

Checklist for Assessing Conformance with the PSIAS and the Local Government Application Note

This checklist has been developed to satisfy the requirements set out in PSIAS 1311 and 1312 for periodic self-assessments and externally validated self-assessments as part of the Quality Assurance and Improvement Programme. It incorporates the requirements of the PSIAS as well as the Application Note in order to give comprehensive coverage of both documents.

Please tick to indicate Y = YES, P = PARTIAL, N = NO. Evidence for each response must be provided and reasons for any partial or full non-conformance should be given, together with any compensating measures in place or actions in progress to address this.

1	Definition of Internal Auditing				
	Using evidence gained from assessing conformance with other Standards, is the internal audit activity:				
	a) Independent?	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
	b) Objective?	Y			Annual reviews of IA Effectiveness and

					associated supporting documentation up to and including 2015/16.
	Using evidence gained from assessing conformance with other Standards, does the internal audit activity use a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes within the organisation?	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
2	Code of Ethics				
	<p>Integrity</p> <p>Using evidence gained from assessing conformance with other Standards, do internal auditors:</p> <p>a) Perform their work with honesty, diligence and responsibility?</p> <p>b) Observe the law and make disclosures expected by the law and the profession?</p> <p>c) Not knowingly partake in any illegal activity nor engage in in acts that are discreditable to the profession of internal auditing or to the organisation?</p> <p>d) Respect and contribute to the legitimate and ethical objectives of</p>	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
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		Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
		Y			Annual reviews of IA Effectiveness and

	the organisation?				associated supporting documentation up to and including 2015/16.
	<p>Objectivity</p> <p>Using evidence gained from assessing conformance with other Standards, do internal auditors display objectivity by not:</p> <p>a) Taking part in any activity or relationship that may impair or be presumed to impair their unbiased assessment?</p> <p>b) Accepting anything that may impair or be presumed to impair their professional judgement?</p> <p>c) Disclosing all material facts known to them that, if not disclosed, may distort the reporting of activities under review?</p>	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
		Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
		Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
	<p>Confidentiality</p> <p>Using evidence gained from assessing conformance with other Standards, do internal auditors display objectivity by:</p> <p>a) Acting prudently when using information acquired in the course of their duties and protecting that information?</p> <p>b) Not using information for any personal gain or in any manner that</p>	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
		Y			Annual reviews of IA Effectiveness and

	would be contrary to the law or detrimental to the legitimate and ethical objectives of the organisation?				associated supporting documentation up to and including 2015/16.
	<p>Competency</p> <p>Using evidence gained from assessing conformance with other Standards, do internal auditors display objectivity by:</p> <p>a) Only carrying out services for which they have the necessary knowledge, skills and experience?</p> <p>b) Performing services in accordance with the PSIAS?</p>	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
	c) Continually improving their proficiency and effectiveness and quality of their services, for example through CPD schemes?	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
	Do internal auditors have regard to the on Standards of Public Life's <i>Seven Principles of Public Life</i> ?	Y			Annual reviews of IA Effectiveness and associated supporting documentation up to and including 2015/16.
3	Attribute Standards				
3.1	1000 Purpose, Authority and Responsibility				

	<p>Does the internal audit charter include a formal definition of:</p> <p>a) the purpose b) the authority, and c) the responsibility of the internal audit activity consistent with the Public Sector Internal Audit Standards (PSIAS)?</p>	<p>Y</p>			<p>Refreshed Terms of Reference (ToR) Section 2 endorsed by the Audit Committee June 2013.</p> <p>NB. Two additions to the UK PSIAS were applicable from 1 April 2016:</p> <ul style="list-style-type: none"> • Mission of Internal Audit – ‘to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight’; and • Core Principles for the Professional Practice of Internal Auditing – ‘to demonstrate integrity, competence and due professional care; to be objective and free from undue influence; to be aligned with the strategies, objectives and risks of the organisation; to be appropriately positioned and adequately resourced; to demonstrate quality and continuous improvement; to communicate effectively; to provide risk-based assurance; to be insightful, proactive and future focused; and to promote organisational improvement’.

					<p>Given the decision taken in principle in the late Summer 2016 to progress a Shared Internal Audit Service arrangement with Stockton BC the current Terms of Reference and Quality Management System (QMS) of Darlington Audit Services were not formally refreshed to incorporate these changes. However, both are reflected in Audit Services' existing approach and practice.</p> <p>The Internal Audit Charter and QMS of the proposed Shared Internal Audit Service will formally reference both the Mission of Internal Audit and the Core Principles for the Professional Practice of Internal Auditing.</p>
LGAN	<p>Does the internal audit charter define the terms 'board' and 'senior management', for the purposes of the internal audit activity?</p> <p>Note that it is expected that the audit committee will fulfil the role of the board in the majority of instances.</p>	Y			Refreshed ToR Section 4 endorsed by the Audit Committee June 2013.
	Does the internal audit charter also:				
	a) Set out the internal audit activity's position within the organisation?	Y			ToR Section4
	b) Establish the CAE's functional reporting relationship with the	Y			ToR Section 4

	board?				
LGAN	c) Establish the accountability, reporting line and relationship between the CAE and those to whom the CAE may report administratively?	Y			ToR Section 4
LGAN	d) Establish the responsibility of the board and also the role of the statutory officers (such as the CFO, the monitoring officer and the head of paid service) with regards to internal audit?	Y			ToR Section 4
	e) Establish internal audit's right of access to all records, assets, personnel and premises and its authority to obtain such information and explanations as it considers necessary to fulfil its responsibilities?	Y			ToR Section 2
LGAN	f) Define the scope of internal audit activities?	Y			ToR Section 2
LGAN	g) Recognise that internal audit's remit extends to the entire control environment of the organisation?	Y			ToR Section 2
LGAN	h) Identify internal audit's contribution to the review of effectiveness of the control environment, as set out in the Accounts and Audit (England) Regulations 2011?	Y			ToR Section 6
LGAN	i) Establish the organisational independence of internal audit?	Y			ToR Sections 2 and 4
	j) Cover the arrangements for appropriate resourcing?	Y			ToR Section 6
	k) Define the role of internal audit in any fraud-related work?	Y			ToR Section 3

	l) Set out the existing arrangements within the organisation's anti-fraud and anti-corruption policies, to be notified of all suspected or detected fraud, corruption or impropriety?	Y			ToR Section 3
	m) Include arrangements for avoiding conflicts of interest if internal audit undertakes non-audit activities?	Y			ToR Section 4
	n) Define the nature of assurance services provided to the organisation, as well as assurances provided to parties external to the organisation?	Y			ToR Section 6
	o) Define the nature of consulting services?	Y			ToR Section 4
	p) Recognise the mandatory nature of the PSIAS?	Y			ToR Section 2
	Does the chief audit executive (CAE) periodically review the internal audit charter and present it to senior management and the board for approval?	Y			ToR Section 7
	Does the CAE attend audit committee meetings?	Y			Audit Committee minutes
	Does the CAE contribute to audit committee agendas?	Y			Audit Committee reports
3.2	1100 Independence and Objectivity				
	Does the CAE have direct and unrestricted access to senior management and the board?	Y			ToR Section 4
	Does the CAE have free and unfettered access to, as well as	Y			ToR Section 4

	communicate effectively with, the chief executive or equivalent and the chair of the audit committee?				
	Are threats to objectivity identified and managed at the following levels:				
	a) Individual auditor?	Y			ToR Sections 4 and 6
	b) Engagement?	Y			ToR Sections 4 and 6
	c) Functional?	Y			ToR Sections 4 and 6
	d) Organisation?	Y			ToR Sections 4 and 6
	<i>1110 Organisational Independence</i>				
	Does the CAE report to an organisational level equal or higher to the corporate management team?	Y			ToR Section 4
LGAN	Does the CAE report to a level within the organisation that allows the internal audit activity to fulfil its responsibilities?	Y			ToR Section 4
LGAN	Have reporting and management arrangements been put in place that preserve the CAE's independence and objectivity? This is of particular importance when the CAE is line managed by another officer of the authority.	Y			ToR Section 4
LGAN	Does the CAE's position in the management structure:				
	a) Reflect the influence he or she has on the control environment?	Y			ToR Section 4

b) Provide the CAE with sufficient status to ensure that audit plans, reports and action plans are discussed effectively with the board?	Y				ToR Section 4
c) Ensure that he or she is sufficiently senior and independent to be able to provide credibly constructive challenge to senior management?	Y				ToR Section 4
Does the CAE confirm to the board, at least annually, that the internal audit activity is organisationally independent? The following examples can be used by the CAE when assessing the organisational independence of the internal audit activity: The board:	Y				Annual Reports presented to Audit Committee
a) approves the internal audit charter	Y				Relevant Audit Committee reports
b) approves the risk-based audit plan	Y				Relevant Audit Committee reports
c) approves the internal audit budget and resource plan	Y				Relevant Audit Committee reports
d) receives communications from the CAE on the activity's performance (in relation to the plan, for example)	Y				Relevant Audit Committee reports
e) approves decisions relating to the appointment and removal of the CAE			P		Appointment and removal of the CAE adequately covered by existing HR procedures
f) seeks reassurance from management and the CAE as to whether there are any inappropriate scope or resource limitations.	Y				Relevant Audit Committee reports

	Does the chief executive or equivalent undertake, countersign, contribute feedback to or review the performance appraisal of the CAE?	Y			TOR Section 4 and PDR documentation
	Is feedback sought from the chair of the audit committee for the CAE's performance appraisal?	Y			TOR Section 4 and PDR documentation
	<i>1111 Direct Interaction with the Board</i>				
	Does the CAE communicate and interact directly with the board?	Y			Relevant Audit Committee reports and ad hoc meetings as required.
	<i>1120 Individual Objectivity</i>				
	Do internal auditors have an impartial, unbiased attitude?	Y			Audit Services' Quality Management System (QMS)
	Do internal auditors avoid any conflict of interest, whether apparent or actual?	Y			Audit Services' QMS
	<i>1130 Impairment to Independence or Objectivity</i>				
	If there has been any real or apparent impairment of independence or objectivity, has this been disclosed to appropriate parties (depending on the nature of the impairment and the relationship between the CAE and senior management/the board as set out in the internal audit charter)?	N/A			
	Have internal auditors assessed specific operations for which they			N	Audit documentation

	have been responsible within the previous year?				
	If there have been any assurance engagements in areas over which the CAE also has operational responsibility, have these engagements been overseen by someone outside of the internal audit activity?	Y			Audit documentation
LGAN	Are assignments for ongoing assurance engagements and other audit responsibilities rotated periodically within the internal audit team?	Y			As far as possible given the size of the Section
LGAN	Have internal auditors declared interests in accordance with organisational requirements?	Y			Relevant documentation
LGAN	Where any internal auditor has accepted any gifts, hospitality, inducements or other benefits from employees, clients, suppliers or other third parties (other than as may be allowed by the organisation's own policies), has this been declared and investigated fully?	N/A			
LGAN	Have any instances been discovered where an internal auditor has used information obtained during the course of duties for personal gain?			N	
LGAN	Have internal auditors disclosed all material facts known to them which, if not disclosed, could distort their reports or conceal unlawful practice, subject to any confidentiality agreements?	Y			Audit documentation
LGAN	Have internal auditors complied with the Bribery Act 2010?	Y			All staff fully aware of their responsibilities
	If there has been any real or apparent impairment of independence or	Y			Audit Services' QMS

	objectivity relating to a proposed consulting services engagement, was this disclosed to the engagement client before the engagement was accepted?				
	Where there have been significant additional consulting services agreed during the year that were not already included in the audit accepted?	N/A			
3.3	1200 Proficiency and Due Professional Care				
	<i>1210 Proficiency</i>				
	Does the CAE hold a professional qualification, such as CMIIA/CCAB or equivalent?	Y			CAE holds CIPFA qualification
	Is the CAE suitably experienced?	Y			CAE Employment Record
LGAN	Is the CAE responsible for recruiting appropriate internal audit staff, in accordance with the organisation's human resources processes?	Y			HR recruitment processes
LGAN	Does the CAE ensure that up-to-date job descriptions exist that reflect roles and responsibilities and that person specifications define the required qualifications, competencies, skills, experience and personal attributes?	Y			Job Descriptions
	Does the internal audit activity collectively possess or obtain the skills, knowledge and other competencies required to perform its responsibilities?	Y			PDR documentation including competency framework

	Where the internal audit activity does not possess the skills, knowledge and other competencies required to perform its responsibilities, does the CAE obtain competent advice and assistance?	Y			Advice commissioned as necessary
	Do internal auditors have sufficient knowledge to evaluate the risk of fraud and anti-fraud arrangements in the organisation?	Y			Awareness training, levels of experience within the service.
	Do internal auditors have sufficient knowledge of key information technology risks and controls?	Y			In respect of applications controls. ICT audited by SBC as part of the Xentrall arrangements.
	Do internal auditors have sufficient knowledge of the appropriate computer-assisted audit techniques that are available to them to perform their work, including data analysis techniques?	Y			Use of IDEA and Corporate IT System data extraction and analysis facilities.
	<i>1220 Due Professional Care</i>				
	Do internal auditors exercise due professional care by considering the:				
	a) Extent of work needed to achieve the engagement's objectives?	Y			Audit documentation
	b) Relative complexity, materiality or significance of matters to which assurance procedures are applied?	Y			Audit documentation
	c) Adequacy and effectiveness of governance, risk management and control processes?	Y			Audit documentation
	d) Probability of significant errors, fraud, or non-compliance?	Y			Audit documentation

	e) Cost of assurance in relation to potential benefits?	Y			Audit documentation
	Do internal auditors exercise due professional care during a consulting engagement by considering the:				
	a) Needs and expectations of clients, including the nature, timing and communication of engagement results?	Y			Audit documentation
	b) Relative complexity and extent of work needed to achieve the engagement's objectives?	Y			Audit documentation
	c) Cost of the consulting engagement in relation to potential benefits?	Y			Audit documentation
	<i>1230 Continuing Professional Development</i>				
LGAN	Has the CAE defined the skills and competencies for each level of auditor?	Y			PDR documentation including competency framework
LGAN	Does the CAE periodically assess individual auditors against the predetermined skills and competencies?	Y			PDR documentation including competency framework
	Do internal auditors undertake a programme of continuing professional development?	Y			PDR documentation including competency framework
	Do internal auditors maintain a record of their professional	Y			PDR documentation including competency framework

	development and training activities?				
3.4	1300 Quality Assurance and Improvement Programme				
	Has the CAE developed a Quality Assurance and Improvement Programme (QAIP) that covers all aspects of the internal audit activity and enables conformance with all aspects of the PSIAS to be evaluated?	Y			Audit Services' QMS
	Does the QAIP assess the efficiency and effectiveness of the internal audit activity and identify opportunities for improvement?	Y			Audit Services' QMS
	Does the CAE maintain the QAIP?	Y			Audit Services' QMS
LGAN	If the organisation is a 'larger relevant body' in England, does it conduct a review of the effectiveness of its internal audit at least annually, in accordance with the Accounts and Audit (England) Regulations 2011 section 6(3)?	N/A			No longer a requirement under the Accounts and Audit (England) regulations 2015. However, Annual Reviews continued to be completed in advance of the five-yearly independent external assessment required by the PSIAS and due for completion by the end of March 2018. Annual Reviews reported to the Audit Committee
	<i>1310 Requirements of the Quality Assurance and Improvement Programme</i>				
	Does the QAIP include both internal and external assessments?	Y			Audit Services' QMS and Annual Reviews of Internal Audit effectiveness
	<i>1311 Internal Assessments</i>				

LGAN	Does the CAE ensure that audit work is allocated to staff with the appropriate skills, experience and competence?	Y			ToR Section 5
	Do internal assessments include ongoing monitoring of the internal audit activity, such as:				
	a) Routine quality monitoring processes?	Y			Audit Services' QMS
	b) Periodic assessments for evaluating conformance with the PSIAS?	Y			Audit Services' QMS and Annual Reviews of Internal Audit effectiveness.
LGAN	Does ongoing performance monitoring include comprehensive performance targets?	Y			Audit Services' QMS and relevant reports to the Audit Committee
LGAN	Are the performance targets developed in consultation with appropriate parties and included in any service level agreement?	Y			Audit Services' QMS and Service Planning Framework
LGAN	Does the CAE measure, monitor and report on progress against these targets?	Y			Quarterly and Annual Audit Services' Reports to the Audit Committee
LGAN	Does ongoing performance monitoring include obtaining stakeholder feedback?	Y			Audit Services' QMS
	Are the periodic self-assessments or assessments carried out by people external to the internal audit activity undertaken by those with a sufficient knowledge of internal audit practices? Sufficiency would require knowledge of the PSIAS and the wider guidance available such as the Local Government Application Note and/or IIA practice advisories, etc.	Y			Annual Reviews of Internal Audit effectiveness reported to the Audit Committee

LGAN	Does the periodic assessment include a review of the activity against the risk-based plan and the achievement of its aims and objectives?	Y			Annual Reviews of Internal Audit effectiveness reported to the Audit Committee
	<i>1312 External Assessments</i>				
	Has an external assessment been carried out, or is planned to be carried out, at least once every five years?	Y			External Assessment planned for later in the five year cycle
LGAN	Has the CAE considered the pros and cons for the different types of external assessment (ie 'full' or self-assessment plus 'independent validation')?	Y			Approach likely to be adopted is self-assessment plus independent validation given the positive outcomes from previous Annual Reviews of Internal Audit effectiveness and probable costs
	Has the CAE discussed the proposed form of the external assessment and the qualifications and independence of the assessor or assessment team with the board?			N	Task to be completed at the relevant time in advance of the External Assessment
LGAN	Has the CAE agreed the scope of the external assessment with an appropriate sponsor, such as the chair of the audit committee, the CFO or the chief executive?			N	Task to be completed at the relevant time in advance of the External Assessment
	Has the CAE agreed the scope of the external assessment with the external assessor or assessment team?			N	Task to be completed at the relevant time in advance of the External Assessment
	Has the assessor or assessment team demonstrated its competence in both areas of professional practice of internal auditing and the external assessment process? Competence can be determined in the following ways:			N	Task to be completed at the relevant time in advance of the External Assessment

<p>a) experience gained in organisations of similar size</p> <p>b) complexity</p> <p>c) sector (ie the public sector)</p> <p>d) industry (ie local government), and</p> <p>e) technical experience.</p> <p>Note that if an assessment team is used, competence needs to be demonstrated across the team and not for each individual member.</p>					
<p>How has the CAE used his or her professional judgement to decide whether the assessor or assessment team demonstrates sufficient competence to carry out the external assessment?</p>				N	Task to be completed at the relevant time in advance of the External Assessment
<p>Does the assessor or assessment team have any real or apparent conflicts of interest with the organisation? This may include, but is not limited to, being a part of or under the control of the organisation to which the internal audit activity belongs.</p>				N	Task to be addressed at the relevant time in advance of the External Assessment
<p><i>1320 Reporting on the Quality Assurance and Improvement Programme</i></p>					
<p>Has the CAE reported the results of the QAIP to senior management and the board?</p> <p>Note that:</p> <p>a) the results of both external and periodic internal assessment must be communicated upon completion</p>	Y				Relevant reports to the Audit Committee
	Y				Relevant reports to the Audit Committee

	b) the results of ongoing monitoring must be communicated at least annually	Y			Relevant reports to the Audit Committee
	c) the results must include the assessor's or assessment team's evaluation with regards to the degree of the internal audit activity's conformance with the PSIAS.	Y			Relevant reports to the Audit Committee
	Has the CAE included the results of the QAIP and progress against any improvement plans in the annual report?	Y			Audit Services' Annual Reports
	<i>1321 Use of 'Conforms with the International Standards for the Professional Practice of Internal Auditing'</i>				
	Has the CAE stated that the internal audit activity conforms with the PSIAS only if the results of the QAIP support this?	Y			Audit Services' Annual Reports
	<i>1322 Disclosure of Non-conformance</i>				
	Has the CAE reported any instances of non-conformance with the PSIAS to the board?	Y			Relevant reports to the Audit Committee
	Has the CAE considered including any significant deviations from the PSIAS in the governance statement and has this been evidenced?	N/A			No significant deviations from the PSIAS identified
4	Performance Standards				
4.1	2000 Managing the Internal Audit Activity				

	Do the results of the internal audit activity's work achieve the purposes and responsibility of the activity, as set out in the internal audit charter?	Y			Audit Services' Annual Report and supporting documentation
	Does the internal audit activity conform with the <i>Definition of Internal Auditing</i> and the <i>Standards</i> ?	Y			Audit Services' Annual Report and supporting documentation
	Do individual internal auditors, who are part of the internal audit activity, demonstrate conformance with the <i>Code of Ethics</i> and the <i>Standards</i> ?	Y			Audit Services' QMS
	Does the internal audit activity add value to the organisation and its stakeholders by				
	a) Providing objective and relevant assurance?	Y			Audit Services' Annual Report and Annual Reviews of Internal Audit effectiveness
	b) Contributing to the effectiveness and efficiency of the governance, risk management and internal control processes?	Y			Audit Services' Annual Report and Annual Reviews of Internal Audit effectiveness
	<i>2010 Planning</i>				
	Has the CAE determined the priorities of the internal audit activity in a risk-based plan and are these priorities consistent with the organisation's goals?	Y			Audit Services' Annual Audit Plans approved by the Audit Committee
	Does the risk-based plan take into account the requirement to produce an annual internal audit opinion?	Y			Audit Services' Annual Audit Plans approved by the Audit Committee and ToR Section 4
	Does the risk-based plan take into account the organisation's	Y			Audit Services' Annual Audit Plans and

	assurance framework?				Annual Reports approved by the Audit Committee
	Does the risk-based plan incorporate or is it linked to a strategic or high-level statement of:				
	a) How the internal audit service will be delivered?	Y			Audit Services' Strategy Document
	b) How the internal audit service will be developed in accordance with the internal audit charter?	Y			Audit Services' Strategy Document
	c) How the internal audit service links to organisational objectives and priorities?	Y			Audit Services' Strategy Document
	Does the risk-based plan set out how internal audit's work will identify and address local and national issues and risks?	Y			Audit Services' Annual Audit Plans
	In developing the risk-based plan, has the CAE taken into account the organisation's risk management framework and relative risk maturity of the organisation?	Y			Audit Services' Annual Audit Plans and ToR Section 6
	If such a risk management framework does not exist, has the CAE used his or her judgement of risks after input from senior management and the board and evidenced this?	N/A			
LGAN	Does the risk-based plan set out the:				
	a) Audit work to be carried out?	Y			Audit Services' Annual Audit Plans approved by the Audit Committee

	b) Respective priorities of those pieces of audit work?	Y			Audit Services' Annual Audit Plans and any subsequent amendments approved by the Audit Committee
	c) Estimated resources needed for the work?	Y			Audit Services' Annual Audit Plans approved by the Audit Committee
LGAN	Does the risk-based plan differentiate between audit and other types of work?	Y			Audit Services' Annual Audit Plans approved by the Audit Committee
LGAN	Is the risk-based plan sufficiently flexible to reflect the changing risks and priorities of the organisation?	Y			Audit Services' Annual Audit Plans and any subsequent amendments approved by the Audit Committee
	Does the CAE review the plan on a regular basis and has he or she adjusted the plan when necessary in response to changes in the organisation's business, risks, operations, programmes, systems and controls?	Y			Audit Services' Annual Audit Plans and any subsequent amendments approved by the Audit Committee
	Is the internal audit activity's plan of engagements based on a documented risk assessment?	Y			Audit Services' QMS
	Is the risk assessment used to develop the plan of engagements undertaken at least annually?	Y			Audit Services' QMS
LGAN	In developing the risk-based plan, has the CAE also considered the following:				
	a) Any declarations of interest (for the avoidance for conflicts of interest)?	Y			Audit Services' QMS

b) The requirement to use specialists, eg IT or contract and procurement auditors?	Y				Audit Services QMS
c) Allowing contingency time to undertake ad hoc reviews or fraud investigations as necessary?	Y				Audit Services' Annual Audit Plans
d) The time required to carry out the audit planning process effectively as well as regular reporting to and attendance of the board, the development of the annual report and the CAE opinion?	Y				Audit Services' Annual Audit Plans
Is the input of senior management and the board considered in the risk assessment process?	Y				ToR Section 6
Does the CAE identify and consider the expectations of senior management, the board and other stakeholders for internal audit opinion and any other conclusions?	Y				ToR Sections 4
Does the CAE take into consideration any proposed consulting engagement's potential to improve the management of risks, to add value and to improve the organisation's operations before accepting them?	Y				Audit Services' Annual Audit Plans and ToR Section 6
Are consulting engagements that have been accepted included in the risk-based plan?	Y				Audit Services' Annual Audit Plans approved by the Audit Committee
<i>2020 Communication and Approval</i>					
Has the CAE communicated the internal audit activity's plans and	Y				Audit Services' Annual Audit Plans consulted upon with Chief Officers Executive

	resource requirements to senior management and the board for review and approval?				(COE), Chief Officers Board (COB) and approved by the Audit Committee
	Has the CAE communicated any significant interim changes to the plan and/or resource requirements to senior management and the board for review and approval, where such changes have arisen?	Y			Changes to Annual Audi Plan agreed with senior management and approved by the Audit Committee
	Has the CAE communicated the impact of any resource limitations to senior management and the board?	Y			Relevant reports to the Audit Committee as appropriate
	<i>2030 Resource Management</i>				
	Does the risk-based plan explain how internal audit's resource requirements have been assessed?	Y			Audit Services' Annual Audit Plans reported to the Audit Committee and ToR Section 6
LGAN	Has the CAE planned the deployment of resources, especially the timing of engagements, in conjunction with management to minimise abortive work and time?	Y			Audit Services' QMS
LGAN	If the CAE believes that the level of agreed resources will impact adversely on the provision of the internal audit opinion, has he or she brought these consequences to the attention of the board? This may include an imbalance between the work plan and resource availability and/or other significant matters that jeopardise the delivery of the plan or require it to be changed.	Y			Relevant reports to the Audit Committee as appropriate
	<i>2040 Policies and Procedures</i>				

	Has the CAE developed and put into place policies and procedures to guide the internal audit activity?	Y			Audit Services' QMS
LGAN	Has the CAE established policies and procedures to guide staff in performing their duties in a manner than conforms to the PSIAS? Examples include maintaining an audit manual and/or using electronic management systems.	Y			Audit Services' QMS
LGAN	Are the policies and procedures regularly reviewed and updated to reflect changes in working practices and standards?	Y			Audit Services' QMS
	<i>2050 Coordination</i>				
	Does the risk-based plan include the approach to using other sources of assurance and any work that may be required to place reliance upon those sources?	Y			Audit Services' Annual Reports
LGAN	Has the CAE carried out an assurance mapping exercise as part of identifying and determining the approach to using other sources of assurance?	Y			Internal Control Assurance Framework
	Does the CAE share information and coordinate activities with other internal and external providers of assurance and consulting services?	Y			As appropriate with reference to the Internal Control Assurance Framework
LGAN	Does the CAE meet regularly with the nominated external audit representative to consult on and coordinate their respective audit plans?	Y			Periodic meetings held with External Audit

	<i>2060 Reporting to Senior Management and the Board</i>				
	Does the CAE report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility and performance relative to its plan?	Y			ToR Section 6 and relevant reports
	Does the periodic reporting also include significant risk exposures and control issues, including fraud risks, governance issues and other matters needed or requested by senior management and the board?	Y			ToR Section 6 and relevant reports
	Is the frequency and content of such reporting determined in discussion with senior management and the board and are they dependent on the importance of the information to be communicated and the urgency of the related actions to be taken by senior management or the board?	Y			ToR Section 6 and relevant reports
	<i>2070 External Service Provider and Organisational Responsibility for Internal Auditing</i>				
	Where an external internal audit service provider acts as the internal audit activity, does that provider ensure that the organisation is aware that the responsibility for maintaining and effective internal audit activity remains with the organisation?	N/A			
4.2	2100 Nature of Work				
	Does the internal audit activity evaluate and contribute to the improvement of the organisation's governance, risk management and	Y			Audit Services' Annual Reports and supporting documentation.

	internal control processes?			
	Does the internal audit activity evaluate and contribute to the improvement of the above using a systematic and disciplined approach and is this evidenced?	Y		Audit Services' QMS
	<i>2110 Governance</i>			
	Does the internal audit activity:			
	a) Promote appropriate ethics and values within the organisation?	Y		Audit Services' Annual Audit Plans and Annual Reports
	b) Ensure effective organisational performance management and accountability?	Y		Audit Services' Annual Audit Plans and Annual Reports
	c) Communicate risk and control information to appropriate areas of the organisation?	Y		Audit Services' Annual Audit Plans and Annual Reports
	d) Coordinate the activities of and communicate information among the board, external and internal auditors and management?	Y		Audit Services' Annual Audit Plans and Annual Reports
	Does the internal audit activity assess and make appropriate recommendations for improving the governance process as part of accomplishing the above objectives?	Y		Audit Services' Annual Audit Plans and Annual Reports
	Has the internal audit activity evaluated the:			
	a) design	Y		Audit Services' Annual Audit Plans and Annual Reports

	b) implementation, and	Y			Audit Services' Annual Audit Plans and Annual Reports
	c) effectiveness of the organisation's ethics-related objectives, programmes and activities?	Y			Audit Services' Annual Audit Plans and Annual Reports
	Has the internal audit activity assessed whether the organisation's information technology governance supports the organisation's strategies and objectives?	Y			Audit Services' Annual Audit Plans and Annual Reports
LGAN	Has the CAE considered the proportionality of the amount of work required to assess the ethics and information technology governance of the organisation when developing the risk-based plan?	Y			ToR Section 6
	<i>2120 Risk Management</i>				
	Has the internal audit activity evaluated the effectiveness of the organisation's risk management processes by determining that:				
	a) Organisational objectives support and align with the organisation's mission?	Y			Corporate/Service Planning Framework, Risk Management Methodology, Performance Management Framework, Risk Management reports to the Audit Committee, Audit Services' Annual Audit Plans and Annual Reports
	b) Significant risks are identified and assessed?	Y			Corporate/Service Planning Framework, Risk Management Methodology, Performance Management Framework, Risk Management reports to the Audit Commit-

				tee, Audit Services' Annual Audit Plans and Annual Reports
	c) Appropriate risk responses are selected that align risks with the organisation's risk appetite?	Y		Corporate/Service Planning Framework, Risk Management Methodology, Performance Management Framework, Risk Management reports to the Audit Committee, Audit Services' Annual Audit Plans and Annual Reports
	d) Relevant risk information is captured and communicated in a timely manner across the organisation, thus enabling the staff, management and the board to carry out their responsibilities?	Y		Corporate/Service Planning Framework, Risk Management Methodology, Performance Management Framework, Risk Management reports to the Audit Committee, Audit Services' Annual Audit Plans and Annual Reports
	Has the internal audit activity evaluated the risks relating to the organisation's governance, operations and information systems regarding the:			
	a) Achievement of the organisation's strategic objectives?	Y		ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	b) Reliability and integrity of financial and operational information?	Y		ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	c) Effectiveness and efficiency of operations and programmes?	Y		ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	d) Safeguarding of assets?	Y		ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and

	e) Compliance with laws, regulations, policies, procedures and contracts?	Y			supporting documentation ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	Has the internal audit activity evaluated the potential for fraud and also how the organisation itself manages fraud risk?	Y			ToR Section 6; Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation; and Anti-Fraud Arrangements Reports to the Audit Committee
	Do internal auditors address risk during consulting engagements consistently with the objectives of the engagement?	Y			Audit documentation
	Are internal auditors alert to other significant risks when undertaking consulting engagements?	Y			Audit Services' QMS and Audit documentation
	Do internal auditors successfully avoid managing risks themselves, which would in effect lead to taking on management responsibility, when assisting management in establishing or improving risk management processes?	Y			ToR Section 4 and Job Descriptions
	<i>2130 Control</i>				
	Has the internal audit activity evaluated the adequacy and effectiveness of controls in the organisation's governance, operations and information systems regarding the: a) Achievement of the organisation's strategic objectives?	Y			ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation

	b) Reliability and integrity of financial and operational information?	Y			ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	c) Effectiveness and efficiency of operations and programmes?	Y			ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	d) Safeguarding of assets?	Y			ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	e) Compliance with laws, regulations, policies, procedures and contracts?	Y			ToR Section 6 and Audit Services' QMS, Annual Audit Plans, Annual Reports and supporting documentation
	Do internal auditors utilise knowledge of controls gained during consulting engagements when evaluating the organisation's control processes?	Y			Audit documentation
4.3	2200 Engagement Planning				
	Do internal auditors develop and document a plan for each engagement?	Y			Audit Services' QMS
	Does the engagement plan include the engagement's:				
	a) Objectives?	Y			Audit Services' QMS
	b) Scope?	Y			Audit Services' QMS
	c) Timing?	Y			Audit Services' QMS

	d) Resource allocations?	Y			Audit Services' QMS
	Do internal auditors consider the following in planning an engagement, and is this documented:				
	a) The objectives of the activity being reviewed?	Y			Audit documentation
	b) The means by which the activity controls its performance?	Y			Audit documentation
	c) The significant risks to the activity being audited?	Y			Audit documentation
	d) The activity's resources?	Y			Audit documentation
	e) The activity's operations?	Y			Audit documentation
	f) The means by which the potential impact of risk is kept to an acceptable level?	Y			Audit documentation
	g) The adequacy and effectiveness of the activity's governance, risk management and control processes compared to a relevant framework or model?	Y			Audit documentation
	h) The opportunities for making significant improvements to the activity's governance, risk management and control processes?	Y			Audit documentation
	Where an engagement plan has been drawn up for an audit to a party outside of the organisation, have the internal auditors established a written understanding with that party about the following:				

a) Objectives?	N/A				
b) Scope?	N/A				
c) The respective responsibilities and other expectations of the internal auditors and the outside party (including restrictions on distribution of the results of the engagement and access to engagement records)?	N/A				
For consulting engagements, have internal auditors established an understanding with the engagement clients about the following:					
a) Objectives?	Y				Audit documentation
b) Scope?	Y				Audit documentation
c) The respective responsibilities of the internal auditors and the client and other client expectations?	Y				Audit documentation
For significant consulting engagements, has this understanding been documented?	Y				Audit documentation
<i>2210 Engagement Objectives</i>					
Have objectives been agreed for each engagement?	Y				Audit documentation
Have internal auditors carried out a preliminary risk assessment of the activity under review?	Y				ToR Section 6 and Audit Services' QMS

	Do the engagement objectives reflect the results of the preliminary risk assessment that has been carried out?	Y			ToR Section 6, Audit Services' QMS and supporting documentation
	Have internal auditors considered the probability of the following, when developing the engagement objectives:				
	a) Significant errors?	Y			ToR Section 6 and Audit Services' QMS
	b) Fraud?	Y			ToR Section 6 and Audit Services' QMS
	c) Non-compliance?	Y			ToR Section 6 and Audit Services' QMS
	d) Any other risks?	Y			ToR Section 6 and Audit Services' QMS
	Have internal auditors ascertained whether management and/or the board have established adequate criteria to evaluate and determine whether objectives and goals have been accomplished?	Y			Corporate/Service Planning and Performance Management Frameworks
	If the criteria have been deemed adequate, have the internal auditors used the criteria in their evaluation of governance, risk management and controls?	Y			ToR Section 6 and Audit Services' QMS
	If the criteria have been deemed inadequate, have the internal auditors worked with management and/or the board to develop appropriate evaluation criteria?	Y			Audit Services' Annual Reports
LGAN	If the value for money criteria have been referred to, has the use of all the organisation's main types of resources been considered; including	Y			Audit documentation

	money, people and assets?				
	Do the objectives set for consulting engagements address governance, risk management and control processes as agreed with the client?	Y			Audit documentation
	Are the objectives set for consulting engagements consistent with the organisation's own values, strategies and objectives?	Y			Audit documentation
	<i>2220 Engagement Scope</i>				
	Is the scope that is established for the engagement sufficient to satisfy the engagement's objectives?	Y			Audit documentation
	Does the engagement scope include consideration of the following relevant areas of the organisation:				
	a) Systems?	Y			Audit documentation
	b) Records?	Y			Audit documentation
	c) Personnel?	Y			Audit documentation
	d) Premises?	Y			Audit documentation
	Does the engagement scope include consideration of the following relevant areas under the control of outside parties, where appropriate:				
	a) Systems?	Y			Audit documentation

b) Records?	Y				Audit documentation
c) Personnel?	Y				Audit documentation
d) Premises?	Y				Audit documentation
Where significant consulting opportunities have arisen during an assurance engagement, was a specific written understanding as to the objectives, scope, respective responsibilities and other expectations drawn up?	Y				Audit documentation
Where significant consulting opportunities have arisen during an assurance engagement, were the results of the subsequent engagement communicated in accordance with the relevant consulting Standards?	Y				Audit documentation
For a consulting engagement, was the scope of the engagement sufficient to address any agreed-upon objectives?	Y				Audit documentation
If the internal auditors developed any reservations about the scope of a consulting engagement while undertaking that engagement, did they discuss those reservations with the client and therefore determine whether or not to continue with the engagement?	Y				Audit documentation
During consulting engagements, did internal auditors address the controls that are consistent with the objectives of those engagements?	Y				Audit documentation
During consulting engagements, were internal auditors alert to any	Y				Audit documentation

	significant control issues?				
	<i>2230 Engagement Resource Allocation</i>				
	Have internal auditors decided upon the appropriate and sufficient level of resources required to achieve the objectives of the engagement based on:				
	a) The nature and complexity of each individual engagement?	Y			ToR Section 6, Audit Services' QMS and supporting documentation
	b) Any time constraints?	Y			ToR Section 6, Audit Services' QMS and supporting documentation
	c) The resources available?	Y			ToR Section 6, Audit Services' QMS and supporting documentation
	<i>2240 Engagement Work Programme</i>				
	Have internal auditors developed and documented work programmes that achieve the engagement objectives?	Y			Audit documentation
	Do the engagement work programmes include the following procedures for:				
	a) Identifying information?	Y			Audit documentation

	b) Analysing information?	Y			Audit documentation
	c) Evaluating information?	Y			Audit documentation
	d) Documenting information?	Y			Audit documentation
	Were work programmes approved prior to implementation for each engagement?	Y			Audit Services' QMS and supporting documentation
	Were any adjustments required to work programmes approved promptly?	Y			Audit Services' QMS and supporting documentation
4.4	2300 Performing the Engagement				
	Have internal auditors carried out the following in order to achieve each engagement's objectives:				
	a) Identify sufficient information?	Y			Audit documentation
	b) Analyse sufficient information?	Y			Audit documentation
	c) Evaluate sufficient information?	Y			Audit documentation
	d) Document sufficient information?	Y			Audit documentation
	<i>2310 Identifying Information</i>				
	Have internal auditors identified the following in order to achieve each engagement's objectives:				

	a) Sufficient information?	Y			Audit documentation
	b) Reliable information?	Y			Audit documentation
	c) Relevant information?	Y			Audit documentation
	d) Useful information?	Y			Audit documentation
	<i>2320 Analysis and Evaluation</i>				
	Have internal auditors based their conclusions and engagement results on appropriate analyses and evaluations?	Y			ToR Section 6 and Audit documentation
LGAN	Have internal auditors remained alert to the possibility of the following:				
	a) intentional wrongdoing	Y			Audit documentation
	b) errors and omissions	Y			Audit documentation
	c) poor value for money	Y			Audit documentation
	d) failure to comply with management policy, and	Y			Audit documentation
	e) conflicts of interest	Y			Audit documentation
	when performing their individual audits, and has this been documented?	Y			Audit documentation
	<i>2330 Documenting Information</i>				

	Have internal auditors documented the relevant information required to support engagement conclusions and results?	Y			Audit documentation
LGAN	Are working papers sufficiently complete and detailed to enable another experienced internal auditor with no previous connection with the audit to ascertain what work was performed, to re-perform it if necessary and to support the conclusions reached?	Y			Audit documentation
	Does the CAE control access to engagement records?	Y			Audit Services' QMS
	Has the CAE obtained the approval of senior management and/or legal counsel as appropriate before releasing such records to external parties?	Y			Audit Services' QMS
	Has the CAE developed and implemented retention requirements for all types of engagement records?	Y			Audit Services' QMS
	Are the retention requirements for engagement records consistent with the organisation's own guidelines as well as any relevant regulatory or other requirements?	Y			Audit Services' QMS
	<i>2340 Engagement Supervision</i>				
	Are all engagements properly supervised to ensure that objectives are achieved, quality is assured and that staff are developed?	Y			Audit Services' QMS and supporting documentation
	Is appropriate evidence of supervision documented and retained for each engagement?	Y			Audit documentation

4.5	2400 Communicating Results				
	Do internal auditors communicate the results of engagements?	Y			Audit Services' Reports and meetings with clients
	<i>2410 Criteria for Communicating</i>				
	Do the communications of engagement results include the following:				
	a) The engagement's objectives?	Y			Audit Services' Reports
	b) The scope of the engagement?	Y			Audit Services' Reports
	c) Applicable conclusions?	Y			Audit Services' Reports
	d) Recommendations and action plans, if appropriate?	Y			Audit Services' Reports
LGAN	Has the internal auditor discussed the contents of the draft final report with the appropriate levels of management to confirm factual accuracy, seek comments and confirm the agreed management actions?	Y			Audit documentation
LGAN	If recommendations and an action plan have been included, are recommendations prioritised according to risk?	Y			Audit documentation
LGAN	If recommendations and an action plan have been included, does the communication also state agreements already reached with management, together with appropriate timescales?	Y			Audit documentation
LGAN	If there are any areas of disagreement between the internal auditor and	Y			Audit Services' Reports

	management, which cannot be resolved by discussion, are these recorded in the action plan and the residual risk highlighted?				
LGAN	Do communications disclose all material facts known to them in their audit reports which, if not disclosed, could distort their reports or conceal unlawful practice, subject to confidentiality requirements?	Y			Audit Services' Reports and supporting documentation
LGAN	Do the final communications of engagement results contain, where appropriate, the internal auditor's opinions and/or conclusions, building up to the annual internal audit opinion on the control environment?	Y			Audit Services' Reports
	When an opinion or conclusion is issued, are the expectations of senior management, the board and other stakeholders taken into account?	Y			Audit documentation
	When an opinion or conclusion is issued, is it supported by sufficient, reliable, relevant and useful information?	Y			Audit Services' Reports and supporting documentation
	Where appropriate, do engagement communications acknowledge satisfactory performance of the activity in question?	Y			Audit Services' Reports
	When engagement results have been released to parties outside of the organisation, does the communication include limitations on the distribution and use of the results?	Y			Audit Services' QMS
LGAN	If the CAE has been required to provide assurance to other partnership organisations, has he or she also demonstrated that their fundamental responsibility is to the management of the organisation to which they are obliged to provide internal audit services?	Y			Audit documentation

	<i>2420 Quality of Communications</i>			
Are communications:				
a) Accurate?	Y			Audit Services' QMS and supporting documentation
b) Objective?	Y			Audit Services' QMS and supporting documentation
c) Clear?	Y			Audit Services' QMS and supporting documentation
d) Concise?	Y			Audit Services' QMS and supporting documentation
e) Constructive?	Y			Audit Services' QMS and supporting documentation
f) Complete?	Y			Audit Services' QMS and supporting documentation
g) Timely?	Y			Audit Services' QMS and supporting documentation
	<i>2421 Errors and Omissions</i>			
If a final communication has contained a significant error or omission, did the CAE communicate the corrected information to all parties who received the original communication?	Y			Audit documentation
	<i>2430 Use of 'Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing'</i>			

	Do internal auditors report that engagements are <i>'conducted in conformance with the PSIAS'</i> only if the results of the QAIP support such a statement?	Y			Audit Services' Annual Reports
	<i>2431 Engagement Disclosure of Nonconformance</i>				
	Where any non-conformance with the PSIAS has impacted on a specific engagement, do the communication of the results disclose the following:	N/A			
	a) The principle or rule of conduct of the <i>Code of Ethics</i> or <i>Standard(s)</i> with which full conformance was not achieved?	N/A			
	b) The reason(s) for non-conformance?	N/A			
	c) The impact of non-conformance on the engagement and the engagement results?	N/A			
	<i>2440 Disseminating Results</i>				
	Has the CAE determined the circulation of audit reports within the organisation, bearing in mind confidentiality and legislative requirements?	Y			Audit Services' Reports and supporting documentation
	Has the CAE communicated engagement results to all appropriate parties?	Y			Audit Services' Reports and supporting documentation
	Before releasing engagement results to parties outside the				

	organisation, did the CAE:				
	a) Assess the potential risk to the organisation?	Y			Audit documentation
	b) Consult with senior management and/or legal counsel as appropriate?	Y			Audit documentation
	c) Control dissemination by restricting the use of the results?	Y			Audit documentation
	Where any significant governance, risk management and control issues were identified during consulting engagements, were these communicated to senior management and the board?	Y			Audit Services' Reports and supporting documentation
	<i>2450 Overall Opinion</i>				
	Has the CAE delivered an annual internal audit opinion?	Y			Audit Services' Annual Reports
	Does the annual internal audit opinion conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control?	Y			Audit Services' Annual Reports
	Does the annual internal audit opinion take into account the expectations of senior management, the board and other stakeholders?	Y			Audit Services' Annual Reports
	Is the annual internal audit opinion supported by sufficient, reliable, relevant and useful information?	Y			Audit Services' Annual Reports and supporting documentation
	Does the communication identify the following:				

	a) The scope of the opinion, including the time period to which the opinion relates?	Y			Audit Services' Annual Reports
	b) Any scope limitations?	Y			Audit Services' Annual Reports
	c) The consideration of all related projects including the reliance on other assurance providers?	Y			Audit Services' Annual Reports
	d) The risk or control framework or other criteria used as a basis for the overall opinion?	Y			Audit Services' Annual Reports
	Where a qualified or unfavourable annual internal audit opinion is given, are the reasons for that opinion stated?	Y			To date, based upon Audit evidence, it has not been deemed necessary to issue an unfavourable annual internal audit opinion
	Has the CAE delivered an annual report that can be used by the organisation to inform its governance statement?	Y			Audit Services' Annual Reports and Annual Governance Statements
	Does the annual report incorporate the following:				
	a) The annual internal audit opinion?	Y			Audit Services' Annual Reports
LGAN	b) A summary of the work that supports the opinion?	Y			Audit Services' Annual Reports
LGAN	c) A disclosure of any qualifications to the opinion?	Y			Audit Services' Annual Reports
LGAN	d) The reasons for any qualifications to the opinion?	Y			Audit Services' Annual Reports
LGAN	e) A disclosure of any impairments or restriction in scope?	Y			Audit Services' Annual Reports

LGAN	f) A comparison of work actually carried out with the work planned?	Y			Audit Services' Annual Reports
	g) A statement on conformance with the PSIAS?	Y			Audit Services' Annual Reports
LGAN	h) The results of the QAIP?	Y			Audit Services' Annual Reports
LGAN	i) Progress against any improvement plans resulting from the QAIP?	Y			Audit Services' Annual Reports
LGAN	j) A summary of the performance of the internal audit activity against its performance measures and targets?	Y			Audit Services' Annual Reports
	k) Any other issues that the CAE judges is relevant to the preparation of the governance statement?	Y			Audit Services' Annual Reports
4.6	2500 Monitoring Progress				
	Has the CAE established a process to monitor and follow up management actions to ensure that they have been effectively implemented or that senior management have accepted the risk of not taking action?	Y			Audit Services' QMS
	Where issues have during the follow-up process, has the CAE considered revising the internal audit opinion?	Y			Quarterly and Annual Audit Services' Reports to the Audit Committee
	Do the results of monitoring management actions inform the risk-based planning of future audit work?	Y			Audit Services' QMS
	Does the internal audit activity monitor the results of consulting engagements as agreed with the client?	Y			Audit Services QMS

4.7	2600 Communicating the Acceptance of Risks				
	If the CAE has concluded that management has accepted a level of risk that may be unacceptable to the organisation, has he or she discussed the matter with senior management?	Y			To date the situation has not arisen
	If, after discussion with senior management, the CAE continues to conclude that the level of risk may be unacceptable to the organisation, has he or she communicated the situation to the board?	N/A			