Area for Development	Issue	Actions	Timeframe
Professional Training and Development	There has been no skills analysis or consistent process for identifying and addressing training and development needs. The job description for the Principal Auditor post (the majority of staff) has not been reviewed and updated, including the skills required, since 2017.	1) Complete team skills assessment against IIA competency framework 2) Develop a training plan for the team using the outcomes of the skills assessment and appraisal discussions 3) Determine / agree how training will be recorded and implement solution 4) Review and update the Principal Auditor job description	01/07/2022 30/11/2022
Risk Based Auditing	Audit work has not been explicitly linked to strategies, objectives and risks, at macro and individual level. Planning for individual audits has not been sufficiently supported by a risk assessment.	1) Ensure that the Audit Plan is explicitly linked to strategies objectives and risks (as for 2022/23) 2) Ensure that Audit progress and outcome reports to Committee explicitly demonstrate how audit work provides assurance on strategic objectives and risks 3) Continue to embed the planning process for individual audits to ensure that these relate to strategies, objectives and risks 4) Continue to develop a 'library of risks' for audit work	Ongoing but demonstrated by end March 2023
Quality Assurance	There is no documented Quality Assurance and Improvement Programme. KPIs are limited in scope and number and do not provide a holistic assessment of the service. Limited documented evidence of supervision and review for individual audits. Customer feedback limited as questionnaires not routinely returned	1) Develop a QAIP for the section 2) Develop a set of KPIs for the section 3) Develop a system for monitoring and chasing return of questionnaires 4) Ensure that all files show evidence of review points and responses, prior to draft ToR or report release	Oct-22

Independence and Objectivity	The Head of Audit and Assurance's appraisal is undertaken by the s151 officer with no input from the Chair of Audit Committee or the Chief Exec. The team are very experienced at LBB but this does mean we need to be more careful when allocating assignments to ensure rotation and objectivity, whilst making use of skills and experience.	1) Discuss with the s151 Officer how feedback from others can be used to inform the appraisal process 2) Ensure that auditors are allocated a range of subjects and that we have discussions prior to detailed planning about previous work in the area and any impact this may have	01/02/2023 Ongoing but embedded by March 2023
IT Risks and Controls	Some staff did not feel confident auditing IT risks and controls.	1) Source and deliver training as part of the IA Training Plan	Mar-23
Data Anaytics	There is limited use of data analytics.	1) Develop a data analytics strategy which includes training, skills and roll out 2) Ensure auditors have opportunities to practice their skills within individual audits	Mar-23
Procedures	The Audit Manual has not been fully updated and disseminated since 2015.	1) Update the Audit Manual and roll out to the Team	Dec-22
Reliance on other assurance providers	There is no defined process for identifying and placing reliance on other assurance providers. Relationships with EA are not well developed.	1) Assurance mapping included as part of the 2022-23 Internal Audit Plan 2) Develop process for placing reliance on other forms of assurance	Mar-23
Audit Coverage	Internal Audit's role in providing assurance on, and promoting ethics and values, needs to be enhanced. Similarly, there has been limited work on strategic decisions although operational decisions are routinely covered.	1) Future audit plans need to consider assurance over ethical matters and strategic decisions making.	November 2023 onwards
Fraud Risks	There is no fraud risk assessment for the organisation and the Counter Fraud strategy is due an update.	1) Update CF Strategy 2) Develop a fraud risk assessment	November 2022 for Strategy March 2024 for risk assessment
Consultancy work	There is no template for consultancy work, including the respective roles and responsibilities of both parties	1) Develop a template for consultancy Terms of Reference which includes roles and responsibilities of both parties	Jul-22

Fieldwork	Work programmes (RCMs) are inconsistent in detail and quality. RCMs do not always include how information will be identified, analysed, evaluated and documented, including how samples will be selected. There is limited evidence on file of RCM review and approval prior to fieldwork. Files do not always contain information on how processes are designed and meant to operate, in order to assess adequacy of design. The level of information and detail held on each file is mixed, some do not contain a sufficient level of detail to fully support conclusions and results.	1) Provide training on RCMs in team meeting 2) Review individual RCMs and provide follow up support / coaching as required 3) Planning checklist contains controls section to prompt process design work 4) Provide training on process mapping 5) Request process maps or procedure notes from clients where applicable, checking if correct.	Dec-22
Reporting	Audit reports have not consistently acknowledged good practice as in some instances the report has been exception only. There is no defined process for releasing full (non redacted) reports to parties outside the organisation.	1) Ensure that all audit reports identify areas which are working well 2) Determine a process for releasing full reports outside LBB	01/05/2022 31/10/2022
Follow Up	Follow up process newly developed and not embedded. Process for monitoring consultancy pieces of work not defined.	1) Continue to embed follow up process 2) Review new process in September 2022 and make any amends. 3)Define process for monitoring follow up of actions agreed as part of consultancy engagements	Sep-22