fraudulent attempt to change bank account details for a supplier	12	- Annual Creditors audits - Bank mandate specific audit review 2024/25	-
Contract Fraud Unfair award of contract to a supplier / incorrect payment made to suppliers	12	- BCP contract award audit review 2023/24 and 2024/25	Review & test contract payments to suppliers
Income Money due to the Council is intercepted	9	- 2024/25 BCP cash income checks carried out	Review cash income collection processes in Commercial Services
Council Tax Discount Fraud Council Tax Discount claimed despite not being eligible thus undermining Council Tax income and budget situation	9	- Annual Council Tax audits - NFI Council Tax Single Persons Discount annual review	-
Financial Assessments Financial circumstances are not accurately disclosed, resulting in incorrect contribution calculation	9	- Annual Key Financial System reviews	Corporate Fraud work on fraud referrals
Residential Care / Homecare Payments Residential care payments made when either the client does not exist, or no notification was made of deceased resident	9	- Annual Key Financial System reviews - Reviewed payments to residential and homecare clients 2024/25	-
Direct Payments (Adult & Children) Direct payments are not spent as per care plan activities	9	- Adults audit review 2021/22/23 - Children's audit review 2024/25	Review direct payment expenditure controls for Adults
Housing Tenancy Incorrect declaration of circumstances leading to Council property being obtained / Council property is illegally sub-let / Council property is not lived in by tenant	9	- BCP audit review 2023/24	Corporate Fraud support work NFI data matching work
Planning Applications Incorrect information given in order to wrongfully obtain planning permission	9	- BCP audit review 2024/25	-
Housing Right to Buy Obtaining discount and property by providing false records of circumstances	9	- BCP audit review 2022/23	Review Right to Buy new combined process Corporate Fraud work on applications
Recruitment Individual wrongfully obtaining employment using false information	9	- BCP audit review 2024/25	-
Creditor Payments Creditor payments made to incorrect supplier	8	- Annual Creditors audits - 21/22 duplicate payments review carried out - NFI biennial exercise (last Jan 2025)	-

Area of Fraud Risk	Register Score	Internal Audit (IA) work coverage	Resource Required 25/26
Treasury Management Payments Fraudulent bank transfer payments made disguised as genuine treasury management transactions	8	- BCP audit review 2023/24	-
Schools Creditor payments, expense payments, funding payments and payroll	6	- Ongoing school audits	-
Council Tax Reduction Scheme (CTRS) Submitting false information in order to wrongfully gain CTRS	6	- Annual Housing Benefit audit - NOTE BCP Revs responsibility	-
Business Rates Incorrect declaration of circumstances leading to incorrect rates being charged	6	- Annual NDR Key Financial System audits - Small Business Relief data matching work 2019/20 - NOTE BCP Revs responsibility	-
Blue Badge Use of a counterfeit / stolen / deceased / fraudulently obtained Blue Badge	6	- BCP audit review 2021/22	Review arrangements in place Corporate Fraud support work
Theft of Assets Assets and / or data stolen / used for personal use	6	- Asset Management Key Assurance Function service reviews	Review moveable asset fraud risks & controls across BCP Council
Procurement Cards Fraudulent use of procurement card such as personal use	4	- BCP Counter Fraud Review 2020/21 - BCP audit review 2024/25	-
Concessionary Travel Gaining access to Concessionary travel using false or omitted information / fraudulent use of permit	4	- BCP audit review 2020/21 - NFI biennial match to deceased process	Review new travel pass combined process Corporate Fraud support work
Grant Award False payment of grants to private individuals, companies, charities / misuse of grant funding	4	- Includes COVID grant awards – Internal Audit assurance work carried out 2020/21/22 - BCP Grant Award audit review 2022/23	-
Employee False Claims Inappropriate employee claims for expenses and / or time	4	- BCP Counter Fraud Review 2020/21 & 2023/24 (expenses only) - Payroll Key Financial System audits	-
Licences Obtaining licence through provision of false information	4	- Covered with Identity Fraud audit review 2022/23	-
Debt Collection Debts written off / reduced incorrectly (intentional)	4	- Annual Debtors audit	-
Serious and Organised Crime Council fails to prevent serious and organised crime	4	- BCP audit review 2021/22	-
False Applications/Identity Fraud Somebody uses someone else's identification / personal data to gain services / funds to which they would not otherwise be entitled	4	- BCP audit review 2022/23	-
False Insurance Claims Fraudulent insurance claim paid by the Council	3	- BCP Insurance audit review 2020/21	-
Payroll Fraud Payments made when the employee does not exist	2	- Annual payroll audits	-

Area of Fraud Risk	Register Score	Internal Audit (IA) work coverage	Resource Required 25/26
Schools Allocations Submission of false information to gain a place at a preferred school	**2**	- School Admission arrangements reviewed 2023/24	-
Recourse to Public Funds Persons gaining access to services/funds to which they are not entitled through false or omitted information	**2**	- BCP audit review 2020/21	-
Local Welfare Assistance Fund Falsely claiming entitlement to crisis payment financial assistance	**2**	- BCP audit review 2020/21	-
Sham Marriages Council allows a marriage to proceed without carrying out adequate checks	**2**	- BCP audit review 2021/22	-
Policy Compliance			
Criminal Finances Act	**4**	- BCP audit review 2022/23	-
Anti-Money Laundering	**4**	- BCP audit review 2022/23	-
Anti-Bribery & Corruption	**4**	- BCP audit review 2023/24	-
Regulation of Investigatory Powers Act and Investigatory Powers Act	**4**	- BCP audit review 2023/24	-
Employee Declaration of Interests	**4**	- BCP audit review 2020/21 - Annual review of senior officer form completion	Review of corporate system
Councillor Declaration of Interests	**4**	- BCP audit review 2022/23	-