# 2025/26 Internal Audit Plan

# Contents

# Developing the Internal Audit Plan

## Approach

The approach to preparing the Internal Audit (IA) plan is set out at Figure 1. The plan is driven by the requirements of the Global Internal Audit Standards (UK Public Sector), the Council's objectives and priorities, and an assessment of the risks that could prevent the Council from meeting its objectives and providing services.

Changes in organisational structures, system developments, working practices and legislative requirements create a constantly changing control environment. Taking these factors into account, the highest risk areas are covered in the IA plan.

## Engagement with key stakeholders

Key stakeholders including elected members, the Chief Executive, Directors, senior management and external assurance bodies are invited to provide input into the IA plan to help ensure that the relevant areas are targeted for review during the year.
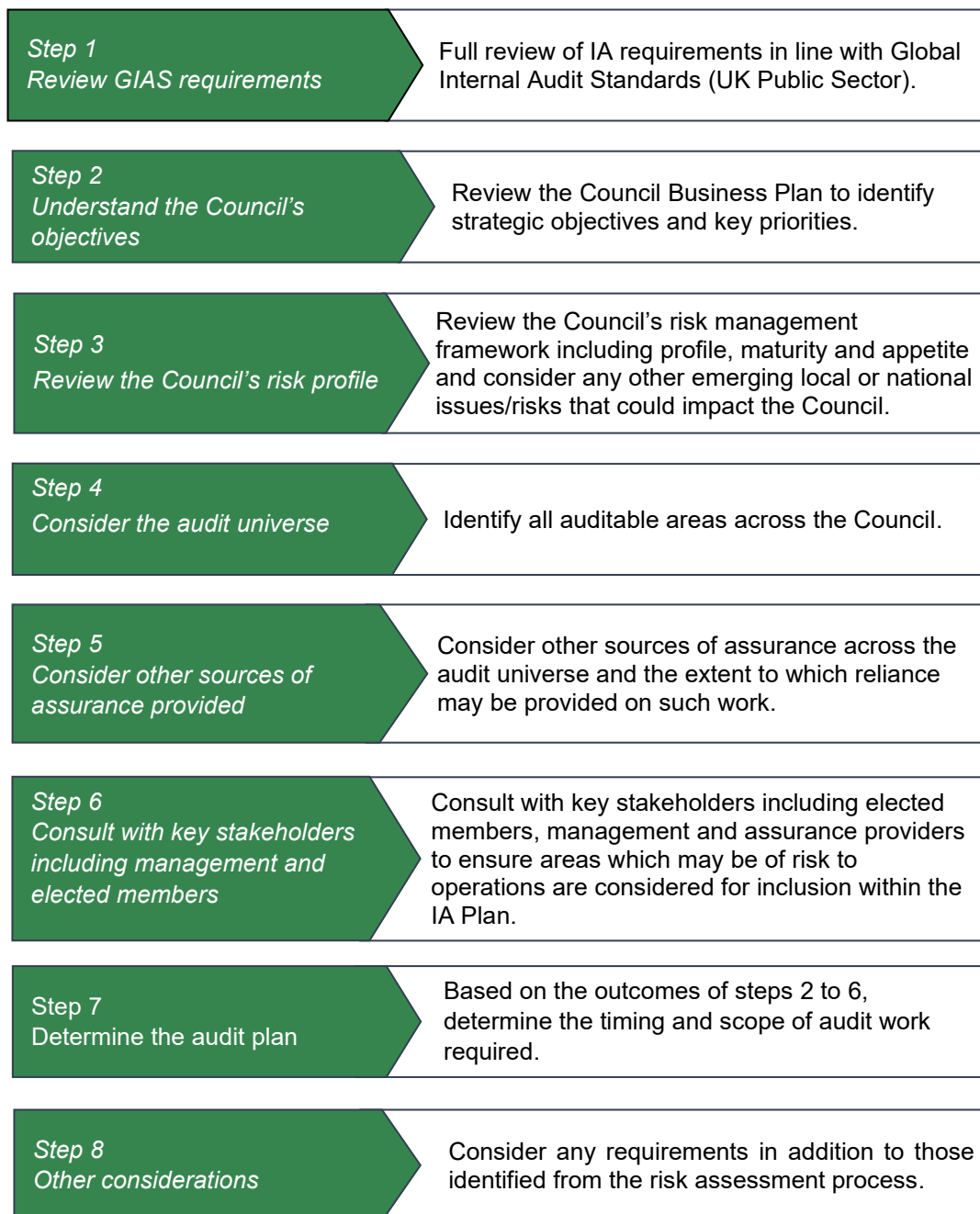
## Internal Audit influence and value

IA is a valuable resource which can help services to achieve objectives and reduce exposure to associated risks. `Where appropriate and without compromising its primary function and independence, IA will become involved in relevant emerging issues at an early stage and provide advice and guidance to prevent problems or weaknesses from arising and to ensure effective and efficient use of Council resources.

This is achieved through delivery of a flexible audit approach aligned to priorities and available resources, and an IA plan which includes a mix of engagement types from short, focussed reviews to more in-depth assurance reviews as well as advisory work.
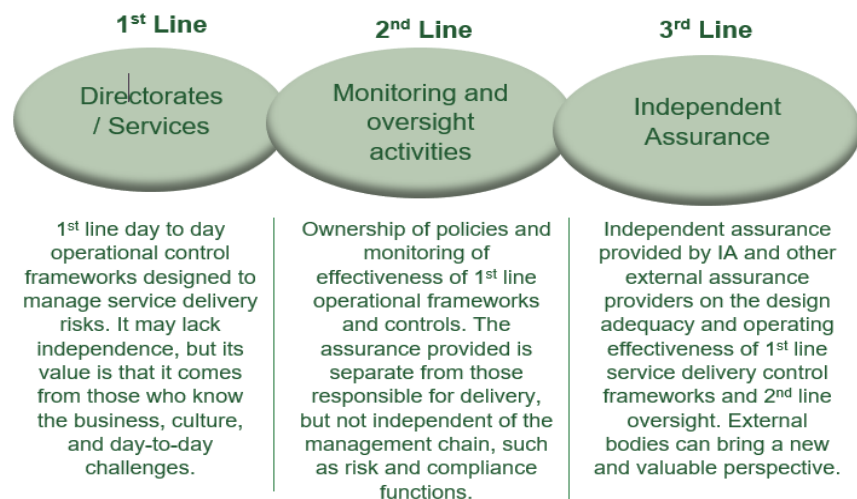
In addition, IA has established an agile auditing approach to provide assurance and support across the Councill on an ongoing basis where relevant for example, ongoing project reviews, system development lifecycle reviews and major projects and programmes spanning several years.

**Figure 1:** *Approach to developing the 2025/26 IA Plan*

| Step | Description |
|---|---|
| **Step 1** *Review GIAS requirements* | Full review of IA requirements in line with Global Internal Audit Standards (UK Public Sector). |
| **Step 2** *Understand the Council's objectives* | Review the Council Business Plan to identify strategic objectives and key priorities. |
| **Step 3** *Review the Council's risk profile* | Review the Council's risk management framework including profile, maturity and appetite and consider any other emerging local or national issues/risks that could impact the Council. |
| **Step 4** *Consider the audit universe* | Identify all auditable areas across the Council. |
| **Step 5** *Consider other sources of assurance provided* | Consider other sources of assurance across the audit universe and the extent to which reliance may be provided on such work. |
| **Step 6** *Consult with key stakeholders including management and elected members* | Consult with key stakeholders including elected members, management and assurance providers to ensure areas which may be of risk to operations are considered for inclusion within the IA Plan. |
| **Step 7** Determine the audit plan | Based on the outcomes of steps 2 to 6, determine the timing and scope of audit work required. |
| **Step 8** *Other considerations* | Consider any requirements in addition to those identified from the risk assessment process. |

# The Three Lines Model – coordination and reliance

IA is only one source of assurance available; assurance can come from many sources. The Three Lines Model, as set out in the diagram below, helps identify and understand the contributions of these various sources:



**1st Line** — Directorates / Services

1st line day to day operational control frameworks designed to manage service delivery risks. It may lack independence, but its value is that it comes from those who know the business, culture, and day-to-day challenges.

**2nd Line** — Monitoring and oversight activities

Ownership of policies and monitoring of effectiveness of 1st line operational frameworks and controls. The assurance provided is separate from those responsible for delivery, but not independent of the management chain, such as risk and compliance functions.

**3rd Line** — Independent Assurance

Independent assurance provided by IA and other external assurance providers on the design adequacy and operating effectiveness of 1st line service delivery control frameworks and 2nd line oversight. External bodies can bring a new and valuable perspective.

## Coordination and reliance

Defining the sources of assurance into the three categories helps to understand how each of them contributes to the overall level of assurance and how they can be best integrated and mutually supportive.

Other key sources of assurance for the Council include:

- Audit Scotland as External Auditors
- various regulators and inspection bodies
- Annual Governance Statements
- National Fraud Initiative
- Internal assurance teams.

In line with the GIAS, when developing the IA risk assessment and plan, where relevant, we have considered other sources of assurance and a shared risk assessment to understand the extent to which reliance can be placed upon these other sources to avoid duplication in the work they do.

## Governance and Assurance Team

The Council's Governance and Assurance Framework aims to provide support and guidance for first line assurance activities, and ongoing second line assurance for directorate governance and risk management activities. Roll-out of the framework in full has been delayed due to capacity issues. Once fully operational, IA will perform a gap analysis of the framework activities and IA work to understand the scope of various activities and the extent to which reliance can be placed on this to avoid duplication.

## Internal assurance teams

In addition, specific assurance activities are performed within some services and the assurance activity of these teams has been considered when developing the IA plan. This includes:
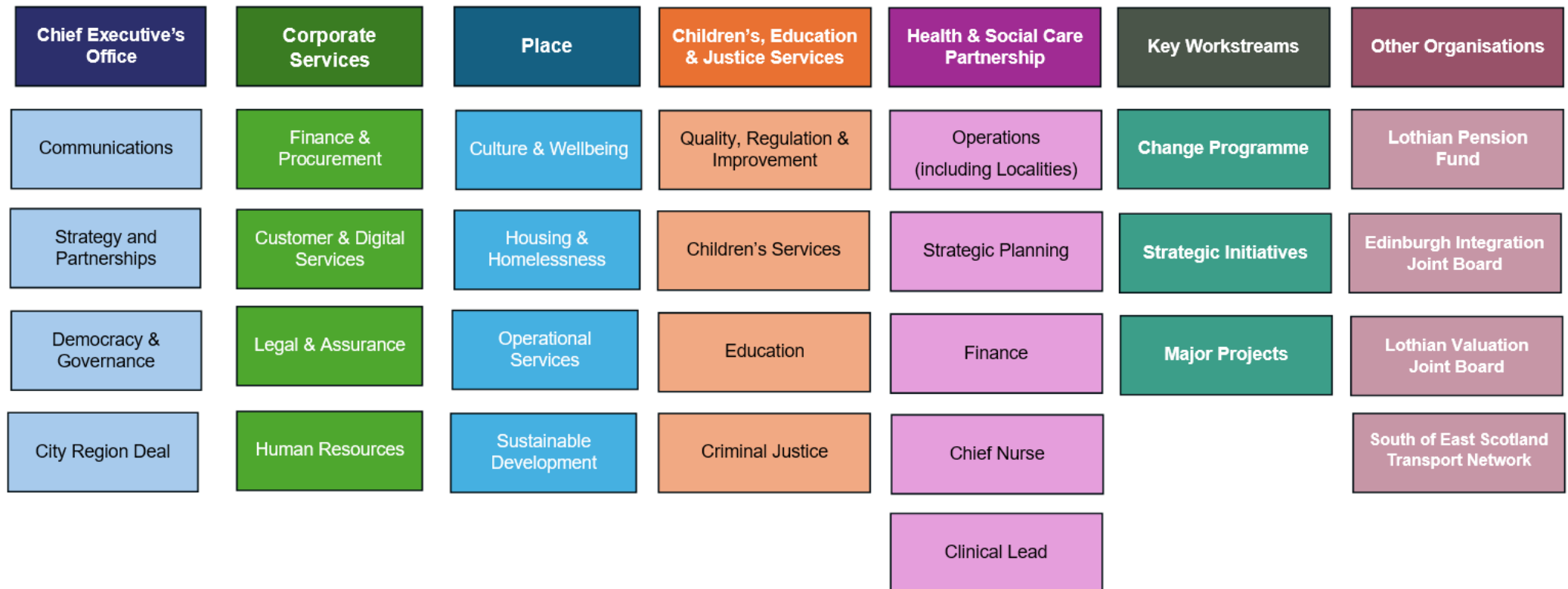
- **Information Governance Unit** - responsible for helping the Council manage its information effectively and compliantly. During 2025/26, to support a wider understanding of information/data controls, IA will include standard control checks related to information governance in audits, where relevant.

- The **Corporate Health and Safety Team** undertakes health and safety audits to check compliance with the Council Health and Safety Policy and legal health and safety obligations as part of a rolling programme to monitor and report on health and safety performance, and to foster continual improvement.

- **Quality, Governance and Regulation Services** support the Chief Social Work Officer and social work/care related quality assurance across the Council and the Edinburgh Health and Social Care Partnership.

- The **Education Quality, Improvement and Curriculum teams** work with schools to ensure that the Council is meeting national and local priorities. This includes supporting schools with Her Majesty's Inspectorate of Education (HMIE) inspections.

- The **Housing Service Quality Improvement Team** monitors service delivery and compliance with relevant regulations including Gas Safety, Electrical Regulations and relevant construction regulations.

# Audit Universe

The diagram below represents the high-level auditable areas within the audit universe of the Council which form the basis of the IA plan.

In addition to the Council, IA provides audit services to several other organisations on an annual basis. Costs for provision of audit services to these other organisations is recovered through established recharging arrangements.

The Council's audit universe as at February 2025 is set out below and reflects the organisation restructure and establishment of the Chief Executive's Office in December 2025.

| Chief Executive's Office | Corporate Services | Place | Children's, Education & Justice Services | Health & Social Care Partnership | Key Workstreams | Other Organisations |
|---|---|---|---|---|---|---|
| Communications | Finance & Procurement | Culture & Wellbeing | Quality, Regulation & Improvement | Operations (including Localities) | Change Programme | Lothian Pension Fund |
| Strategy and Partnerships | Customer & Digital Services | Housing & Homelessness | Children's Services | Strategic Planning | Strategic Initiatives | Edinburgh Integration Joint Board |
| Democracy & Governance | Legal & Assurance | Operational Services | Education | Finance | Major Projects | Lothian Valuation Joint Board |
| City Region Deal | Human Resources | Sustainable Development | Criminal Justice | Chief Nurse | | South of East Scotland Transport Network |
| | | | | Clinical Lead | | |

# Risk Assessment

It is a requirement of the GIAS (UK Public Sector) that the IA plan is based on a risk assessment.

To ensure a risk-based and proportionate approach to the IA plan which supports the GIAS requirement to produce an overall conclusion on the effectiveness of the Council's governance, risk management and control framework (annual report and opinion), when developing the 2025/26 IA plan, consideration was given to the Council's priorities as detailed in the Council Business Plan 2023-27 and the Council's risk profile as at February 2025.

The Council's risk profile as at February 2025 included 14 risk categories. In 2024, a new risk category related to *Property* was added to the risk profile and the previous risk category on Workforce was amended to *People.*

| | | |
|---|---|---|
| Strategic Delivery | Financial & Budget Mgt | Programme & Project Delivery |
| Health & Safety | Resilience | Supplier, Contractor & Partnership Mgt |
| Technology & Information | Governance & Decision Making | Service Delivery |
| People | Reputational | Property |
| Regulatory & Legislative Compliance | Fraud & Serious Organised Crime | |

IA use the Council's risk descriptors in audit reports as well as impact statements. A summary of these can be found at Appendix 3.

The 2025/26 IA plan is informed by a review of the Council's risk profile as at February 2025 which included an assessment for each of the 22 enterprise risks based on management's view of the internal and external operating environments with actions required to manage the risks in line with the Council's agreed risk appetite.

Previously completed audits, emerging issues impacting the Council and the requirement to ensure regular assurance on key financial systems is also considered as part of the risk assessment process.

The audits included in the proposed IA plan as Appendix 1 provide coverage across the 14 strategic risks set out in Appendix 2.

## Dynamic risk review and audit scoping

While the IA plan includes a short summary of the area proposed for review, IA will meet with key officers prior to commencing each audit to further understand the key risks, and to develop and refine the scope of each review.

For assurance reviews, in line with the GIAS, IA is responsible for determining the scope of each audit. For advisory reviews, the scope is agreed jointly with IA and management.

It should be noted, that if areas are identified during testing that are outwith scope but impact the risk and control framework, findings and recommendations will still be raised and reported on, where appropriate.

In line with the IA Charter, where relevant, IA reserves the right to raise findings on areas that have not been specifically included in the IA plan where significant or systemic control gaps are evident.

The IA plan is reviewed on a quarterly basis to ensure it maintains a clear focus on the link between the Council's priorities, business critical risks, the IA programme, and core controls. Proposed changes are reported to GRBV as part of quarterly IA activity reporting.

# Appendix 1: 2025/26 Internal Audit Plan

The table below sets out the IA Plan for the period 1 April 2025 to 31 March 2026 with links to relevant Business Plan outcomes, key priorities for change and the Council's risk categories as at February 2025.

Audits have been categorised as **'Priority'**, **'Indicative'** and **'Recurring'**.  Priority audits are those aligned to the Council's highest risks, which IA will aim to complete within the first six months.  Indicative audits will be completed later in the year and will be flexible to enable IA capacity to react to any changes in the Council's risk profile. **Recurring audits** reflect audits that IA is committed to undertake annually or bi-annually as part of legislative obligations, or where ongoing assurance is being provided for a Council project or programme.

| Priority Audits | | | | | |
|---|---|---|---|---|---|
| **Auditable Area** | **Audit** | **Business Plan Outcome** | **Risk Categories** | **Days** | **Fraud Risk** |
| Cross Directorate | 1. **Customer Contact Journey –** will consider the customer journey from the point of contact to resolution including liaison between teams and achievement of service standards. Will also consider complaints, lessons learned, performance monitoring and reporting across a sample of key service requests /customer interactions. | People can access public services locally and digitally in ways that meet their needs and expectations and contribute to a greener net zero city. | Service Delivery<br>People<br>Technology & Information<br>Reputational<br>Health & Safety<br>Legislative & Regulatory<br>Supplier /Partnership Mgt | 40 | Medium |
| | 2. **Organisational Resilience: Major Incident –** review of established arrangements to enable and support the Council to respond to a major incident impacting the city or Council. Will include consideration of relevant plans and protocols including testing, working with key partners across the city, roles and responsibilities including on call / out of hours arrangements. | The Council has the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Resilience<br>Service Delivery<br>Technology & Information<br>People<br>Reputational<br>Health & Safety<br>Legislative & Regulatory<br>Supplier /Partnership Mgt | 40 | Medium |
| | 3. **Core Financial Controls: Inventory Management –** review of key controls to ensure the Council adequately maintains inventories to ensure the ongoing care, custody and security of assets including equipment. | The Council has the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Financial & Budget Mgt<br>Fraud & SOC<br>Reputational<br>Service Delivery<br>Supplier /Partnership Mgt<br>Technology & Information | 40 | High |

| Priority Audits | | | | | |
|---|---|---|---|---|---|
| Auditable Area | Audit | Business Plan Outcome | Risk Categories | Days | Fraud Risk |
| | 4. **Edinburgh Bio-diversity Action Plan Implementation –** review of progress with delivery of the 2022-27 Action Plan considering key outputs and actions for which the City of Edinburgh is the lead partner. Will also consider arrangements for ensuring accurate and transparent monitoring and reporting including annual progress updates and statutory duty reporting. | Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital. | Governance & Decision Making<br>Legislative & Regulatory<br>Programme & Project Mgt<br>Financial & Budget Mgt<br>Strategic Delivery<br>Reputational<br>Service Delivery<br>Supplier /Partnership Mgt<br>Health & Safety | 35 | Medium |
| Major Projects | 5. **Mosaic Social Care Operating System Implementation –** ongoing agile review of key controls supporting implementation of the new social care operating system including governance, change management, configuration, data quality, system testing, reporting capabilities and training/support. | The Council has the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Governance & Decision Making<br>Programme & Project Mgt<br>Financial & Budget Mgt<br>Strategic Delivery<br>Supplier /Partnership Mgt<br>Technology & Information<br>Reputational<br>Service Delivery<br>People | 60 | Medium |
| | 6. **Design of the Medium-Term Financial Plan (MTFP) and Change Programme oversight –** review of established arrangements for governance and oversight of the Council's MTFP Change Programme established to address financial gaps including monitoring delivery of proposed savings and benefits realisation. It will also include programme governance and oversight arrangements for the Finance and Assurance Board and the Strategic Programme Board. | The Council has the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Governance & Decision Making<br>Programme & Project Mgt<br>Financial & Budget Mgt<br>Strategic Delivery<br>Property<br>People<br>Supplier /Partnership Mgt<br>Technology & Information<br>Reputational<br>Service Delivery | 40 | Medium |
| Corporate Services | 7. **CGI Back-up regimes –** review of key controls established to ensure that contractual obligations are met for system backups and that recovery from backup has been tested and agreed | | Technology & Information<br>Resilience<br>Reputational | 30 | Medium |

| Priority Audits | | | | | |
|---|---|---|---|---|---|
| Auditable Area | Audit | Business Plan Outcome | Risk Categories | Days | Fraud Risk |
| | with the Council. Evidence around assurances of the immutability of backups will also be sought. | | Service Delivery<br>Supplier /Partnership Mgt | | |
| | 8. **Key Financial Systems: Payroll (Oracle HR system key controls) –** following implementation of the new Oracle HR system in October 2024, this review will consider the effectiveness of key payroll-related controls and processes including administering payments, integration with ledgers and overall payroll cost reporting. | The Council has the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Technology & Information<br>Financial & Budget Mgt<br>Reputational<br>Service Delivery<br>People<br>Supplier /Partnership Mgt | 40 | High |
| | 9. **Review of Investigations Team –** review in line with Tanner Report recommendations. This review will consider the overall strategy and service delivery planning for the Council's in-house Investigations Team including service standards, monitoring, reporting and oversight arrangements. | The Council has the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Governance & Decision Making<br>Service Delivery<br>Fraud & SOC<br>Legislative & Regulatory<br>Reputational<br>People | 40 | Medium |
| Place | 10. **Processing Applications for Unlicensed HMOs –** review of the processing applications for unlicensed HMOs in line with the GRBV committee amendment in January 2025, will consider the conflict of legal obligations and all points as set out in the Committee amendment. | People have decent, energy efficient, climate proofed homes they can afford to live in. | Governance & Decision Making<br>Legislative & Regulatory<br>Reputational<br>Service Delivery<br>Health & Safety<br>People | 30 | Medium |
| | 11. **Multi-Storey and High-Rise Housing Properties: Health and Safety -** assessment of the design and effectiveness of key controls in place to ensure adequate health and safety management of multistorey and high-rise housing properties. | People have decent, energy efficient, climate proofed homes they can afford to live in. | Legislative & Regulatory<br>Property<br>Financial & Budget Mgt<br>Reputational<br>Service Delivery<br>Supplier /Partnership Mgt<br>Health & Safety<br>People | 35 | Medium |
| Children, Education | 12. **Management of School Funds –** review of the design and operational effectiveness of key controls established to ensure school funds are managed effectively within individual school | Attainment, achievement, and positive destinations are improved for all with a | Governance & Decision Making<br>Legislative & Regulatory<br>Fraud & SOC | 50 | High |

| Priority Audits | | | | | |
|---|---|---|---|---|---|
| **Auditable Area** | **Audit** | **Business Plan Outcome** | **Risk Categories** | **Days** | **Fraud Risk** |
| and Justice Services | establishments. Will include a sample of schools and consider central oversight and monitoring. | particular focus on those in poverty. | Financial & Budget Mgt<br>Reputational | | |
| Health and Social Care Partnership (HSCP) | **13. Grip and Control –** will consider the HSCP's approach to strengthening financial grip and control in response to financial and service delivery challenges. Will consider the overall approach including monitoring and authorisation processes for key expenditure and workstreams | We have the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Governance & Decision Making<br>Legislative & Regulatory<br>Service Delivery<br>Supplier /Partnership Mgt<br>People | 35 | High |
| | **14. Management of Resident Funds in Care Homes -** review of the design and operational effectiveness of key controls established to ensure resident funds in care homes are managed effectively within individual care homes. The audit will review arrangements for all care homes and consider central oversight and monitoring. | Core services for people in need of care and support are improved. | Governance & Decision Making<br>Financial & Budget Mgt<br>Fraud & SOC<br>Reputational<br>People | 40 | High |
| **Total Priority Audit Days** | | | | **555** | |

| Indicative Audits | | | | | |
|---|---|---|---|---|---|
| **Auditable Area** | **Audit** | **Business Plan Outcome** | **Risk Categories** | **Days** | **Fraud Risk** |
| Cross Directorate | **15. Redeployment –** review of the design and operating effectiveness of key controls established to manage redeployment across the Council. Will include a review of a sample of cases and overall monitoring and oversight arrangements. | We have the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Financial & Budget Mgt<br>Governance & Decision Making<br>Reputational<br>People<br>Legislative & Regulatory<br>Service Delivery | 30 | Medium |
| | **16. Organisational Culture** – as part of a programme of audits over the period 2025 – 27, this review will consider the effectiveness of controls in place to manage organisational culture related risks, in line with best practice guidance on auditing culture including tone at the top and accountability. Will also consider how well services work together to seek assurance on interdependency effectiveness. | We have the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Governance & Decision Making<br>Strategic Delivery<br>Reputational<br>Legislative & Regulatory<br>Service Delivery<br>People | 50 | Medium |

| Auditable Area | Audit | Business Plan Outcome | Risk Categories | Days | Fraud Risk |
|---|---|---|---|---|---|
| | **17. Consultation and Engagement Policy Implementation –** this audit will follow on from the 2022 audit which assessed the design of the key controls to support governance and implementation of the new Consultation and Engagement Policy approved in 2021. The review will consider a sample of consultations across the Council and the HSCP and subsequent actions including recording and evaluating feedback and how this informs service delivery/change. | Core services for people in need of care and support are improved. | Governance & Decision Making<br>Service Delivery<br>Strategic Delivery<br>Legislative & Regulatory<br>Reputational<br>People | 30 | Low |
| | **18. Preparedness for the Martyn's Law – Terrorism (Protection of Premises) Bill –** agile review of the Council's preparedness for implementation of Martyn's Law, which is due to be implemented in 2027 and will require the authority to prepare for protection from a terrorist attack, in line with standard tier premised (capacity of 200+) and enhanced tier premises (800+). | Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital. | Governance & Decision Making<br>Supplier /Partnership Mgt<br>Health & Safety<br>Service Delivery<br>Legislative & Regulatory<br>Reputational<br>Resilience<br>People<br>Property | 30 | Low |
| Major Programmes | **19. Visitor Levy for Edinburgh Implementation –** following the decision by the Council in January 2025 to adopt a visitor levy scheme for Edinburgh, audit work will be undertaken on an agile basis to provide assurance of key considerations as the scheme develops including consideration of Visitor Levy (Scotland) Act 2024 requirements. | Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital. | Governance & Decision Making<br>Legislative & Regulatory<br>Supplier /Partnership Mgt<br>Service Delivery<br>Strategic Delivery<br>Financial & Budget Mgt<br>Reputational<br>People | 40 | Medium |
| CE Office | **20. Equalities and Diversity Framework (EDI) Development –** will consider progress with the delivery of the three interim equality outcomes for 2025-26 – as per the recommended approach by the Equality and Human Rights Commission. In addition, the review will consider pre-development activity, the consultation approach and how feedback is used to shape the Council's 2026-30 EDI Framework. | All | Governance & Decision Making<br>Service Delivery<br>Strategic Delivery<br>Legislative & Regulatory<br>Reputational<br>People<br>Property | 30 | Low |

| Indicative Audits | | | | | |
|---|---|---|---|---|---|
| **Auditable Area** | **Audit** | **Business Plan Outcome** | **Risk Categories** | **Days** | **Fraud Risk** |
| | **21. City Region Deal: Benefits Realisation -** review of the approach and methodology for benefits measurement for the CRD across each of the five themes (Innovation, Housing, Skills, Transport & Culture). Will include the processes for identification, tracking and monitoring of both quantitative and qualitative benefits and ensuring that benefits are recorded and reported accurately and transparently. | Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital. | Programme & Project Mgt<br>Financial & Budget Mgt<br>Strategic Delivery<br>Governance & Decision Making<br>Reputational<br>Supplier /Partnership Mgt | 30 | Medium |
| Corporate Services | **22. CGI Filtering Management –** will review CGI creation, ongoing management and testing of internet filtering solutions in place within the Council to ensure appropriate controls are in place to maintain the agreed filtering specification. | We have the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Legislative & Regulatory<br>Technology & Information<br>Supplier /Partnership Mgt<br>Reputational<br>Service Delivery<br>Health & Safety | 30 | Medium |
| Place | **23. Short Term Lets Licencing –** review of arrangements established to manage licencing of short-term lets including submission of required supporting information, fees, statutory notices, exemptions, compliance, and enforcement. | Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital. | Governance & Decision Making<br>Legislative & Regulatory<br>Health & Safety<br>Service Delivery<br>Financial & Budget Mgt<br>Fraud & SOC<br>Reputational<br>People | 35 | Medium |
| | **24. Venue and Events Booking and Management –** review will consider the design and operating effectiveness of key controls established to ensure compliance with the Council's Venue and Events Booking Policy approved in January 2024 including income managements, data governance, key systems controls and use of the SARA process (Scan, Analyse, Respond and Assess) to assess events and inform risk assessments. | Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital. | Technology & Information<br>Financial & Budget Mgt<br>Supplier /Partnership Mgt<br>Service Delivery<br>Fraud & SOC<br>Legislative & Regulatory<br>Reputational<br>People | 35 | Medium |
| | **25. Low Emission Zone (LEZ) management** – will review the adequacy and operating effectiveness of key controls and processes established for management of the LEZ zone | Edinburgh is a cleaner, better maintained city that we can all be proud of. | Technology & Information<br>Legislative & Regulatory | 35 | Medium |

| Auditable Area | Audit | Business Plan Outcome | Risk Categories | Days | Fraud Risk |
|---|---|---|---|---|---|
| | including signage, calculation and issue of penalty charge notices, income collection, exemptions, discounts and surcharges, processing appeals and reporting/oversight arrangements. | | Supplier /Partnership Mgt<br>Service Delivery<br>Fraud & SOC<br>Reputational<br>Financial & Budget Mgt<br>People | | |
| | **26. Transport Asset Management Plan (TAMP) -** review of progress with implementing the TAMP which covers the Council's Road assets across the period 2023-2026. Will consider completion of routine, reactive and planned maintenance programmes, performance and quality assurance as well as service standards and customer satisfaction. *Will exclude structures such as bridges and street lighting/permanent traffic signals as these have been previously reviewed.* | Edinburgh is a cleaner, better maintained city that we can all be proud of. | Technology & Information<br>Legislative & Regulatory<br>Supplier /Partnership Mgt<br>Service Delivery<br>Fraud & SOC<br>Financial & Budget Mgt<br>Reputational<br>People | 40 | Low |
| Children, Education and Justice Services | **27. Schools Insurance Arrangements –** review of processes established to manage the various insurance requirements within schools including the physical school estate such as buildings and playgrounds, general housekeeping, charging e-bikes, animals in schools and maintenance requirements for retaining insurance cover as well as insurance arrangements for school trips and incidents. | We have the capacity, skills, and resources to deliver our priorities efficiently, effectively and at lower cost. | Legislative & Regulatory<br>Supplier /Partnership Mgt<br>Financial & Budget Mgt<br>Service Delivery<br>Fraud & SOC<br>Reputational<br>Property<br>People | 40 | Medium |
| | **28. Foster & Kinship Carer Allowances –** review of key controls established by the Council to meet the new national allowances introduced in August 2023 including support and information provided to carers, processes for assessing and administering payments across the various age ranges, including back-dated payments, where relevant**.** | Core services for people in need of care and support are improved. | Legislative & Regulatory<br>Financial & Budget Mgt<br>Supplier /Partnership Mgt<br>Service Delivery<br>Fraud & SOC<br>Reputational<br>People | 35 | Medium |
| | **29. Throughcare – Release on Licence –** will consider the Council adoption of the Throughcare Assessment for Release | People can access fair work and the support they | Legislative & Regulatory<br>Service Delivery | 35 | Medium |

| Indicative Audits | | | | | |
|---|---|---|---|---|---|
| **Auditable Area** | **Audit** | **Business Plan Outcome** | **Risk Categories** | **Days** | **Fraud Risk** |
| | on Licence (TARL) framework and guidance developed by Social Work Scotland (updated April 2024), which aims to provide an integrated approach to Social Work submissions to the parole board for long term prisoners, and support the Council in managing associated risks in the community. | need to prevent and stay out of poverty and homelessness. | Financial & Budget Mgt Supplier /Partnership mgt Health & Safety People | | |
| Health and Social Care Partnership (HSCP) | **30. Self-Directed Support (Adult Services) –** review of the adequacy and effectiveness of key controls established to ensure compliance with the Council's Self-Directed Support (SDS) Policy implemented in November 2024, which aims to ensure consistency with the statutory guidance produced to support the delivery of Social Care (SDS) (Scotland) Act 2013 which was revised in November 2022. *Will focus on adult services only as a review of SDS for Children's Services was complete in June 2023.* | Core services for people in need of care and support are improved. | Financial & Budget Mgt Supplier /Partnership Mgt Legislative & Regulatory Service Delivery Fraud & SOC Reputational People | 35 | Medium |
| **Total Indicative Audit Days** | | | | **560** | |

| Recurring Audits | | | | | |
|---|---|---|---|---|---|
| **Auditable Area** | **Audit** | **Business Plan Outcome** | **Risk Categories** | **Days** | **Fraud Risk** |
| Cross Directorate | **31. Annual Validation Audit** - review of a sample of previously implemented and closed IA agreed management actions to confirm that they have been effectively sustained. | All | All | 30 | Medium |
| Place | **32. Port Facility Security Plan** - annual review of the existence and operation of the Port Facility Security Plan as per Department for Transport requirements. Will also consider contract management arrangements for the new security provider onboarded in 2025. | Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital. | Legislative & Regulatory Supplier /Partnership Mgt Health & Safety Financial & Budget Mgt People Property | 30 | Medium |
| **Total Recurring Audit Days** | | | | **60** | |

| Other Organisations | Audit Service | Days |
|---|---|---|
| Lothian Pension Fund (LPF) | **33. Member Payroll** - Following on from the audit of Member Payments in 2024/25, this audit will consider controls related to employer's payroll, routine processes and new members to ensure the to run the member payroll effectively and to minimise the risk of fraud. The audit will utilise data analytics to review the fuller population rather than a sample basis. | 25 |
| | **34. McCloud Implementation** - this audit will assess the design and implementation of controls established to enable the accurate assessment of the McCloud Remedy across members of the Lothian Pension Fund. Will also consider the adequacy of controls established to accurately update members of their position through the 2025 Annual Benefit Statement. | 25 |
| | **35. Responsible Investment / Environmental, Social and Governance (ESG)** – this audit will provide independent assurance over the responsible investment reporting controls and compliance with LPF's Statement of responsible investment principles (SRIP). The review will identify any deficiencies and areas for improvement to inform recommendations including those which will enable LPF to adopt good practice in key areas. | 25 |
| | **36. Fixed Income Dealing** – will consider assurance over the design and operating effectiveness of the control framework to achieve compliance with Best Execution and Order Handling requirements for fixed income dealing - sovereign bonds. | 25 |
| | **37. LPF Annual Validation review -** review of a sample of previously implemented and closed IA agreed management actions to confirm that they have been effectively sustained. | 5 |
| Edinburgh Integration Joint Board (EIJB) | **38. Strategic Commissioning** - review of the governance and monitoring arrangements established to oversee effective delivery of the commissioning of delegated services as set out in the 2025-28 EIJB Strategic Plan including the approach to demonstrating evidence-based commissioning to ensure that the IJB's budget is spent responsibly and directly contributes to the IJB's strategic priorities. | 25 |
| | **39. Cyber Resilience** - the EIJB is a Category 1 responder under the Civil Contingencies Act 2004. A cyber-attack is one of the most serious risks to the delivery of services delegated to the EIJB with a reliance on assurance from its key partners the Council and NHS Lothian. This review will assess the EIJB's arrangements to maintain delivery of its key functions and services and ensure the protection of its data, despite adverse cyber security events. Will include mandatory scope requirements in line with the GIAS Topical Requirement for Cyber Security. | 25 |
| | **40. Organisational Structure** - review of the oversight arrangements for monitoring the outcomes and benefits from the organisation restructure which aims to ensure that the EIJB has the right structure to deliver services effectively and cost efficiently. It is proposed this review is completed in Q4 to allow consideration of both phase 1 and 2 of the restructure process. Will also include consideration of succession planning for key senior officer roles at the request of the Audit and Assurance Committee. | 25 |
| | **41. EIJB Annual Validation review -** review of a sample of previously implemented and closed IA agreed management actions to confirm that they have been effectively sustained. | 5 |
| SEStran | **42.** One audit delivered for South-East of Scotland Transport Network as part of established audit service arrangement. | 20 |
| Lothian Valuation Joint Board | **43.** One audit delivered for Lothian Valuation Joint Board as part of established audit service arrangement. | 25 |

| Royal Edinburgh Military Tattoo | **44.** One audit delivered for Royal Edinburgh Military Tattoo as part of established audit service arrangement. | 20 |
|---|---|---|
| **Total Audit Days for Other Organisations** | | **250** |

| Other IA Activities | Days |
|---|---|
| Follow up to confirm that agreed management actions have been effectively implemented | 150 |
| IA Quality Assurance including annual GIAS self-assessment | 30 |
| Provision of an External Quality Assessment as part of SLACIAG peer review group | 25 |
| GIAS implementation including process updates and training | 30 |
| Training (CPD, colleague induction, leadership, TeamMate+ and general controls) | 25 |
| ALEO internal control review | 40 |
| **Total other IA activities** | **300** |
| **Contingency** – including extended scope, additional requests and ad-hoc advisory work | **100** |

| Area | Days | Area | Days |
|---|---|---|---|
| Priority Audits | 555 | Other Activities | 300 |
| Indicative Audits | 560 | Contingency | 100 |
| Recurring Audits | 60 | **Total** | **1825** |
| Other Orgs Audits | 250 | | |
| **Total audit days** | **1425** | | |

# Appendix 2: 2025/26 Risk Assessment and Assurance Map

The GIAS requires IA to consider where coordination and reliance on other assurance sources can be placed. An assurance map is a matrix which sets out an organisation's risks and all the internal and external sources of assurance which cover these risks. This visualisation helps to expose coverage gaps and duplication. The map also helps to provide an overall view of assurance activity and helps to prevent audit fatigue in the areas and processes being reviewed.

The maturity of the Council's assurance map remains at a basic level, therefore in developing the 2025/26 plan, IA has set out an initial assurance map for the Council and a summary is provided below. As part of the IA Strategy, IA will coordinate with the Corporate Risk Team, internal assurance teams, and external assurance providers to support development an assurance map covering the Council's risk categories and high level key controls.

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | **22/23** | **23/24** | **24/25** | | |
| **Strategic Delivery** | Cautious | • Empowered Learning Programme<br>• Council Emissions Reduction Plan<br>• Insurance Services<br>• New Consultations Policy<br>• Sensory Loss Support Services | • Budget Lessons Learned<br>• Fleet Asset Mgt Plan<br>• Enterprise Resource Planning<br>• Trams to Newhaven<br>• Mental Health Strategy (Thrive) | • Partnership Working<br>• Value for Money<br>• Non-contracted spend & waivers<br>• Integrated Impact Assessments<br>• Major Projects<br>• Flexible Workforce<br>• Committee Reporting | • Edinburgh Bio-diversity Action Plan<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• Organisational Culture<br>• Consultation & Engagement Policy<br>• Visitor Levy Scheme<br>• Equalities & Diversity Framework<br>• City Region Deal – Benefits Realisation | • External Audit including Best Value |
| **Financial and Budget Management** | Cautious | • Swift Controls<br>• Management of the HRA<br>• Purchase Cards<br>• Levelling-up – Granton Gasholder<br>• Vendor Bank Mandates<br>• IFRS 16 Lease Accounting<br>• Self-Directed Support – Children's Services<br>• Sensory Loss Support Services<br>• Insurance Services | • Budget Lessons Learned<br>• Debtors<br>• VAT<br>• HSCP Financial Sustainability<br>• Fleet Asset Management Plan<br>• Edinburgh Employer Recruitment Incentive<br>• Overtime & Expenses<br>• Enterprise Resource Planning<br>• Trams to Newhaven<br>• Supplier & Contract Management<br>• Procurement | • Partnership Working<br>• Value for Money<br>• Non-contracted spend & waivers<br>• Major Projects<br>• School Fund Management<br>• Flexible Workforce<br>• Attendance Management<br>• RAAC<br>• City Region Deal – Cost Inflation<br>• TMDF<br>• New Parking Rules<br>• Refugee & Migration Services<br>• Committee Reporting | • Inventory Management<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• Payroll – Key controls<br>• Management of multi-storey & high rise housing<br>• Management of school funds<br>• HSCP Grip & control programme<br>• Management of resident funds in care homes<br>• Redeployment<br>• Visitor Levy Scheme<br>• City Region Deal – Benefits Realisation<br>• Short Term Lets Licencing<br>• Venue & Events Booking | • External Audit including Best Value |

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | 22/23 | 23/24 | 24/25 | | |
| | | • New Consultations Policy | • Void Management<br>• Mixed Tenure Works<br>• Scaffolding<br>• Corporate Property Helpdesk | | • Low Emission Zone Management<br>• Transport Asset Management Plan<br>• School's Insurance Arrangements<br>• Foster & Kinship Carer Allowances<br>• Self Directed Support (Adults)<br>• Port-Facility Security Plan | |
| **Programme and Project Delivery** | Open | • Trams to Newhaven<br>• Enterprise Resource Planning<br>• City Region Deal<br>• Empowered Learning Programme<br>• Levelling-up – Granton Gasholder<br>• Active Travel<br>• Council Emissions Reduction Plan<br>• New Consultations Policy | • Trams to Newhaven<br>• Enterprise Resource Planning<br>• Fleet Asset Management Plan | • Value for Money<br>• Non-contracted spend & waivers<br>• Major Projects<br>• RAAC<br>• City Region Deal – Cost Inflation<br>• Committee Reporting | • Edinburgh Bio-diversity Action Plan<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• Management of multi-storey & high rise housing<br>• Visitor Levy Scheme<br>• City Region Deal – Benefits Realisation<br>• Transport Asset Management Plan | • External Audit including Best Value |
| **Health and Safety including public safety** | Averse | • Swift System<br>• Technology Controls<br>• Port Facility Security Plan<br>• Role Specific Learning<br>• Transitions from Children's Services to Adult Social Care<br>• Active Travel | • Outdoor Infrastructure<br>• Health & Safety Arrangements<br>• Community Centres<br>• Scaffolding<br>• Corporate Property Helpdesk<br>• Port Facility Security Plan<br>• Tenant Safety, Damp & Mould<br>• Mental Health Strategy (Thrive)<br>• Repairs Right First Time | • Security arrangements in council premises<br>• RAAC<br>• New Parking Rules<br>• Safety of Council Operated Heavy Vehicles<br>• Refugee & Migration Services<br>• Food Safety & Hygiene<br>• Flood Management<br>• GIRFEC<br>• Quality Assurance<br>• Attendance Management<br>• Social Care Direct<br>• Waiting lists & assessments<br>• Port Facility Security Plan<br>• Support for Carers | • Customer Contact Journey<br>• Operational Resilience<br>• Edinburgh Bio-diversity Action Plan<br>• HMO Licensing<br>• HSCP Grip & control<br>• Preparedness for Martyn's Law<br>• CGI Filtering Management<br>• Short-Term Lets Licencing<br>• Statutory Throughcare<br>• Port-Facility Security Plan | • Corporate Health & Safety audit programme |

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | 22/23 | 23/24 | 24/25 | | |
| **Resilience** | Cautious | • Port Facility Security Plan<br>• SEEMIS System<br>• Swift System<br>• Role Specific Learning & Development for Council Officers | • Port Facility Security Plan<br>• Cyber Incident Response<br>• CGI IT Currency Management<br>• Recruitment & Selection | • CGI Service Stability<br>• CGI Incident Response<br>• Port Facility Security Plan<br>• Security arrangements in council premises<br>• Attendance Management<br>• Flood Management | • Operational Resilience<br>• Mosaic Social Care Operating System<br>• Preparedness for Martyn's Law<br>• CGI Back-up Regime<br>• Port-Facility Security Plan | • Desktop incident response exercises |
| **Supplier, Contracts and Partnership Management** | Cautious | • Port Facility Security Plan<br>• SEEMIS System<br>• Swift System<br>• Education ICT Support<br>• Repairs & Maintenance Framework<br>• Active Travel | • Port Facility Security Plan<br>• Corporate Property Helpdesk<br>• Supplier & Contract Management<br>• Procurement<br>• Repairs Right First Time<br>• Void Management<br>• Scaffolding<br>• Tenants Safety, Damp & Mould<br>• Mixed Tenure Works<br>• Edinburgh Employer Recruitment Incentive | • Port Facility Security Plan<br>• Change Programme<br>• Partnership Working<br>• Value for Money<br>• Non-contracted spend<br>• Major Projects<br>• RAAC<br>• City Region Deal<br>• CGI Service Stability<br>• CGI Incident Response<br>• Quality Assurance<br>• Workforce Planning<br>• New Parking Rules<br>• Safety of Council Operated Heavy Vehicles<br>• Refugee & Migration Services<br>• Support for Carers | • Inventory Management<br>• Mosaic Social Care Operating System<br>• Operational Resilience<br>• Edinburgh Bio-diversity Action Plan<br>• Change Programme & delivery of MTFP<br>• CGI Back-up Regimes<br>• Management of multi-storey & high rise housing<br>• HSCP Grip & control<br>• Preparedness for Martyn's Law<br>• Visitor Levy Scheme<br>• City Region Deal – Benefits Realisation<br>• CGI Filtering Management<br>• Venue & Events Booking<br>• Low Emission Zone Management<br>• Transport Asset Management Plan<br>• School's Insurance Arrangements<br>• Foster & Kinship Carer Allowances<br>• Statutory Throughcare<br>• Self Directed Support (Adults)<br>• Port-Facility Security Plan | • Contract & Procurement Services quality review programme |
| **Technology and Information** | Cautious | • SEEMIS System<br>• Swift System<br>• CGI Security Operations Centre<br>• CGI Enterprise Architecture | • Supplier & Contract Management<br>• CGI Complex Change<br>• CGI IT Currency Management<br>• Edinburgh Employer Recruitment Incentive | • Major Projects<br>• CGI Service Stability<br>• CGI Incident Response<br>• Waiting lists & assessments<br>• New Parking Rules | • Customer Contact Journey<br>• Operational Resilience<br>• Inventory Management<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• CGI Back-up Regimes | • External Audit<br>• Public Sector Cyber Action Plan<br>• Desktop / simulation exercises |

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | 22/23 | 23/24 | 24/25 | | |
| | | • CGI Technology Risk Management<br>• Records Management & Statutory Requests | • Mixed Tenure Works<br>• Repairs Right First Time<br>• Corporate Property Helpdesk<br>• Tenant Safety - Damp & Mould | • Safety of Council Operated Heavy Vehicles<br>• Food Safety & Hygiene<br>• Flood Management<br>• GIRFEC<br>• Social Care Direct<br>• Security arrangements in council premises<br>• Whistleblowing & Assurance Actions | • Payroll – Key controls<br>• CGI Filtering Management<br>• Venue & Events Booking<br>• Transport Asset Management Plan | • Information Commissioner's Office |
| **Governance and Decision Making** | Averse | • Swift System<br>• Management of the HRA<br>• Role Specific Learning<br>• Levelling-up – Granton Gasholder<br>• City Region Deal<br>• Active Travel<br>• Induction a& Ongoing Learning for Elected Members<br>• Transitions from Children's Services to Adult Social Care<br>• Sensory Loss Support Services<br>• New Consultations Policy | • Review of Historic Complaints<br>• GRBV skills assessment & self-evaluation<br>• Procurement<br>• Supplier & Contract Management<br>• Edinburgh Employer Recruitment Incentive<br>• Mixed Tenure Works<br>• Repairs Right First Time<br>• Tenant Safety - Damp & Mould | • Committee Reporting<br>• Partnership Working<br>• Value for Money<br>• Non-contracted spend & waivers<br>• Integrated Impact Assessments<br>• Major Projects<br>• City Region Deal – Cost Inflation<br>• RAAC<br>• Quality Assurance<br>• Whistleblowing<br>• School Fund Management<br>• Flexible Workforce<br>• GIRFEC<br>• Educational Support Provision<br>• Early Years Cross Boundary Places | • Edinburgh Bio-diversity Action Plan<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• Investigations Team<br>• HMO Licensing<br>• Management of School Funds<br>• HSCP Grip & Control Management of Resident Funds in Care Homes<br>• Redeployment<br>• Organisation Culture<br>• Consultation & Engagement Policy Implementation<br>• Visitor Levy Scheme<br>• Equalities & Diversity Framework<br>• City Region Deal – Benefits Realisation<br>• Preparedness for Martyn's Law<br>• Short-term Lets Licensing | • Governance & Assurance work programme<br>• External Audit – Best Value |
| **Service Delivery** | Open | • SEEMIS System<br>• Swift System<br>• Role Specific Learning<br>• Ongoing Education ICT Support | • Mixed Tenure Works<br>• Void Management<br>• Tenant Safety - Damp & Mould<br>• Scaffolding<br>• Recruitment & Selection | • Change Programme<br>• Partnership Working<br>• Value for Money<br>• Non-contracted spend<br>• Integrated Impact Assessments<br>• Major Projects | • Customer Contact Journey<br>• Operational Resilience<br>• Inventory Management<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• CGI Back-up Regimes<br>• Investigations Team | • Corporate Health & Safety audit programme<br>• Quality, Governance & Regulation |

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | 22/23 | 23/24 | 24/25 | | |
| | | • Self-Directed Support – Children's Services<br>• Transitions from Children's Services to Adult Social Care<br>• Sensory Loss Support Services<br>• Early Years Expansion<br>• Active Travel<br>• New Consultations Policy | • Repairs Right First Time<br>• Community Centres<br>• Edinburgh Employer Recruitment Incentive<br>• Budget Lessons Learned<br>• Debtors<br>• VAT<br>• Corporate Property Helpdesk<br>• Mental Health Strategy (Thrive)<br>• Supplier & Contract Management | • Voter ID<br>• Waiting lists & assessments<br>• New Parking Rules<br>• Safety of Council Operated Heavy Vehicles<br>• Food Safety & Hygiene<br>• Flood Management<br>• GIRFEC<br>• Social Care Direct<br>• Attendance Management<br>• Flexible Workforce<br>• Quality Assurance<br>• CGI Service Stability<br>• School Funds Management<br>• Committee Reporting<br>• Support for Carers<br>• Educational Support Provision<br>• Early Years Cross Boundary Places<br>• Refugee & Migration Services | • HMO Licensing<br>• Management of multi-storey & high rise housing<br>• HSCP Grip & control<br>• Redeployment<br>• Organisational Culture<br>• Consultation & Engagement Policy<br>• Visitor Levy Scheme<br>• Preparedness for Martyn's Law<br>• Equalities &Diversity Framework<br>• CGI Filtering Management<br>• Venue & Events Booking<br>• Transport Asset Management Plan<br>• Low Emission Zone Management<br>• School's Insurance Arrangements<br>• Foster & Kinship Carer Allowances<br>• Statutory Throughcare<br>• Self-Directed Support (Adults) | • Quality, Improvement & Curriculum team<br>• Housing Service Quality Improvement Team |
| **People** | Cautious | • SEEMIS System<br>• Swift System<br>• Role Specific Learning<br>• Transitions from Children's Services to Adult Social Care<br>• Records Mgt & Statutory Requests<br>• Sensory Loss Support Services<br>• Early Years Expansion | • Supplier & Contract Management<br>• Procurement<br>• Recruitment & Selection<br>• Overtime & Expenses<br>• Mental Health Strategy (Thrive)<br>• Community Centres<br>• Tenant Safety - Damp & Mould<br>• Repairs Right First Time | • Social Care Direct<br>• Attendance Management<br>• Flexible Workforce<br>• Waiting lists & assessments<br>• Partnership Working<br>• Security arrangements in council premises<br>• Quality Assurance<br>• Whistleblowing & Assurance Actions<br>• Value for Money<br>• Support for Carers | • Customer Contact Journey<br>• Operational Resilience<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• Payroll – Key controls<br>• HMO Licensing<br>• Management of multi-storey & high rise housing<br>• HSCP Grip & Control<br>• Management of Resident Funds in Care Homes<br>• Redeployment<br>• Organisational Culture | • External Audit<br>• Corporate Health & Safety audit programme<br>• Quality, Governance & Regulation<br>• Quality, Improvement & Curriculum team<br>• Housing Service Quality |

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | 22/23 | 23/24 | 24/25 | | |
| | | • Active Travel<br>• New Consultations Policy | | • Educational Support Provision<br>• Early Years Cross Boundary Places<br>• Refugee & Migration Services | • Consultation & Engagement Policy<br>• Preparedness for Martyn's Law<br>• Visitor Levy Scheme<br>• Equalities & Diversity Framework<br>• Short-term Lets Licensing<br>• Venue & Events Booking<br>• Low Emission Zone Management<br>• Transport Asset Management Plan<br>• School's Insurance Arrangements<br>• Foster & Kinship Carer Allowances<br>• Statutory Throughcare<br>• Self-Directed Support (Adults)<br>• Port Facility Security Plan | Improvement Team |
| **Regulatory and Legislative Compliance** | Averse | • Records Management & Statutory Requests<br>• SEEMIS System<br>• Swift System<br>• Role Specific Learning<br>• Port Facility Security Plan<br>• Levelling-up – Granton Gasholder<br>• Repairs & Maintenance Framework<br>• Active Travel<br>• Induction & Ongoing Learning for Elected Members<br>• Council Emissions Reduction Plan<br>• IFRS 16 Lease Accounting<br>• New Consultations Policy | • Fleet Asset Management Plan<br>• Tenant Safety- Damp & Mould<br>• Void Management<br>• Repairs Right First Time<br>• Scaffolding<br>• Review of Historic Complaints<br>• Recruitment & Selection<br>• Port Facility Security Plan<br>• Outdoor infrastructure<br>• Health & Safety Findings only<br>• Edinburgh Employer Recruitment Incentive<br>• Mental Health Strategy (Thrive)<br>• Community Centres | • Partnership Working<br>• Value for Money<br>• Non-contracted spend & waivers<br>• Integrated Impact Assessments<br>• Voter ID<br>• Waiting lists & assessments<br>• New Parking Rules<br>• Safety of Council Operated Heavy Vehicles<br>• Committee Reporting<br>• TMDF<br>• Port Facility Security Plan<br>• Food Safety & Hygiene<br>• Flood Management<br>• GIRFEC<br>• Social Care Direct<br>• Attendance Management<br>• Quality Assurance<br>• Whistleblowing & Assurance Actions<br>• RAAC | • Customer Contact Journey<br>• Operational Resilience<br>• Edinburgh Bio-diversity Action Plan<br>• Investigations Team<br>• HMO Licensing<br>• Management of multi-storey & high rise housing<br>• HSCP Grip & Control<br>• Redeployment<br>• Organisational Culture<br>• Consultation & Engagement Policy<br>• Preparedness for Martyn's Law<br>• Visitor Levy Scheme<br>• Equalities & Diversity Framework<br>• CGI Filtering Management<br>• Short-term Lets Licensing<br>• Low Emission Zone Management<br>• Transport Asset Management Plan<br>• School's Insurance Arrangements<br>• Foster & Kinship Carer Allowances<br>• Statutory Throughcare<br>• Self-Directed Support (Adults)<br>• Port Facility Security Plan | • External Audit<br>• Care Inspectorate<br>• Scottish Housing Regulator<br>• HMIE<br>• Corporate Health & Safety audit programme<br>• Quality, Governance & Regulation<br>• Quality, Improvement & Curriculum team<br>• Housing Service Quality Improvement Team |

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | 22/23 | 23/24 | 24/25 | | |
| | | • Self-Directed Support – Children's Services<br>• Transitions from Children's Services to Adult Social Care<br>• Sensory Loss Support Services<br>• New Consultations Policy | | • Educational Support Provision<br>• Early Years Cross Boundary Places | | |
| **Reputational** | Cautious | • Management of the HRA<br>• Purchase Cards<br>• Port Facility Security Plan<br>• Levelling-up – Granton Gasholder<br>• Council Emissions Reduction Plan<br>• Transitions from Children's Services to Adult Social Care<br>• Records Management & Statutory Requests<br>• Sensory Loss Support Services<br>• Early Years Expansion<br>• Active Travel<br>• Role Specific Learning<br>• Induction & Ongoing Learning for Elected Members<br>• New Consultations Policy | • Review of Historic Complaints<br>• Mental Health Strategy (Thrive)<br>• Port Facility Security Plan<br>• Community Centres<br>• Outdoor infrastructure<br>• Health &Safety Findings only<br>• Edinburgh Employer Recruitment Incentive<br>• Repairs Right First Time<br>• Tenant Safety – Damp & Mould<br>• Corporate Property Helpdesk<br>• Recruitment & Selection | • Major Projects<br>• Security arrangements in council premises<br>• Partnership Working<br>• Value for Money<br>• Non-contracted spend<br>• Integrated Impact Assessments<br>• RAAC<br>• Waiting lists & assessments<br>• Food Safety & Hygiene<br>• Flood Management<br>• GIRFEC<br>• Social Care Direct<br>• Attendance Management<br>• Quality Assurance<br>• Whistleblowing & Assurance Actions<br>• Committee Reporting<br>• Educational Support Provision<br>• Early Years Cross Boundary Places | • Customer Contact Journey<br>• Operational Resilience<br>• Inventory Management<br>• Edinburgh Bio-diversity Action Plan<br>• Investigations Team<br>• HMO Licensing<br>• Mosaic Social Care Operating System<br>• Change Programme & delivery of MTFP<br>• Payroll – Key controls<br>• Management of multi-storey & high rise housing<br>• CGI Back-up Regimes<br>• CGI Filtering Management<br>• Management of School Funds<br>• Management of Resident Funds in Care Homes<br>• Redeployment<br>• Organisational Culture<br>• Consultation & Engagement Policy Implementation<br>• Preparedness for Martyn's Law<br>• Visitor Levy Scheme<br>• Equalities & Diversity Framework<br>• Short-term Lets Licensing<br>• Venue & Events Booking<br>• Low Emission Zone Management<br>• Transport Asset Management Plan<br>• School's Insurance Arrangements | • Corporate Health & Safety audit programme<br>• Quality, Governance & Regulation<br>• Quality, Improvement & Curriculum team<br>• Housing Service Quality Improvement Team |

| Risk category | Risk Appetite | Previous IA Assurance | | | 2025/26 audit coverage | Other assurance sources |
|---|---|---|---|---|---|---|
| | | 22/23 | 23/24 | 24/25 | | |
| | | | | | • Foster & Kinship Carer Allowances<br>• Self-Directed Support (Adults) | |
| **Fraud and Serious Organised Crime** | Cautious | • Allocation & Management of Purchase Cards<br>• Levelling-up – Granton Gasholder<br>• Vendor Bank Mandates<br>• Records Management & Statutory Requests<br>• Role Specific Learning | • Edinburgh Employer Recruitment Incentive<br>• Debtors<br>• VAT<br>• Procurement<br>• Contract Management<br>• Overtime & Expenses<br>• Recruitment & Selection | • Partnership Working<br>• Value for Money<br>• Non-contracted spend & waivers<br>• Voter ID<br>• Major Projects<br>• Refugee & Migration Services<br>• Flexible Workforce<br>• Quality Assurance | • Inventory Management<br>• Investigations Team<br>• Management of School Funds<br>• Management of Resident Funds in Care Homes<br>• Short-term Lets Licensing<br>• Venue & Events Booking<br>• School's Insurance Arrangements<br>• Foster & Kinship Carer Allowances<br>• Self-Directed Support (Adults) | • Annual Fraud Activity Reporting<br>• External Audit |
| **Property** | Cautious | • Port Facility Security Plan<br>• Levelling-up – Granton Gasholder<br>• Council Emissions Reduction Plan<br>• IFRS 16 Lease Accounting<br>• Repairs & Maintenance Framework | • Port Facility Security Plan<br>• Repairs Right First Time<br>• Outdoor Infrastructure<br>• Health & Safety Arrangements<br>• Community Centres<br>• Scaffolding<br>• Tenant Safety, Damp & Mould<br>• Supplier & Contract Management<br>• Procurement | • Port Facility Security Plan<br>• Major Projects<br>• Security arrangements in council premises<br>• Flood Management<br>• RAAC | • Port Facility Security Plan<br>• Inventory Management<br>• Change Programme & delivery of MTFP<br>• Management of multi-storey & high rise housing<br>• Preparedness for Martyn's Law<br>• Equalities & Diversity<br>• School's Insurance Arrangements | • Housing Service Quality Improvement Team<br>• Corporate Health & Safety audit programme |

# Appendix 3: Risk Descriptions and Impact Statements

Internal Audit use the Council's risk descriptors in audit reports as well as impact statements. A summary of these is provided below:

| Risk Category | Risk Description | Impact Statement |
|---|---|---|
| **Strategic Delivery** | Inability to design and / or implement a strategic plan for the council.<br><br>Risks arising from identifying and pursuing a strategy, which is poorly defined, is based on flawed or inaccurate data or fails to support the delivery of commitments, plans or objectives due to a changing macro-environment (e.g. Political, economic, social, technological, environment and legislative change). | Lack of clarity regarding future direction and structure of the council impacting quality and alignment of strategic decisions. |
| **Financial and Budget Management** | Inability to perform financial planning, deliver an annual balanced budget, manage cash flows, and confirm ongoing adequacy of reserves.<br><br>Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting. | Council is unable to continue to deliver services and implement change in line with strategic objectives, inability to meet financial directions including strategic partnerships, adverse external audit opinion, adverse reputational consequences. |
| **Programme and Project Delivery** | Inability to deliver major projects and programmes effectively, on time and within budget.<br><br>Risks that change programmes and projects are not aligned with strategic priorities and do not successfully and safely deliver requirements and intended benefits to time, cost and quality. | Inability to deliver council strategy, achieve service delivery improvements and deliver savings targets. |
| **Health and Safety (including Public Safety)** | Risks arising from employees and / or citizens (including those in the council's care) suffer unnecessary injury and / or harm caused by a lack of health and safety awareness/effective systems. | Legal, financial and reputational consequences. |
| **Resilience** | Risks arising from ineffective/insufficient contingency planning resulting in an inability to respond to a sudden high impact event or major incident(s). | Disruption across the city to service delivery including essential services, and serious injury or harm to employees and / or citizens. |
| **Supplier, Contractor, and Partnership Management** | Risks arising from ineffective supplier and contractor management resulting in an inability to effectively manage the council's supplier and partnership relationships. | Inability to deliver services and major projects within budget and achieve best value. |

| | | |
|---|---|---|
| **Technology and Information** | Potential failure of cyber defences, network security, application security, and physical security and operational arrangements.<br><br>Risks arising from technology not delivering the expected services due to inadequate or deficient system/process development and performance or inadequate resilience. | Inability to use systems to deliver services, loss of data and information, regulatory and legislative breaches, and reputational consequences.<br><br>Impact to services through systems not being fit for purpose |
| **Governance and Decision Making** | Inability of management and elected members to effectively manage and scrutinise performance and take appropriate strategic and operational decisions.<br><br>Risks arising from unclear plans, priorities, authorities and accountabilities, and/or ineffective or disproportionate oversight of decision-making and/or performance. | Poor performance is not identified, and decisions are not aligned with strategic direction. |
| **Service Delivery** | Inability to deliver quality services that meet citizen needs effectively and in line with statutory requirements.<br><br>Risks arising from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non-compliance and/or poor value for money. | Censure from national government and regulatory bodies; and adverse reputational impacts. |
| **People** | Insufficient resources to support delivery of quality services that meet citizen needs effectively and in line with statutory requirements.<br><br>Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/hr policies resulting in negative impact on performance. | Ongoing employee health and wellbeing, increased trade union concerns, censure from national government and regulatory bodies, and adverse reputational impacts.<br><br>Impact of negative colleague behaviours culturally, reputationally, legal and financial. |
| **Regulatory and Legislative Compliance** | Delivery of council services and decisions are not aligned with applicable legal and regulatory requirements.<br><br>Risks arising from a defective transaction, a claim being made (including a defence to a claim or a counterclaim) or some other legal event occurring, that results in a liability or other loss, or a failure to take appropriate measures to meet legal or regulatory requirements or to protect assets (for example, intellectual property). | Regulatory censure and penalties, legal claims, and financial consequences |
| **Reputational Risk** | Adverse publicity because of decisions taken and / or inappropriate provision of sensitive strategic, commercial and / or operational information to external parties.<br><br>Risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations. | Adverse impact to the council's reputation in the public domain. |

| | | |
|---|---|---|
| **Fraud and Serious Organised Crime** | Risks arising from a lack of support and awareness of what fraud and serious crime are resulting in isolated or systemic instances of internal and / or external fraud and / or serious organised crime. | Financial consequences, loss of systems, loss of data inability to deliver services, regulatory censure and penalties, and adverse reputational impacts. |
| **Property** | Risks arising from property deficiencies or poorly designed or ineffective/ inefficient safety management resulting in non-compliance and/or harm and suffering to employees, contractors, service users or the public. | Financial, reputational, legal, business continuity/resilience impact to council colleagues and citizens of unsafe/unavailable buildings. Impact to essential services if there are loss of premises impacts to for example schools/care homes. |