



ORIGINATOR: TIAA (INTERNAL AUDITORS)

PAPER NO: AC21/27

SUBMITTED TO: AUDIT COMMITTEE – 26 NOVEMBER 2021

SUBJECT: AUDIT STRATEGY AND ANNUAL INTERNAL AUDIT PLAN 2021/22

SUMMARY:

1. The report attached is the Audit Strategy and Annual Internal Audit Plan 2021/22

RECOMMENDATION:

1. The Audit Committee is requested to consider the attached report.



Internal Audit

DRAFT

**Police and Crime Commissioners for Norfolk and Suffolk
and Chief Constables of Norfolk and Suffolk Constabularies**

Audit Strategy and Annual Internal Audit Plan

2021/22

November 2021

Overview

Introduction

The Audit Plan for 2021/22 has been informed by a risk assessment carried out across our local government clients and by an updated audit risk assessment to ensure that planned coverage for the year is focussed on the key audit risks, and that the coverage will enable a robust annual Head of Internal Audit Opinion to be provided.

Key Emerging Themes

This year will continue to be another challenging year for local authorities in terms of funding, balancing budgets, service delivery and dealing with the ongoing impact of the COVID-19 pandemic. We have identified a number of key areas which require consideration when planning internal audit coverage.

COVID-19: The impact of the pandemic will carry through into 2021/22, continuing the pressure on policing resources and the knock-on effect of carried-forward leave and sickness absences. Other challenges include a backlog of cases in the criminal justice system, unreported/hidden crime and the potential need to increase the precept to mitigate any shortfall in funding.

Brexit withdrawal agreement: Depending on whether or not the United Kingdom can reach agreement on the terms of the UK's exit from Europe, the knock-on effect on trade, supplies and labour could have a detrimental impact on the economy and on the prices of goods and commodities, such as building materials. Policing needs in relation to borders and civil unrest remain unknown.

Recruitment: The continued implementation of the Government's three-year national campaign to recruit 20,000 police officers will require significant Human Resources, Training and Development and Workforce Planning input.

Cyber-crime: A continuing theme and Forces need to take steps to assure themselves over the robustness of their overall arrangements. The National Police Chiefs' Council has also recently identified issues of cyber risk for police pension schemes following the results of this year's TPR Annual Governance and Administration Survey.

Further analysis of the risks facing the sector can be found at Appendix A.

Providing Assurance during the COVID-19 pandemic

We have successfully transitioned to new and remote ways of working without any diminution of the service and we recognise that many if not all of our clients have had to implement changes in the way that they work. This may have resulted in gaps in control or exposures that previously didn't exist.

We have carried out extensive research to establish the Root Cause Indicators (RCI) which underpin the reasons for any weaknesses identified by our Internal Audit work in an organisation's governance, risk and control framework.

The RCIs include identifying the extent to which COVID-related factors are the cause of the identified exposure.

Further details in relation to RCIs can be found at Appendix B.

Adequacy of the planned audit coverage

The reviews identified in the audit plan for 2021/22 support the Head of Internal Audit's annual opinion on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control as required by TIAA's charter. The reviews have been identified from your assurance framework, risk registers and key emerging themes.

Internal Audit Plan

Audit Strategy Methodology

We adopt a proprietary risk-based approach to determining your audit needs each year which includes reviewing your risk register and risk management framework, the regulatory framework, external audit recommendations and previous internal audit work for the organisation, together with key corporate documentation such as your business and corporate plan, standing orders, and financial regulations. For 2021/22, we have conducted an analysis of the key risks facing the sector and client base more broadly to inform our annual planning. The Audit Strategy is based predominantly on our understanding of the inherent risks facing the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies and those within the sector and has been developed with senior management and Committee. Our approach is based on the International Standards for the Professional Practice of Internal Auditing which have been developed by the Global IIA (Institute of Internal Auditors).

Risk Prioritisation

Each year an updated risk assessment is carried out to ensure the Audit Strategy remains fully aligned with the key risks facing Example Client. Appendix A contains the GUARD assessment of key risks in the sector and which has been used to identify those that are most relevant to the organisation and where internal audit assurance would be best focussed. Links to specific strategic risks are also contained in the Internal Audit Strategy.

Internal Audit Strategy and Plan

Following the risk prioritisation review, the Audit Strategy has been produced (Appendix C) and the Annual Plan (Appendix D) sets out the reviews that will be carried out, the planned times and the high-level scopes for each of these reviews.

The Annual Plan will be subject to ongoing review and could change as the risks change for the organisation and will be formally reviewed with senior management and the Audit Committee midway through the financial year or should a significant issue arise.

The overall agreed time for the delivery of the Annual Plan includes: research; preparation and issue of terms of reference; site work; production and review of working papers; and reporting.

The Annual Plan has been prepared on the assumption that the expected controls will be in place.

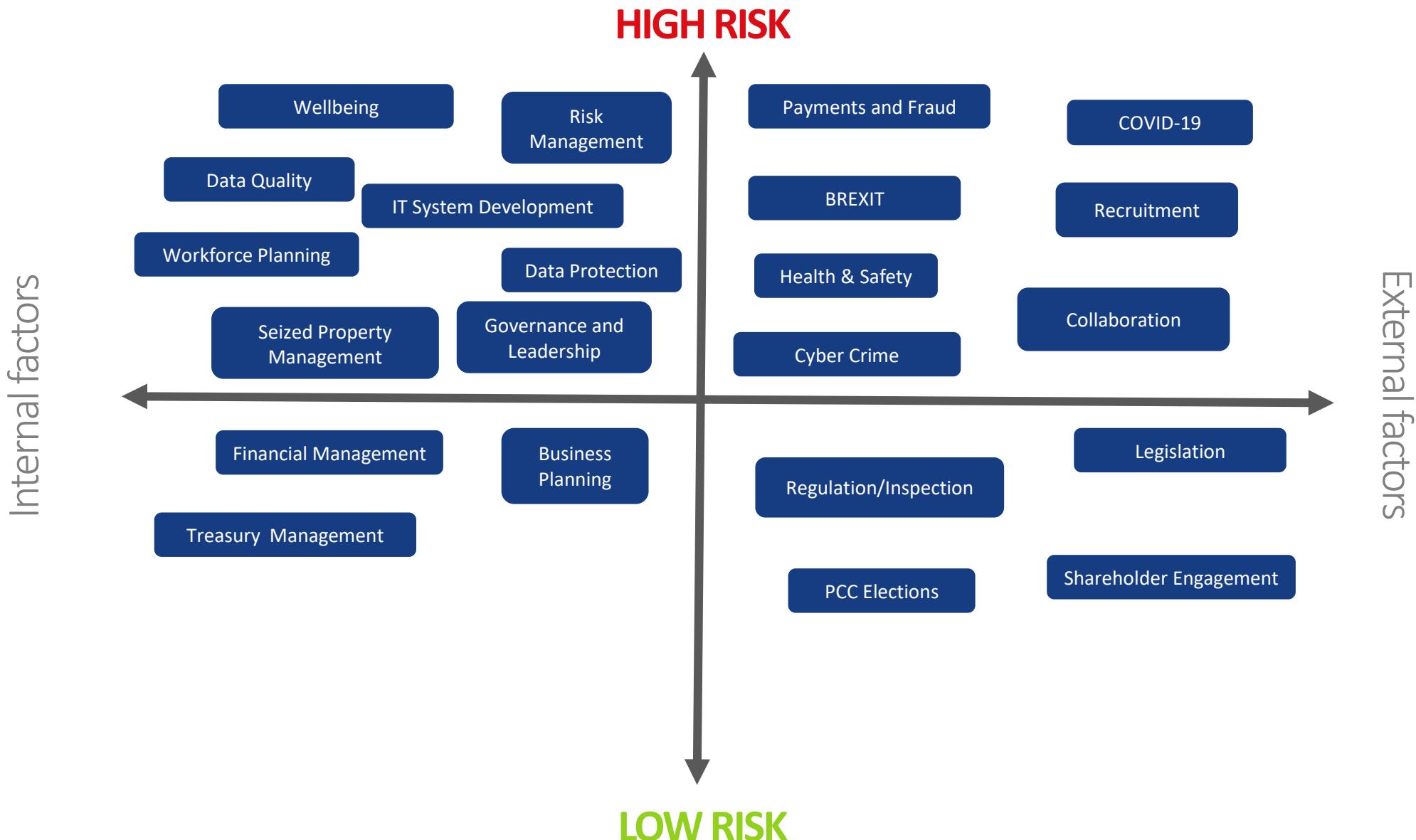
The total number of days required to deliver the Audit Plan is as agreed in the contract between TIAA and the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies. This number of days is fixed and it is TIAA's responsibility to deliver the Audit Plan for this number of days. Where the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies agrees additional work the required number of days and the aggregate day rate will be agreed in advance with the Directors of Finance / ACOs and will be clearly set out in the terms of reference for the additional review(s).

Release of Report

The table below sets out the history of this plan.

Date plan issued:	11 th March 2021
Date revised plan issued:	November 2021

Appendix A: GUARD Risk Analysis



Appendix B: Providing Assurance

Corporate Assurance Risks

We consider two corporate assurance risks – Directed and Delivery. Underneath these corporate risks sit six Root Cause Indicators (RCI). We have carried out extensive research to establish the RCI which underpin the reasons for any weaknesses identified by our Internal Audit work in an organisation's governance, risk and control framework. The benefits of adopting this new approach is that it enables management and Audit Committees to clearly understand and focus on the significant issues arising from our work. For each audit assignment, we will provide a RCI for each of our findings in that area.

 Root Cause Indicator	Directed Risk: Failure to properly direct the service to ensure compliance with the requirements of the organisation.	
	Governance Framework	There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.
	Risk Mitigation	The documented process aligns with the mitigating arrangements set out in the corporate risk register.
	Compliance	Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.
 Root Cause Indicator	Delivery Risk: Failure to deliver the service in an effective manner which meets the requirements of the organisation.	
	Performance Monitoring	There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.
	Financial Constraint	The process operates within the agreed financial budget for the year.
	Resilience	Good practice to respond to business interruption events and to enhance economic, effective and efficient delivery is adopted.

Appendix C: Rolling Strategic Plan

Review Area	Type	2021/22	2022/23	2023/24
Governance				
Strategic Control and Corporate Governance	Assurance		✓	
Corporate and HR Policies	Assurance	✓		
Automatic Number Plate Recognition (ANPR)	Assurance	✓		
Performance Management	Assurance			✓
Transformation and Strategic Planning / Change	Assurance	✓		✓
Whistleblowing	Assurance		✓	
Complaints	Assurance			✓
Communications	Assurance		✓	
Emergency Planning & Business Continuity	Assurance			✓
Commissioning including MOJ return	Assurance		✓	
Risk Management				
Strategy / Policy	Advisory			✓
Risk Maturity and Development	Assurance	✓		
Embedding / Mitigating Controls	Assurance		✓	
ICT				
Cyber Security	Assurance			✓
IT Development – incl Digital World, Governance, Strategy	Assurance		✓	
Device Management	Assurance			✓
Disaster Recovery and Business Continuity	Assurance	✓		
Systems – ERP / Enact / DMS / Chronicle interfaces	Assurance	✓		

Review Area	Type	2021/22	2022/23	2023/24
Finance				
Shared Service Transaction Centre	Assurance	✓		✓
OBB Process	Assurance		✓	
Key Financials	Assurance	✓	✓	✓
Payroll, including ERP Reporting	Assurance		✓	
Accounts Receivable	Assurance		✓	
General Ledger	Assurance			✓
Capital Programme	Assurance	✓		
Budgetary Control	Assurance			✓
Fixed Assets	Assurance		✓	
Pensions Administration	Assurance	✓		
Overtime	Assurance	✓		
Allowances, Expenses and Additional Payments	Assurance		✓	
Procurement				
Strategy and Policy	Assurance	✓		✓
Local Procurement compliance, incl waivers	Assurance		✓	✓
Information Management				
Data Protection / Freedom of Information	Assurance		✓	
Data Quality	Assurance	✓		
MOPI	Assurance			✓
Human Resources				
HR Strategy & Workforce Planning & People Strategy	Assurance			✓
Establishment, Capacity, Recruitment and Retention	Assurance	✓		
Succession Planning	Assurance			✓
Absence Management, with limited duties	Assurance	✓		

Review Area	Type	2021/22	2022/23	2023/24
Workplace Health	Assurance		✓	
Learning and Development, incl external training budgets	Assurance			✓
ED&I	Assurance		✓	
PEQF	Assurance	✓		
Joint Justice Service Review	Assurance	✓		
III Health Retirement	Assurance		✓	
Transport and Stores				
Procurement	Assurance		✓	
Management - Maintenance, Repair, Disposal, Transport Stock	Assurance	✓		✓
Use of Vehicles and telematics, incl Fuel Usage	Assurance		✓	
Stores and Uniform	Assurance			
Estates				
Maintenance	Assurance			✓
Health and Safety	Assurance		✓	
Facilities	Assurance		✓	
Stations, incl Building Access and Vehicle Security	Assurance			✓
Contract Management	Assurance		✓	
Operational / Other Areas				
Firearms Certificates / Management	Assurance		✓	
Dog Handling	Assurance	✓		
Proceeds of Crime	Assurance			✓
Safeguarding and Investigations	Assurance		✓	
Ethical Standards	Assurance			
Vetting	Assurance		✓	

Review Area	Type	2021/22	2022/23	2023/24
Management and Planning				
Follow Up	Follow Up	✓	✓	✓
Annual Planning	-	✓	✓	✓
Annual Report	-	✓	✓	✓
Audit Management	-	✓	✓	✓
Total Days	239			

Appendix D: Annual Plan – 2021/22

Quarter	Review	Type	Days	Rationale and Scope
4	Automatic Number Plate Recognition (ANPR)	Assurance	10	<p><u>Rationale</u></p> <p>Automatic Number Plate Recognition (ANPR) technology is used to help find criminals, organised crime groups and terrorists. ANPR provides lines of enquiry and evidence in the investigation of crime. National guidance is in place guiding ANPR. It is vital that Norfolk and Suffolk are compliant with national guidance.</p> <p><u>Scope</u></p> <p>The audit will appraise the effectiveness of controls in place for ANPR.</p> <p>The audit will review the following key areas;</p> <ul style="list-style-type: none"> - Policies and procedure - Systems and processes in place for ensuring compliance with national guidance - Governance and accountability - Performance monitoring and reporting

Quarter	Review	Type	Days	Rationale and Scope
1	Joint Justice Service Review	Assurance	12	<p><u>Rationale</u></p> <p>The Covid-19 pandemic has caused significant backlog in the courts, this means that the constabularies have to support victims for longer this puts extra pressure on the service.</p> <p><u>Scope</u></p> <p>The review will appraise the effectiveness of controls in place for the joint justice services. The joint justice service consists of Criminal Justice Service, Custody and Custody Investigation Unit.</p> <p>The audit will review the following key areas:</p> <ul style="list-style-type: none"> - Policies and procedure - Systems and processes in place for ensuring investigations and interviews are undertaken to appropriate standard - Systems and processes in place for ensuring victims of crime receive appropriate support through the court process and this meets the requirements of the Victims' Code of Practice - Governance and accountability - Performance management arrangements in place to help ensure collaboration arrangements are working effectively across Norfolk and Suffolk
4	Corporate and HR Policies	Assurance	6	<p><u>Rationale</u></p> <p>The centralised policy unit are responsible for the production and review of all departments/areas policies, with the exception of HR related policies. The HR department are responsible for the production and revision of their policies. There is a need for appropriate and current policies to be in place to ensure consistent and standardised approach is followed.</p> <p><u>Scope</u></p> <p>The audit will assess the adequacy and effectiveness of the Constabularies for agreeing and reviewing policies.</p>
4	Transformation and Strategic Planning / Change	Assurance	10	<p><u>Rationale</u></p> <p>The development of new internal systems and processes will impact on the capacity and capability of resources to develop working practices and drive efficiencies.</p> <p><u>Scope</u></p> <p>The objective of the audit is to review the systems and controls in place for strategic control. The audit will ensure that there are appropriate controls and monitoring arrangements in place to ensure objectives are achieved.</p>

Quarter	Review	Type	Days	Rationale and Scope
4	Risk Maturity and Development	Assurance	8	<p><u>Rationale</u> Robust risk management is critical to all organisations to ensure risks are effectively management and emerging risks identified.</p> <p><u>Scope</u> Our cyclical annual reviews will cover the structures and processes put in place to ensure effective Risk Management across the organisation.</p>
1	Disaster Recovery and Business Continuity	Assurance	12	<p><u>Rationale</u> Appropriate disaster recovery and business continuity arrangements need to be in place to ensure the organisation is able to function. The Covid-19 pandemic has caused additional pressure for the constabularies and has caused significant changes to working practices.</p> <p><u>Scope</u> The objective of the audit is to review the adequacy, effectiveness and efficiency of the systems and controls in place to manage Disaster Recovery and business continuity.</p>
3	Systems – ERP / Enact / DMS / Chronicle interfaces	Assurance	16	<p><u>Rationale</u> The constabularies use a number of different systems, to ensure effective delivery of services. There is a risk that systems do not fulfil their objectives and do not interact accordingly.</p> <p><u>Scope</u> The objective of the audit is to ensure the systems are operating effectively and delivering required objectives.</p>
1	Shared Service Transaction Centre	Assurance	12	<p><u>Rationale</u> The shared service transaction centre was implemented October 2020.</p> <p><u>Scope</u> The audit will review how successful embedding of the shared services transaction centre has been and to ensure the service is achieving its objectives.</p>
4	Key Financials	Assurance	26	<p><u>Rationale</u> Robust financial systems are essential to financial well-being of any organisation. The key controls will focus on stress testing the key controls within each of the financial systems identified.</p> <p><u>Scope</u> The review considers the arrangements for key controls operating within the systems and Force Management Statements.</p>

Quarter	Review	Type	Days	Rationale and Scope
3	Capital Programme	Assurance	8	<p><u>Rationale</u></p> <p>The capital programme set out our plans for investment in assets and how these will be funded. If the capital programme is not effectively managed there will not be sufficient funding to fund the capital programme.</p> <p><u>Scope</u></p> <p>The review considers the arrangements for accounting for the capital programme.</p>
3	Pensions Administration	Assurance	6	<p><u>Rationale</u></p> <p>It is a legal requirement to provide a pension scheme. It is vital that the pension fund is managed accordingly. Pension deductions are made accordingly.</p> <p><u>Scope</u></p> <p>The review considers the arrangements for management and accounting of the pension function.</p>
1	Overtime	Assurance	12	<p><u>Rationale</u></p> <p>Due to the high volume of transactions and nature of the system, it is vulnerable to error and misappropriation. The constabularies have developed (POCASO) internally for payment of police officers' overtime. Police staff continue to submit hard copy forms for claiming of overtime.</p> <p><u>Scope</u></p> <p>The review to consider the arrangements for claiming, making payment and monitoring of overtime to ensure that these controls are operating effectively.</p>
3	Procurement Strategy and Policy	Assurance	8	<p><u>Rationale</u></p> <p>The constabularies' are part of the seven force procurement function, this covers Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk. The seven force procurement team are in their infancy. There is a risk that the procurement strategy may not align with corporate strategies and direction for current and future needs.</p> <p><u>Scope</u></p> <p>The audit will appraise the strategy for managing the procurement function for current and future requirements, with supporting policies.</p>
4	Data Quality	Assurance	12	<p><u>Rationale</u></p> <p>Data quality is a key area of risk for the constabularies. Previous audits have identified concerns in relation to data quality, and for this reason a further audit has been scheduled.</p> <p><u>Scope</u></p> <p>The review will focus on the quality of data across areas of the organisations. This will include data recording and retention on central systems and stand-alone systems, quality of input, focusing initially on data quality for priority reporting systems.</p>

Quarter	Review	Type	Days	Rationale and Scope
4	Establishment, Capacity, Recruitment and Retention	Assurance	10	<p><u>Rationale</u></p> <p>Key audit risk area, with increased drive to recruit front line officers, implication of PEQF and there has been a change in the recruitment process.</p> <p><u>Scope</u></p> <p>The review will consider decision making around the establishment, capacity, and changes to recruitment criteria, around the arrangements for advertising, shortlisting, interviewing and appointing staff/officers. Also around the retention of officers/staff, the impact of changes to recruitment processes, acting up and promotions.</p>
4	Absence Management, with limited duties	Assurance	12	<p><u>Rationale</u></p> <p>Resources are limited and thus it is critical that appropriate means are in place to reduce absence and to ensure that any absence is appropriately managed.</p> <p><u>Scope</u></p> <p>The audit will consider the adequacy of controls in place in relation to absence management including limited and restrictive duties across Norfolk and Suffolk Constabularies.</p>
4	PEQF	Assurance	8	<p><u>Rationale</u></p> <p>Policing Education Qualification Framework (PEQF) is a new professional framework for the training of police officers and staff, it is intended to be a standardised national framework stating the required level of professional training for police officers from constable through to chief officer ranks. Without proper investment and planning there is a risk that the constabularies are not ready to implement PEQF.</p> <p><u>Scope</u></p> <p>The to review the systems and controls in place for ensuring appropriateness and readiness of the constabularies for PEQF</p>
1	Management - Maintenance, Repair, Disposal, Transport Stock	Assurance	15	<p><u>Rationale</u></p> <p>The constabularies need to have appropriate fleet of vehicles which is well maintained to enable them to meet the needs of the forces. There is a risk that fleet vehicles are not appropriately maintained. Vehicles which are surplus to requirements will be disposed-off. There is a risk that funds received from the sale of vehicles are not received in full resulting in financial loss.</p> <p><u>Scope</u></p> <p>The audit will appraise the arrangements and controls in place to ensure that the fleet of vehicles are adequately maintained, and to ensure appropriate controls are in place for disposing of vehicles and recording of vehicle sales proceeds.</p>

Quarter	Review	Type	Days	Rationale and Scope
1	Dog Handling	Assurance	10	<p><u>Rationale</u></p> <p>Dog handlers provide proactive and reactive assistance in support of all operational officers and specialist departments by appropriate use of police dogs; to locate and retrieve evidence or offenders, to control potential and actual disturbances.</p> <p><u>Scope</u></p> <p>The audit will consider the adequacy of controls in place in relation to management of police dogs across Norfolk and Suffolk Constabularies.</p>
4	Follow-up	Follow up	9	Follow-up of implementation of agreed priorities one and two actions from audit reports, ensuring the organisation is implementing recommendations, and providing reports to the Audit Committee.
1	Annual Planning	Management	1	Assessing the organisation's annual audit needs.
4	Annual Report	Planning/Reporting	1	Reporting on the overall conclusions and opinion based on the year's audits and other information and providing input to the Annual Governance Statement.
1-4	Audit Management	Planning/Reporting	15	This time includes: meeting client management, overseeing the audit plan, reporting and supporting the Audit Committee, liaising with External Audit and Client briefings (including fraud alerts, fraud digests and committee briefings).
		Total days	239	

Appendix E: Internal Audit Charter

The Need for a Charter

The Audit Charter formally defines internal audit's purpose, authority and responsibility. It establishes internal audit's position within the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies and defines the scope of internal audit activities. The establishment of the Audit Charter is a requirement of the Public Sector Internal Audit Standards (PSIAS) and approval of the charter is the responsibility of the Audit and Committee.

The Role of Internal Audit

The main objective of the internal audit activity carried out by TIAA is to provide, in an economical, efficient and timely manner, an objective evaluation of, and opinion on, the overall adequacy and effectiveness of the framework of governance, risk management and control. TIAA is responsible for providing assurance to the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies governing body (being the body with overall responsibility for the organisation) on the adequacy and effectiveness of the risk management, control and governance processes.

Standards and Approach

TIAA's work will be performed with due professional care, in accordance with the requirements of the Global Institute of Internal Auditors (IIA) standards which are articulated in the International Professional Practices Framework (IPPF).

Scope

All the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies activities fall within the remit of TIAA. TIAA may consider the adequacy of controls necessary to secure propriety, economy, efficiency and effectiveness in all areas. It will seek to confirm that the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies management has taken the necessary steps to achieve these objectives and manage the associated risks. It is not within the remit of TIAA to question the appropriateness of policy decisions; however, TIAA is required to examine the arrangements by which such decisions are made, monitored and reviewed.

TIAA may also conduct any special reviews requested by the board, Audit Committee or the nominated officer (being the post responsible for the day to day liaison with the TIAA), provided such reviews do not compromise the audit service's objectivity or independence, or the achievement of the approved audit plan.

Access

TIAA has unrestricted access to all documents, records, assets, personnel and premises the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies and is authorised to obtain such information and explanations as they consider necessary to form their opinion. The collection of data for this purpose will be carried out in a manner prescribed by TIAA's professional standards, Information Security and Information Governance policies.

Independence

TIAA has no executive role, nor does it have any responsibility for the development, implementation or operation of systems; however, it may provide independent and objective advice on risk management, control, governance processes and related matters, subject to resource constraints. For day-to- day administrative purposes only, TIAA reports to a nominated officer within the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies and the reporting arrangements must take account of the nature of audit work undertaken. TIAA has a right of direct access to the chair of the board, the chair of the Audit Committee and the responsible accounting officer (being the post charged with financial responsibility).

To preserve the objectivity and impartiality of TIAA's professional judgement, responsibility for implementing audit recommendations rests with the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies management.

Conflict of Interest

Consultancy activities are only undertaken with distinct regard for potential conflict of interest. In this role we will act in an advisory capacity and the nature and scope of the work will be agreed in advance and strictly adhered to.

We are not aware of any conflicts of interest and should any arise we will manage them in line with TIAA's audit charter and internal policies, the Global IIA standards and the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies requirements.

Irregularities, Including Fraud and Corruption

TIAA will without delay report to the appropriate regulator, serious weaknesses, significant fraud, major accounting and other breakdowns subject to the requirements of the Proceeds of Crime Act 2002.

TIAA will be informed when evidence of potential irregularity, including fraud, corruption or any impropriety, is discovered so that TIAA can consider the adequacy of the relevant controls, evaluate the implication of the fraud on the risk management, control and governance processes and consider making recommendations as appropriate. The role of TIAA is not to investigate the irregularity unless commissioned to do so.

Limitations and Responsibility

Substantive testing will only be carried out where a review assesses the internal controls to be providing 'limited' or 'no' assurance with the prior approval of the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies and additional time will be required to carry out such testing. The Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies is responsible for taking appropriate action to establish whether any loss or impropriety has arisen as a result of the control weaknesses.

Internal controls can only provide reasonable and not absolute assurance against misstatement or loss. The limitations on assurance include the possibility of one or more of the following situations, control activities being circumvented by the collusion of two or more persons, human error, or the overriding of controls by management. Additionally, no assurance can be provided that the internal controls will continue to operate effectively in future periods or that the controls will be adequate to mitigate all significant risks that may arise in future.

The responsibility for a sound system of internal controls rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses that may exist. Neither should internal audit work be relied upon to identify all circumstances of fraud or irregularity, should there be any, although the audit procedures have been designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of internal control may not be proof against collusive fraud.

Reliance will be placed on management to provide internal audit with full access to staff and to accounting records and transactions and to ensure the authenticity of these documents.

The matters raised in the audit reports will be only those that come to the attention of the auditor during the course of the internal audit reviews and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. The audit reports are prepared solely for management's use and are not prepared for any other purpose.

Liaison with the External Auditor

We will liaise with the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies External Auditor. Any matters in the areas included in the Annual Plan that are identified by the external auditor in their audit management letters will be included in the scope of the appropriate review.

Reporting

Assignment Reports: A separate report will be prepared for each review carried out. Each report will be prepared in accordance with the arrangements contained in the Terms of Reference agreed with TIAA and which accord with the requirements of TIAA's audit charter and the Global IIA standards.

Progress Reports: Progress reports will be prepared for each Audit Committee meeting. Each report will detail progress achieved to date against the agreed annual plan.

Follow Up Reports: We will provide an independent assessment as to the extent that priority 1 and 2 recommendations have been implemented. Priority 3 recommendations are low-level/housekeeping in nature and it is expected that management will monitor and report on implementation as considered appropriate.

Annual Report: An Annual Report will be prepared for each year in accordance with the requirements set out in TIAA's audit charter and the Global IIA standards. The Annual Report will include a summary opinion of the effectiveness of the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies governance, risk management and operational control processes based on the work completed during the year.

Other Briefings: During the year Client Briefing Notes, Benchmarking and lessons learned digests will be provided. These are designed to keep the organisation abreast of in-year developments which may impact on the governance, risk and control assurance framework.

Assurance Assessment Gradings

We use four levels of assurance assessments as set out below.

Substantial Assurance	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable Assurance	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited Assurance	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No Assurance	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Performance Standards

The following Performance Targets will be used to measure the performance of internal audit in delivering the Annual Plan:

Area	Performance Measure	Target
Achievement of the plan	Completion of planned audits.	100%
	Audits completed in time allocation.	100%
Reports Issued	Draft report issued within 10 working days of exit meeting.	100%
	Final report issued within 10 working days of receipt of responses.	100%
Professional Standards	Compliance with TIAA's audit charter and the Global IIA Standards.	100%

Data Protection

TIAA has policies, procedures and processes in place to comply with all associated regulation and legislation on information security, which is underpinned by mandatory annual awareness training for all staff. To carry out our role effectively, we need to obtain information that is reliable, relevant and sufficient to support our findings and recommendations. The collection of data, particularly sensitive personal data, is minimised and is not shared with unauthorised persons unless there is a valid and legal requirement to do so. We have clear policies on the retention of data and its appropriate, controlled disposal. TIAA has a fully robust Information Security Management System that meets all the requirements of ISO27001:2013.

Quality Assurance

TIAA recognises the importance of Internal Audit being controlled at each stage to ensure that we deliver a consistent and efficient Internal Audit service that is fully compliant with professional standards and also the conditions of contract. We operate a comprehensive internal operational quality review process to ensure that all Internal Audit work is carried out in accordance with these standards. These quarterly reviews are part of our quality management system which has ISO 9001:2015 accreditation.

Audit Committee Responsibility

It is the responsibility of the Police and Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies to determine that the number of audit days to be provided and the planned audit coverage are sufficient to meet the Committee's requirements and the areas selected for review are appropriate to provide assurance against the key risks within the organisation.

By approving this document, the Audit Committee is also approving the Internal Audit Charter.

Disclaimer

The matters raised in this planning report, along with those raised in our audit and annual reports, are only those that came to the attention of the auditor during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.