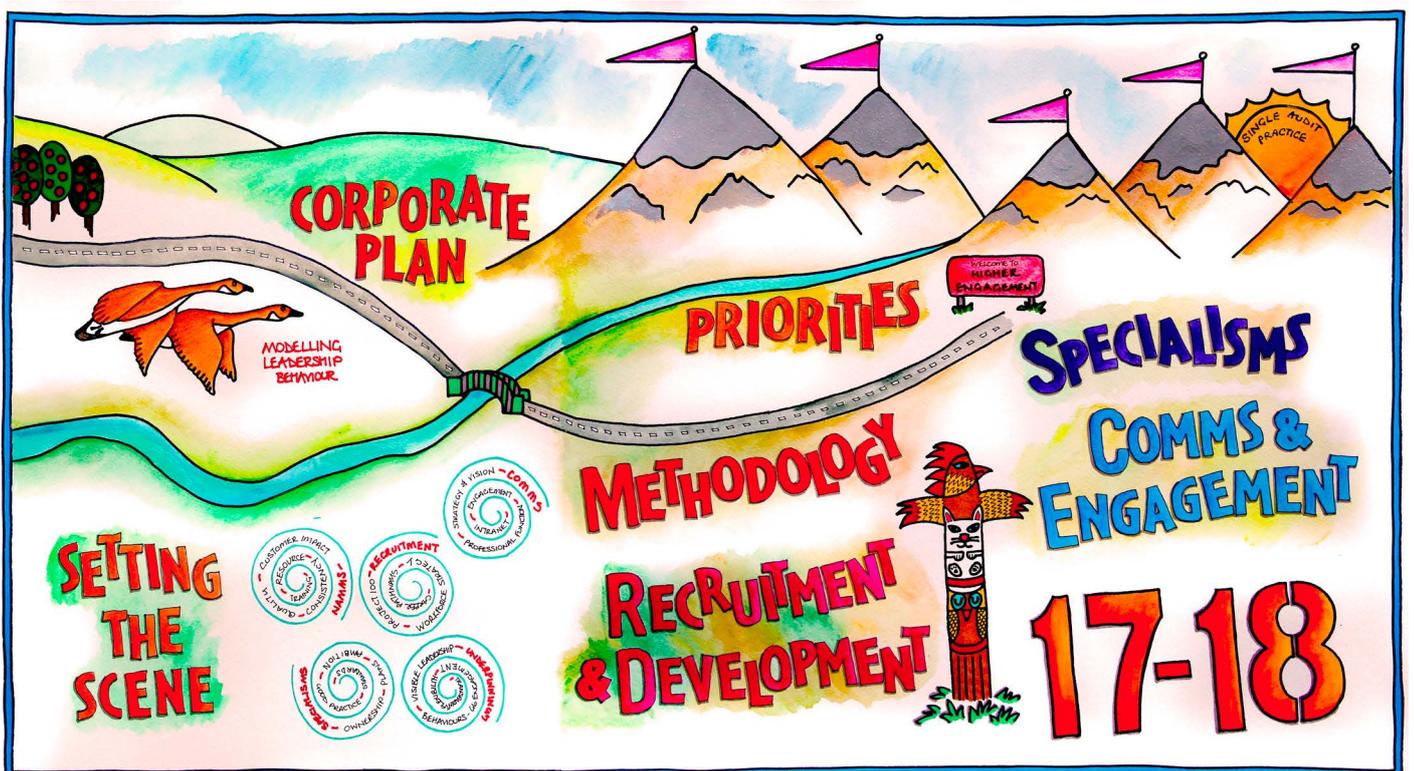




Government
Internal Audit
Agency

Government Internal Audit Agency Corporate Plan 2017-18





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Chief Executive's foreword



It's my pleasure to present the Government Internal Audit Agency Corporate Plan for 2017-18.

Over the past year, the Agency has continued to grow. We now employ around 75% of all the internal auditors working in central government. I'm proud that, during such a period of significant change, our customers' satisfaction has increased as we've kept our focus on delivering high quality services.

This corporate plan is our response to feedback from our customers and our people, as well as the wider challenges facing the Civil Service. It sets out how we will maintain the momentum of our successes and address areas where we know we need to perform better. We will focus on four key priorities:

- Developing specialist capability to meet our customers' increased need for assurance in key areas including cyber risk, commercial activity, and project and programme management.

- Implementing a single audit methodology to improve the delivery of professionally robust and high impact audits and advice to our customers.
- Recruiting talent to bolster our capacity and enhance our capability whilst providing a high quality, value for money service. Planned improvements to our development programme will offer more regular opportunities for progression and act as a catalyst to realising our people's potential.
- Inspiring our leaders at all levels to embrace and demonstrate visible leadership. Our leaders will engage with our diverse workforce across all our locations to make the most of our rich mix of ideas, knowledge and enthusiasm.

Leading the Agency is a privilege. I am confident that internal audit is now well placed to make a bigger contribution than ever to the successful achievement of *a Brilliant Civil Service*.

Jon Whitfield
Chief Executive Officer and Head of
Government Internal Audit Profession

Chair's foreword



I start with a big 'thank you' to the whole GIAA team for the way in which the Agency has come together over the last year to take forward our vision for a single cross-government

provider of internal audit services. Our combined skills and experience, high customer satisfaction and strong relationships with our customers across the country, mean that we are well positioned for the next stage of our strategy.

Our plans for the year ahead are centred on delivering value adding activities to support our customers, as Jon has set out in his foreword, in addition to our traditional 'business as usual' audit, assurance and investigation services. Our priorities go right to the heart of why the Agency was formed, as we increase our efforts to mobilise the greater flexibility and breadth of expertise

we now have amongst our teams. Using our unique insights gained from being a government body, we need to become more agile in responding to the challenges facing the public sector, and to demonstrate a very clear accountability for our own cost-base.

Crucial to achieving our aims is the development of our people, an increased engagement in our Agency's strategy, and better opportunities for all our workforce to help deliver it. The Board is committed to making this happen. We will be judged on what we deliver and how we deliver.

On behalf of the Board, I extend to all our customers, wider stakeholders and colleagues alike, warm regards and best wishes for a successful 2017-18.

Mike Ashley
Non-executive chair

Who we are

The Government Internal Audit Agency ('GIAA' or 'the Agency') was set up to improve the quality of internal audit provided to central government.

We are an executive agency of Her Majesty's Treasury (HM Treasury), established in April 2015.

Our work helps government departments to manage public money effectively by developing better governance, risk management and internal controls.

Our values of customer focus, continuing development, professionalism, respect and trust guide how we operate.

We're a melting pot of knowledge, experience and best practice. Our customers will see that we are more than the sum of our parts as we pool our combined skills to offer optimum quality and efficiency.

We continue to develop our specialisms and communities of practice. As we evolve, we welcome new colleagues and increased specialist knowledge. We will make the most of our growing expertise to provide crisp insight and advice. Our approach to auditing and counter fraud and investigation will enshrine best practice so that we consistently achieve high quality standards. It will also help us drive efficiency by enabling us to benefit from the economies of scale available to us in a larger organisation.

A single internal audit practice means a more stimulating, empowering and rewarding environment for our people. We can work with confidence across traditional departmental boundaries, take advantage of better opportunities, and develop our careers in one of the leading professions in government.

14	Government departments are customers
100+	Associated government bodies are customers
450+	People employed
65	Locations across the UK

Our vision and values

Underpinning everything we do is an absolute focus on delivering high quality services to our customers, using our unique and deep understanding of government.

Our vision is to be a flexible and responsive internal audit service, with a reputation among top management within government as:

- making a real difference;
- providing excellent value for money; and,
- being a great place to work.

We achieve this by:

- delivering improved assurance outcomes for our customers;
- delivering value for money for our customers and the taxpayer; and,
- empowering our people to have the confidence to develop as individuals, inspiring them to fulfil their potential.

Our values were developed by our people during the Agency’s first year of operation. They provide a steady foundation for our culture and are a strong guide for how we operate as we put our vision into practice.



Our vision and values complement and help to build the wider vision for a *Brilliant Civil Service*.

Our Values



What we do

Our services

Our services typically involve delivering a risk-based programme of work culminating in an annual report and opinion on the adequacy and effectiveness of an organisation's framework of governance, risk management and internal control. To enable us to provide that opinion, we undertake audit and advisory engagements. The aim of these activities is to help our customers improve how they deliver public service. We take account of the wider government context, as well as the specific risks and management challenges facing the customer organisation.

We offer three broad categories of service:

- **Assurance work.** This provides an independent and objective evaluation of management activities in order to give a view on an organisation's effectiveness in relation to governance, risk management and internal controls. In certain circumstances, we also provide a view on the reliability of financial statements.
- **Advisory work.** This helps to identify where the control framework should be improved. It supports the design of enhanced risk management and control activities, often involving the development of programmes and frameworks.

- **Counter fraud and investigation work.** We provide advice and support to customers on counter fraud strategies, fraud risk assessments, and measures to prevent, deter and detect fraud. Where commissioned, our professionally trained staff investigate suspicions of internal or supplier fraud or malpractice.

Public Sector Internal Audit Standards

In the Agency, we follow and we are subject to the Public Sector Internal Audit Standards (PSIAS). The PSIAS fully encompass the global Internal Audit Standards (the International Professional Practices Framework), in addition to certain public sector requirements and clarifications. Those requirements and clarifications recognise specific aspects of the UK public sector framework, such as the role of the Accounting Officer. They do not detract in any way from the substance of the PSIAS.

All Agency and contractor employees are subject to the professional standards of their professional bodies, as well as those set out in the PSIAS. The Agency's employees are also subject to the Nolan principles on conduct in public life.

Internal audit policy

Responsibility for internal audit policy in government rests with HM Treasury. We maintain a small team, funded by HM Treasury, to deliver this role on its behalf. The policy team is responsible for:

- supporting the Head of Profession (the Agency's Chief Executive), and providing leadership to the profession in government;
- setting and maintaining professional internal audit standards for central government and delivering services through the Public Sector Internal Audit Standards;
- liaising with the relevant accounting and internal audit professional bodies;
- European engagement on relevant EU auditing matters; and,
- engagement with other interested stakeholders such as overseas delegations and the National Audit Office.

How we fit into the bigger picture

As government's internal audit provider, we operate as an integral part of a *Brilliant Civil Service* and support our customers in implementing their commitments to delivering high quality services for the public.

A core cross-government function

Internal audit is one of the corporate functions hosted by the Cabinet Office and HM Treasury. We strive to bring together the latest and best knowledge and skills, consistently supporting customers in a shared endeavour to create better public service and to meet the goals of government. The internal audit function:

- Develops functional capacity and capability by attracting, developing, training and retaining functional specialists across government;
- Drives functional excellence by setting appropriately challenging standards for functional performance across government and supporting teams in meeting those standards over time;
- Deploys functional expertise from internal audit, peers or external sources to address critical issues;
- Helps to manage risk across government, by providing independent assurance, focusing functional expertise on high risk areas, and supporting customers in creating realistic execution plans for complex activities.

Over the past year, we strengthened our links to the other functions – for example, commercial, digital and HR – to make our internal audit coverage more aligned with their functional priorities and risks. Our specialisms approach in 2017-18 will build on this to drive forward cross-government assurance activities and share good practice assurance frameworks and tools. This is covered in more detail in our chapter on specialisms.

We also work closely with the heads of internal audit for the devolved Scottish, Northern Ireland and Welsh administrations to lead the profession across the whole of the UK and jointly maintain the Public Sector Internal Audit Standards and other functional standards.

The Agency's role in the UK's exit from the European Union

We are committed to helping our customers deliver the government's objectives for the UK's exit from the European Union. We are doing this in three key ways:

- The creation of the new Department for Exiting the EU (DExEU) in July 2016 allowed the Agency to demonstrate our agility in establishing an internal audit service for a completely new department, eliminating the need for the department itself to invest in a costly and time-consuming exercise to recruit, train and establish its own service. Our service to DExEU will continue in 2017-18.
- The Agency is the Audit Authority for a number of EU structural fund schemes, such as the European Regional Development Fund and the European Social Fund. These functions will cease, although the timing of this will not be known until the UK completes its exit negotiations with the EU. We will work with our customers to wind up the structural fund schemes in the UK.
- Ministers and senior officials in Whitehall are clear that all departments are responsible for delivering the government's agenda in respect of the UK's departure from the EU. We will support and advise departments as they adjust their policy objectives and structures to meet this expectation. We will also work collaboratively across the profession and with other assurance providers to share insight and best practice to assist Whitehall in making the most of the opportunities arising from Brexit, as well as managing the risks.

Spending Review

The Autumn Statement 2016 reaffirmed the government's commitment to its spending plans and to reducing the deficit. We continue to play our part in supporting departments to deliver this through providing a cost-effective service to our customers, and offering timely and insightful assurance as they deliver their Spending Review and Single Departmental Plan commitments.

Looking back

Over the past year, we maintained our strong focus on delivering to our customers and wider stakeholders as the Agency continued to grow and develop. Here we set out some of our key achievements for each of our business objectives in 2016-17. For more details, please see our Annual Report and Accounts 2016-17.

We delivered an enhanced internal audit service for our customers, supporting the delivery of their objectives and services.

	Up 8% points	Customer satisfaction increased from 68% to 76%		247	Investigations concluded by our Counter Fraud and Investigations team
	6	Cross-government functional assurance strategies produced		14	Criminal convictions
	3	Bulletins for our customers on key trends and issues		£9m+	Fraud detected
	Up 3% points	Staff productivity (utilisation) increased from 73% to 76%		90%	Audit plan delivered on time, meeting our target for 2016-17

We invested in the Agency to develop our people, methodology, systems and corporate functions.



Launched the Professional Practice Directorate to integrate and improve our learning, methodology and quality assurance arrangements



19

Trainee auditors appointed into new training scheme



Received accredited employer status from the main professional bodies



24

Audit managers appointed



Started to develop our in-house specialisms, including agreeing professional standards and career pathways for our Counter Fraud and Investigation specialists



Brought together dispersed teams in Bristol into one building to deliver estate and ICT savings, while supporting better team-work

We delivered high quality and timely internal audit policy advice to HM Treasury and the wider internal audit profession across central government.



Organised successful events to build professional capability and facilitate networking for Head of Internal Audit practitioners and audit committee chairs



Led and participated in a wide range of groups within government and beyond to support the profession



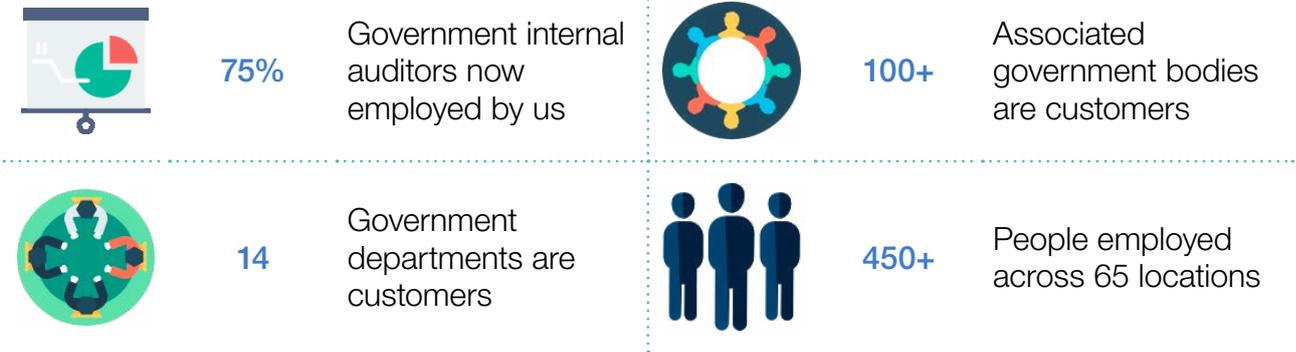
Worked in partnership with HM Treasury colleagues to organise the Government Finance and Internal Audit Conference



80%

Policy and profession stakeholder satisfaction

We delivered the Agency Development Programme to plan and budget.



We're still on a journey

While celebrating our successes, we fully acknowledge that there are areas where we need to improve and did not make as much progress as planned. In particular, we:

- Saw a decrease in staff engagement from 55% to 48%.
- Relied too heavily on contractors to cover staff vacancies.
- Did not implement a common audit methodology to our original timetable.
- Delayed our people strategy and did not meet our targets for ethnic and age diversity.

The degree of organisational change over the past year – which we are still managing – has been challenging for us. This corporate plan is our response to feedback from our customers and our people, as well as the wider challenges facing the Civil Service. We recognise that we must focus even more sharply on delivering the benefits of a single audit practice. We have identified performance targets and four specific priorities to ensure significant progress is made on our Agency’s journey in the coming year. The following chapters set out our plans in more detail.

Looking forward

Measuring our performance

Our customers and our people are at the heart of everything we do, so we have set ourselves challenging and realistic targets to measure our performance in delivering to them. This will help us track how well we are doing in achieving our vision of being a flexible and responsive internal audit service which provides excellent value for money and is a great place to work.

Customer satisfaction and impact

We will:

1. Seek feedback on overall Agency performance from at least one key stakeholder (Accounting Officers, Directors-General, Audit Committee Chairs) from each customer every six months – to enable us to establish a benchmark
2. Achieve an average score of 7 out of 10 on our individual pieces of audit work, as measured by assignment feedback from our customers
3. Aim that 75% of the higher importance recommendations we make are actioned on time by customers

People engagement and development

We will:

6. Increase staff engagement, as measured by the People Survey 2017, by 5 percentage points compared to 2016 (from 48% to 53%) – with the aspiration to meet the Civil Service average in 2018
7. Reduce our scores for bullying, harassment and discrimination to below Civil Service averages
8. Reduce vacancy levels by 25% (compared to 2016-17)
9. Increase the number of people who are mentored or who participate in development activities by 10% (compared to 2016-17)
10. Establish a baseline in 2017-18 for the proportion of people who work on more than one department's or group's audit programme in the year
11. Increase the diversity of our workforce through recruitment exercises undertaken during the year

Our customers, our people

Value for money

Pursuant to our three-year target to improve the overall cost-effectiveness of our service by 15% by March 2018, we will:

4. Increase the proportion of time our people spend on customer-facing activities (utilisation rate) by 2 percentage points compared to 2016-17 (from 76% to 78%)
5. Reduce expenditure on general resource support from private sector audit firms by 20%, compared to 2016-17

Quality

We will:

12. Meet internal audit standards in 97% of reviews undertaken as part of our quality assurance monitoring of individual pieces of audit work
13. Deliver 90% of planned audits to at least draft report stage by 31 March 2018
14. Achieve an average of 80% satisfaction in our annual stakeholder survey on the quality of our internal audit policy and profession work

Our priorities

We have four priorities for 2017-18

We are focusing on four key priorities to enable us to continue improving the service we provide to our customers, develop our capability, and empower our people. Below we set out the overarching objective for each of our priorities and what we will deliver.

Development of specialisms



Objective: To provide high quality and influential insight to our customers over complex, specialist areas of risk

Key milestones:

1. Specialisms intranet sites – launch July 2017
2. Engagement meetings of each specialist team or community of practice – quarterly
3. Internal communications about specialist developments and customer-facing activities – quarterly
4. Summary reports for relevant cross-government and departmental functional leads – six-monthly

A single audit methodology



Objective: To adopt a single audit methodology to improve the delivery of professionally robust and high impact audits and advice to our customers

Key milestones:

11. Audit methodology – roll out August to December 2017
12. Audit management software – roll out January to March 2018

Recruitment and development of our people



Objective: To ensure that we have the right people in the right place at the right time to provide a high quality service to our customers, while supporting our people to fulfil their potential

Key milestones:

5. Workforce strategy – launch summer 2017 with regular progress updates to our people
6. Civil Service workforce plan – implement throughout 2017-18
7. Pay strategy – launch autumn 2017
8. Alumni network – establish autumn 2017
9. Policies for our people at different stages of their careers – develop throughout 2017-18
10. Internal audit functional plan aimed at improving capability across government – develop by March 2018

Leadership and communications



Objective: To ensure our people have a strong sense of identity and feel part of a 'single audit practice'; are inspired to become engaged in delivering our vision; and are empowered to act flexibly and professionally.

Key milestones:

13. Visible Leadership strategy – launch May 2017 with regular progress updates to our people
14. Internal Communications strategy – implement throughout 2017-18 with initial focus on the Area Network review (complete June 2017) and new intranet (launch June 2017)

Development of specialisms

Overview

Developing our ability to offer specialist internal audit assurance and advice allows us to provide high quality and influential insight to our customers over complex specialist areas of risk. It also drives us to develop and build our relationships with functional leaders across government. Uniquely, it enables us to join up our perspectives and provide cross-government insights and assessments across areas including:

- Digital and information technology
- Cyber and information security
- Project and programme management
- Finance
- Commercial
- Property
- Fraud, error, debt and grants
- Human Resources

By developing our specialisms, we provide more opportunities to bring together our groups of specialists to collaborate across organisational boundaries and to support teams in delivering reviews to their customers. We're also creating increased development opportunities for our people who want to build their skills and careers in a specific specialism.

During 2016-17, we developed two in-house specialisms – European Audit and Counter Fraud and Investigation – with clear

leadership for both. We also saw successful cross-governmental working in these two areas. In addition, we continued to engage successfully in the audit of finance and HR shared services across government. Other subject matter expert groups and forums have also come together to share perspectives.

In 2017-18, our specialisms approach will build on these functional strategies to drive forward cross-government assurance activities, share good practice assurance frameworks, and engage with functional leaders across government.

Specifics

During 2017-18, we will continue to enhance the development of our European Audit and Counter Fraud and Investigation teams, and we will expand and accelerate the development of other specialisms covering:

- Information technology and information security (including cyber security);
- Project and programme management (including Agile development); and
- Commercial.

Under clear leadership, we have developed and communicated strategies for each of these specialisms. These strategies set out the scope of activities which we will progress in order to evolve and operate our service offering in these areas. Although they may be different in their scope, all these plans

have a common goal to build our capabilities and encourage regular engagement with existing practitioners to share knowledge. Our plans also facilitate developing and sharing common frameworks, standards and good practice across the Agency with support from the private sector and government's functional leaders.

Our specialist lead for each area will co-ordinate the delivery of relevant activities in our customers' 2017-18 audit programmes to ensure we have a consistent and co-ordinated approach in delivering these reviews. In some cases, we will deploy a specialist team to complete these reviews across multiple government departments. In other areas, we will use customer-facing teams to carry out the review with support and guidance provided by specialists to deliver consistently and successfully.

These specialist communities will also come together to share good practice, review progress, and identify interdependencies and opportunities to work together in multi-disciplinary teams. As a result, we will be able to provide insightful assurance over complex areas of service delivery and major change programmes.

Key milestones

- Specialisms intranet sites – launch July 2017
- Engagement meetings of each specialist team and community of practice – quarterly
- Internal communications about specialist developments and customer-facing activities – quarterly
- Summary reports for relevant cross-government and departmental functional leads – six-monthly

A single audit methodology

Overview

Adopting a single audit methodology and supporting audit management system (AMS) is key to our ability to deliver professionally robust, high impact audit and advice that gives information, insight and drives improvement. Our challenge is to create a framework which both delivers consistent quality and also allows flexibility, where appropriate, to match customer demand.

Progress on developing a single audit methodology was slower last year than anticipated owing to a combination of factors, particularly resourcing, the availability of information and commercial matters. As a result, the methodology has reached the stage of developing detailed content for 12 work streams established under our outline model. Meanwhile we have opted to use the TeamMate AMS application across the Agency, after consideration of the costs and internal user requirements.

This year we will increase the pace of the work already underway to develop and roll out the new methodology and supporting audit management system.

Throughout the project, we will engage with our people and keep everyone updated via regular communications. We will also identify the ongoing resource required to maintain the methodology and AMS, and recruit people to those posts.

Specifics

We have developed two linked work streams to deliver this project:

(i) Methodology

After considering the outline model and identifying the high level audit approach to be adopted, we are working with our people to develop the underlying material for each module. We will pilot the audit approach developed before sign-off by the programme board, and then deploy the approach across all relevant parts of the Agency. This will require us to train everyone in a customer-facing role on the new methodology using a combination of our in-house learning and development (L&D) professionals and ‘champions’ from across the organisation.

(ii) Audit Management System

We will tailor and implement TeamMate to help our auditors apply our agreed audit approach. After a pilot, we intend to implement a phased roll-out to take account of our people’s differing levels of experience in using an AMS. Our L&D professionals and ‘champions’ will facilitate training.

Key milestones

- Audit methodology – roll out August to December 2017
- Audit management software – roll out January to March 2018

Recruitment and development

Overview

We aim to have the right people in the right place at the right time, meeting our customer requirements and ensuring enhanced delivery of the services we provide. We will design and implement a workforce strategy to underpin our recruitment and workforce planning, and to provide a structure for our people in considering their career aspirations and development needs.

Specifics

We have recently established a new people committee to oversee the strategic direction and delivery of people priorities.

During 2017-18, we plan to fill up to 100 posts across all audit grades. This builds on our recruitment exercises last year through which we appointed 19 trainees to develop future talent in the profession. We also recruited senior specialists into ICT roles and will build other in-house specialisms. We have engaged three business administration apprentices and will develop our apprenticeship programme to include professional audit level apprenticeships, aiming for five participants by the end of the year.

As well as recruiting externally to fill posts, we will be developing an internal talent pipeline by offering targeted development opportunities to all grades to build skills, develop as leaders and prepare for promotion. This will be supported by clear

career pathways for all grades, professions and specialisms.

In response to the People Survey results, we will continue our programme of activities to address concerns around bullying, harassment and discrimination, and we will take forward a pay strategy to address historical inconsistencies and disparity.

We will also continue our work to improve diversity and inclusion. We made good progress last year on improving our gender mix at senior level, with women now representing 25% of all Senior Civil Servants (from a baseline of zero).

Key milestones

- Workforce strategy – launch summer 2017 with regular progress updates
- Civil Service workforce plan – implement throughout 2017-18
- Pay strategy – launch autumn 2017
- Alumni network – establish autumn 2017
- Policies for our people at different stages of their careers – throughout 2017-18
- Internal audit functional plan – develop by March 2018

Leadership and communications

Overview

This priority underpins all our work in the Agency. Through our leadership and communications, we will create an environment where all our people are individually and collectively part of the ‘single audit practice’. We will be open in sharing information, and consult with our people so they have a voice in our Agency’s future. We will embed our vision in all our leadership, engagement and communications activities so that everyone understands how their work contributes to achieving it. We will inspire our people to become more engaged and feel empowered to act flexibly and professionally.

Specifics

We have an internal communications strategy in place which predominantly focuses on our people and looks at how we need the communications function to operate to make sure our people understand the vision, are engaged and updated, and able to share learning and experiences. To meet these objectives, we recognise there is a need to change the approach for internal communications in the Agency. The strategy therefore sets out three main areas of focus:

- Professionalise the communications function to truly partner the business;
- Support our managers with the information they need to communicate to their teams as leaders; and,

- Establish and develop our communications channels.

Complementing our communications strategy, we will also launch a visible leadership strategy to engage and develop our leaders at all levels across the Agency.

Key milestones

- Visible Leadership strategy – launch May 2017 with regular progress updates to our people
- Internal Communications strategy – implement throughout 2017-18 with initial focus on the Area Network review (complete June 2017) and new intranet (launch June 2017)

Annex A: Our customers

Cabinet Office

- Civil Service Commission
- Civil Service Pension Scheme
- Crown Commercial Service
- Infrastructure and Projects Authority

Department for Business, Energy and Industrial Strategy

- Advisory, Conciliation and Arbitration Service
- Arts and Humanities Research Council
- Babraham Institute
- Biotechnology and Biological Sciences Research Council
- Committee on Climate Change
- Companies House
- Competition Service
- Earlham Institute
- Economic and Social Research Council
- Engineering and Physical Sciences Research Council
- Insolvency Service
- Institute for Apprentices
- Intellectual Property Office
- John Innes Centre
- Medical Research Council
- Medical Research Foundation
- Natural Environment Research Council
- Oil and Gas Authority
- Quadram Institute Bioscience
- Rothamsted Research
- Science and Technology Facilities Council
- Single Source Regulation Office
- South Tees Site Company Ltd
- The Coal Authority
- UK Atomic Energy Authority
- UK Shared Business Services
- UK Space Agency

Department for Communities and Local Government

- Ebbsfleet Development Corporation
- European Regional Development Fund
- Local Government Ombudsman
- Planning Inspectorate
- QE2 Conference Centre
- The Housing Ombudsman

Department for Culture, Media and Sport

- Sports Ground Safety Authority
- The Royal Parks

Department for Education

- Education Funding Agency
- Engineering and Construction Industries Training Board
- LocatED
- National College for Teaching & Leadership
- Skills Funding Agency
- Standards and Testing Agency
- Student Loans Company (working in partnership with GIAA)

Department for the Environment, Food and Rural Affairs

- Agriculture and Horticulture Development Board
- Animal and Plant Health Agency
- Centre for Environment, Fisheries and Aquaculture Science
- Forest Enterprise England
- Forest Research Agency
- Forestry Commission England
- Joint Nature Conservation Council
- Marine Management Organisation
- Natural England
- Rural Payments Agency
- Veterinary Medicines Directorate

Department for Exiting the European Union

Department of Health

- Care Quality Commission
- Health Education England
- Health Research Agency
- Human Tissue Authority
- Human Fertilisation and Embryology Authority
- Medicines and Healthcare Products Regulatory Agency
- National Institute for Health and Care Excellence
- NHS Blood and Transplant
- NHS Business Services Authority
- NHS Digital
- NHS Improvement
- NHS Litigation Authority
- Public Health England

Department for International Trade

Ministry of Justice

- Children & Family Court Advisory & Support Service (Cafcass)
- Criminal Injuries Compensation Authority
- Crown Prosecution Service
- HM Courts and Tribunals Service
- HM Prison and Probation Service
- Judicial Appointments Commission
- Legal Aid Agency
- Office for Legal Complaints
- Office of the Public Guardian
- Official Solicitor and Public Trustee
- Parole Board
- UK Supreme Court
- Youth Justice Board for England and Wales

Department for Transport

- British Transport Police Authority
- Driver & Vehicle Licensing Agency
- Driver & Vehicle Standards Agency
- High Speed 2 Ltd
- Irish Lights
- Maritime & Coastguard Agency
- Northern Lighthouse Board

- Transport Focus
- Trinity House Lighthouse Service
- Vehicle Certification Agency

Department for Work & Pensions

- European Social Fund
- Health & Safety Executive
- Office for the Nuclear Regulator
- The Pensions Ombudsman

HM Treasury

- Government Internal Audit Agency
- National Infrastructure Commission
- Office for Budget Responsibility
- Royal Mint Trading Fund
- UK Financial Investment Ltd
- UK Government Investments

Home Office

- Asylum, Migration and Integration Fund
- Disclosure and Barring Service
- Gangmasters Licensing Authority
- Independent Policy Complaints Commission
- Security Industry Authority
- The College of Policing
- The Office of the Immigration Services Commissioner

Non Ministerial Departments/Other

- Charity Commission
- Competition & Markets Authority
- Electoral Office of Northern Ireland
- Government Actuary's Department
- Government Legal Department
- National Crime Agency
- National Savings and Investments
- Northern Ireland Office
- Scotland Office
- Wales Office

Annex B: Key strategic risks

Strategic Risk	Mitigation
<p>Poor quality audit work or audit coverage is delivered or perceived to be delivered</p>	<ul style="list-style-type: none"> • All Group Chief Internal Auditors (GCIAs) and Heads of Internal Audit (HIAs) have appropriate IIA or CCAB qualification. • Undertaking a programme of Quality Assurance (QA), Internal Quality Assessment (IQA) and External Quality Assessment (EQA) activity. • Local review and sign-off protocols in operation prior to release of products to the customer. • Developing single audit methodology with second line QA processes.
<p>GIAA fails to recruit staff with the right capability, location and diversity to meet the Agency's resource requirements</p>	<ul style="list-style-type: none"> • Recruitment is a corporate plan priority resourced with a recruitment manager to coordinate campaigns across the Agency and implement the workforce model. • Minister's approval to recruit up to headcount/budget.
<p>GIAA fails to develop a 'great place to work' for its people</p>	<ul style="list-style-type: none"> • Develop pay strategy. • Bullying and harassment supporters identified and trained. • Performance management review being undertaken. Talent management and succession planning discussions completed.
<p>GIAA fails to manage costs or deliver charging model assumptions around staff utilisation rates, assignment budgeted time/grade mix and/or use of external resources</p>	<ul style="list-style-type: none"> • Internal controls embedded into Oracle. • New Oracle system to provide self-service budget management for cost centre managers. • Budget processing and monitoring is delivered through the Kimble, Galileo and Teammate system which tracks spend and forecasts upcoming spend commitments to ensure the Agency remains on budget. • Finance review underway. • Recruitment of two finance business partners.

Strategic Risk	Mitigation
GIAA supplier contract does not meet our needs, not used efficiently or not complied with	<ul style="list-style-type: none"> • Nominated SCS Contract Managers for each supplier. • Periodic meetings between contract managers and suppliers. • Recruitment of SEO commercial specialist.
GIAA fails to deliver against 2017-18 priorities, which prevents the development of an effective operating model for the Agency	<ul style="list-style-type: none"> • Establishment of the Single Audit Practice Programme under Executive Management Team (EMT) governance. • Regular monitoring of progress on corporate plan priorities, and reporting to EMT/Board to agree on any further actions required.
GIAA fails to adapt quickly to changes in demand (increases/decreases) for audit services and new skills/capability resulting from Brexit	<ul style="list-style-type: none"> • Liaison with senior officials in Cabinet Office and the Department for Exiting the European Union. • Regular monitoring of current customer needs and the impact on our audit services, including implications for resourcing and skills needs. • Audit planning template prepared to assist GCIAAs in discussing with customers their Brexit-related audit needs. Sourcing staff training and briefings on Brexit. • Engaged with customer and HMT teams on impact to EU Structural Funds programmes. • Monitoring EU team morale, retention, resourcing and (long-term) redeployment considerations.
GIAA fails to deliver audit work on time and to planned budgets	<ul style="list-style-type: none"> • Commercial awareness training provided to all staff. • Monthly monitoring of audit programme delivery by GCIAAs and HIAs.
GIAA fails to implement a single audit methodology and audit management system	<ul style="list-style-type: none"> • Project governance structure implemented. Projects monitored as part of the Single Audit Practice Programme.
GIAA senior management do not work cohesively to lead the Agency in delivering its 2017-18 priorities and further migrations	<ul style="list-style-type: none"> • New governance structure implemented with Senior Leadership Team (SLT) and EMT aligned. • 2017-18 priorities agreed across SLT and assigned owners. • Weekly ‘hot-topics’ meetings to ensure everyone knows what others are working on.
A failure in GIAA internal controls, risk management or governance arrangements (e.g. fraud, data loss, inability to respond to business continuity events)	<ul style="list-style-type: none"> • Whistleblowing, finance, human resources and security policies established and communicated to staff. • Financial controls embedded into Oracle. • Annual Agency security reviews. • All teams have business continuity plans in place and testing twice a year.

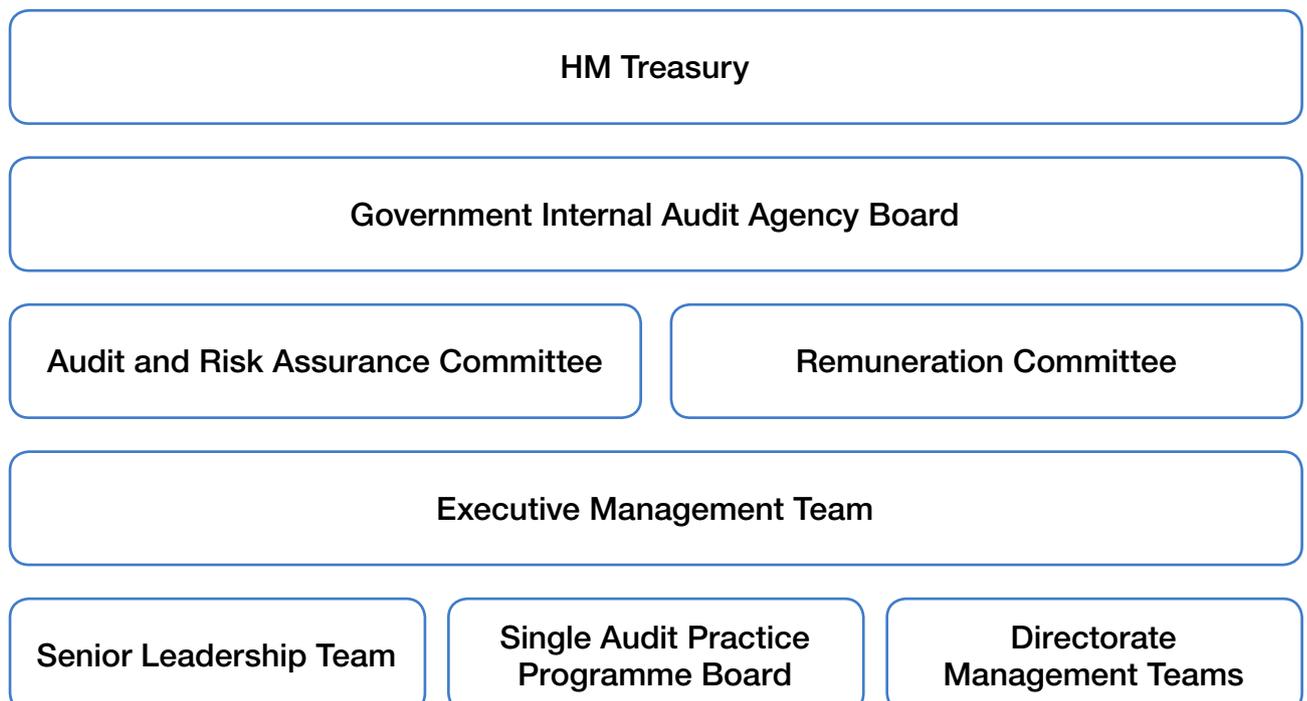
Annex C: Governance and organisational structure

Governance framework

The Government Internal Audit Agency is an executive agency of HM Treasury, established on 1 April 2015, following recommendations in the *Review of financial management in government* (HMT, December 2013). The Treasury has appointed Jon Whitfield as the Agency's first Chief Executive and Accounting Officer. He is also the Head of the Internal Audit Profession for government.

The Chief Executive is accountable to the Treasury's Permanent Secretary, who has delegated day-to-day responsibility to the Director General Public Finance and Spending. The minister who has responsibility for the Agency is the Economic Secretary to the Treasury. Our framework document (available on our website, www.gov.uk/giaa) defines the relationship between the Agency and HM Treasury, including the arrangements for the governance, accountability, financing, staffing and operation of the Agency.

The Agency's top level governance structure consists of an Agency Board, Audit and Risk Assurance Committee, and Executive Management Team. This is represented in the following diagram:



Agency Board

The Agency Board ensures appropriate oversight and governance of the Agency’s strategy, plans, performance and risks by providing advice and challenge to the Chief Executive and Executive Management Team.



Mike Ashley
Non-executive
Chairman



Margaret Edwards
Non-executive



Steve Burnett
Non-executive



James Bowler
HMT, DG Public
Spending & Finance



John Whitfield
Chief Executive
Officer

The three non-executives were appointed in October 2014 for three years with an option to extend for a further three years.

Short biographies of our non-executives and executives are available on our website.



Liz Corrin
Corporate
Services Director



Jo Rowley
Professional
Practice Director



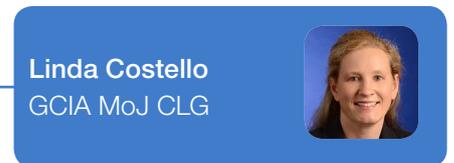
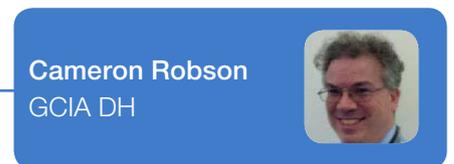
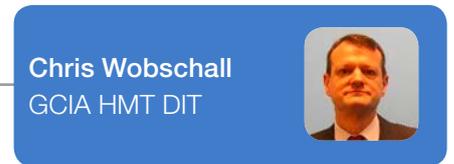
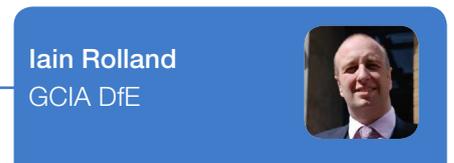
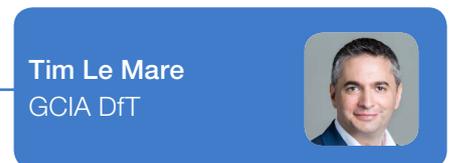
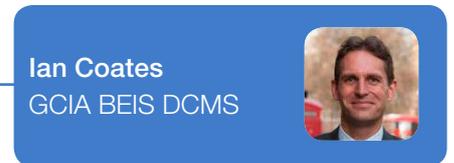
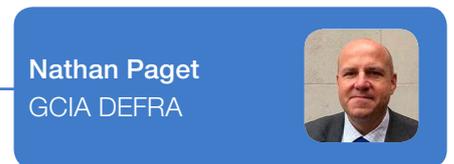
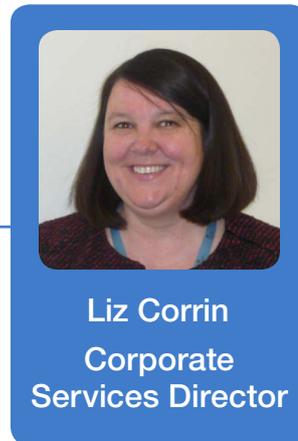
Chris Westwood
Operational
Director



Mark Ripley
Operational
Director

Senior Leadership Team

The Senior Leadership Team brings together all the Agency's Senior Civil Servants. The team has collective responsibility for the delivery of service to customers and the delivery of this corporate plan. The Single Audit Practice Programme has been established to ensure robust programme management of the work required to deliver the priorities in this plan.



Annex D: Budget

	Corporate Plan 2017-18 £m	Corporate Plan 2016-17 £m
Revenue		
Customer Fees	(36.0)	(26.5)
Total Revenue	(36.0)	(26.5)
Expenditure		
Staff Costs	27.4	21.1
Other Administration Costs	11.2	7.3
Total Expenditure	38.6	28.4
Net Expenditure	2.6	1.9

Net expenditure represents the element of GIAA expenditure funded by HM Treasury or through Parliamentary supply.