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UHI North, West and Hebrides

Internal Audit 2023/24

Follow Up Review

June 2024

Overall Conclusion

Weak

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Disclaimer

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The matters raised in this report came to our attention during the course of our audit and are not necessarily a comprehensive statement of all weaknesses that exist or all improvements that might be made.

This report has been prepared solely for UHI North, West and Hebrides's individual use and should not be quoted in whole or in part without prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any third party.

We emphasise that the responsibility for a sound system of internal control rests with management and work performed by internal audit should not be relied upon to identify all system weaknesses that may exist. Neither should internal audit be relied upon to identify all circumstances of fraud or irregularity should there be any although our audit procedures are designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of control may not be proof against collusive fraud. Internal audit procedures are designed to focus on areas that are considered to be of greatest risk and significance.

1. Executive summary

Purpose of Review

The effectiveness of the internal control system may be compromised if management fails to implement agreed audit recommendations.

Our follow up work provides the Audit & Risk Management Committee with assurance that prior year recommendations are implemented within the expected timescales.

This review forms part of the agreed 2023/24 Annual Internal Audit Plan for the College.

Scope of Review

Our objective for this review was to ensure:

| The College has appropriately implemented any outstanding internal audit recommendations made in prior years.

Our approach to this assignment took the form of discussion with relevant staff, review of documentation and where appropriate sample testing.

1. Executive summary

Background Information

All recommendations made from internal audit reviews from 2022/23 and earlier years were raised by the previous internal auditors prior to the College merger. The Colleges prior to merger were:
➢ North Highland College;
➢ Outer Hebrides; and
➢ West Highland College.

This report provides a summary of findings from a review of the 40 recommendations made in 2022/23 and earlier years:
➢ At North Highland College, there were 13 recommendations to follow up on, and a summary of progress made is shown on Page 9;
➢ At Outer Hebrides, there were 13 recommendations to follow up on, and a summary of progress made is shown on Page 10; and
➢ At West Highland College, there were 14 recommendations to follow up on, and a summary of progress made is shown on Page 11.

In agreement with College Management, we have provided details as follows:
➢ Full details of the 1 medium (previously high) graded recommendation which is partially implemented and a summary of the 6 (medium and low) partially implemented recommendations (see **Appendix A**);
➢ A summary of the not implemented recommendations (see **Appendix B**).
➢ Full details of the 3 superseded recommendations (see **Appendix C**).

Full details of all recommendations referred to in this report, can be provided on request.

1. Executive summary

Conclusion

| Overall Conclusion: Weak |
| --- |
| We can provide an overall weak level of assurance that the College has endeavoured to implement recommendations raised in prior years.
This is highlighted, as, from the 40 recommendations made:
➢ 14 recommendations raised have not been implemented; and
➢ 7 recommendations have been partially implemented.

The College have implemented 13 recommendations from 2022/23 and earlier years. 3 recommendations have been superseded, and 3 recommendations were not yet due at the time of our review. |

Summary of Recommendations

| Grading of Recommendations	High	Medium	Low	Total
Partially Implemented Recommendations	-	2	5	**7**
Superseded Recommendations	-	1	2	**3**
Not Implemented Recommendations	-	5	9	**14**
Not Yet Due Recommendations	-	1	2	**3**
Fully Implemented Recommendations	-	8	5	**13**

1. Executive summary

Summary of Recommendations by Grade
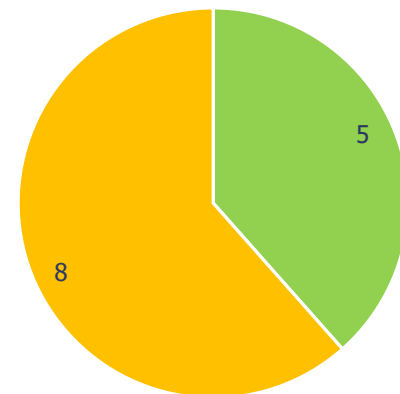
Not Implemented

5
9
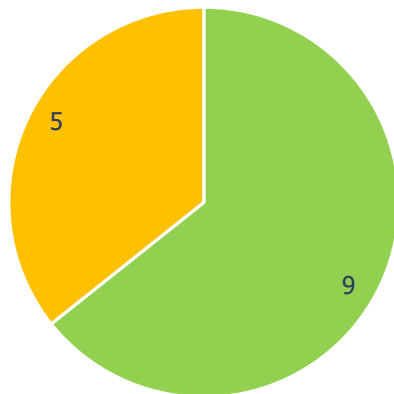
■ Low ■ Medium ■ High

Partially Implemented
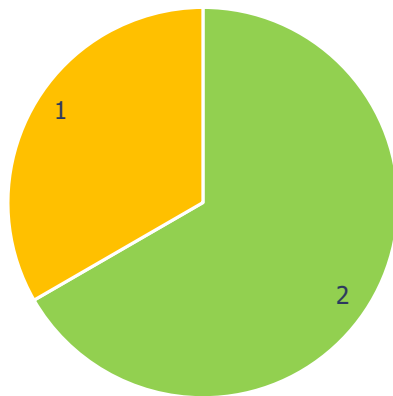
2
5
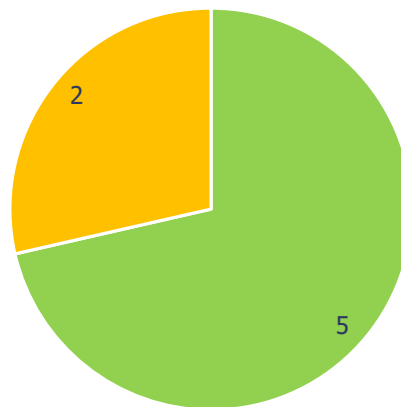
■ Low ■ Medium ■ High

Fully Implemented

5
8

■ Low ■ Medium ■ High

1. Executive summary

Summary of Recommendations by Grade

Not Yet Due

1
2

■ Low ■ Medium ■ High

Superseded

1
2
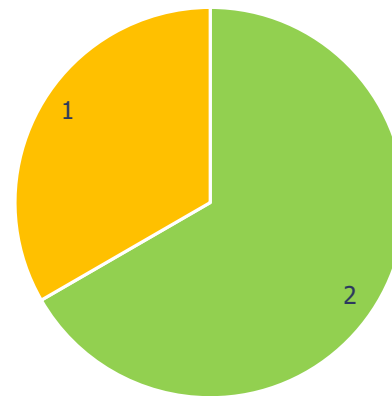
■ Low ■ Medium ■ High

1. Executive summary – North Highland College

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Implementation of Recommendations – Summary of Implementation

Audit Area	Total	Not Yet Due	Not Implemented	Partially Implemented	Fully Implemented
Budgetary and Financial Reporting (February 2023)	**2**	-	1	-	1
Multi-Campus Operations (April 2023)	**2**	-	2	-	-
Estates Management (April 2023)	**3**	2	-	1	-
Follow Up Review (April 2023)	**6**	-	5	-	1
Total	**13**	**2**	**8**	**1**	**2**
Percentage of Total	**100%**	**15%**	**62%**	**8%**	**15%**

1. Executive summary – Outer Hebrides

Implementation of Recommendations – Summary of Implementation

Audit Area	Total	Superseded	Not Implemented	Partially Implemented	Fully Implemented
Risk Management (June 2023)	**2**	1	-	-	1
Sickness & Absence and Performance Management (June 2023)	**5**	-	2	2	1
Space Utilisation and Use of Estates (July 2023)	**3**	-	1	-	2
Follow Up Review (July 2023)	**3**	-	1	-	2
Total	**13**	**1**	**4**	**2**	**6**
Percentage of Total	**100%**	**8%**	**30%**	**15%**	**47%**

1. Executive summary – West Highland College

Implementation of Recommendations – Summary of Implementation

Audit Area	Total	Not Yet Due	Superseded	Not Implemented	Partially Implemented	Fully Implemented
Asset/ Fleet Management (April 2023)	7	-	2	1	2	2
Budgetary Control (May 2023)	1	-	-	1	-	-
Cyber Security (May 2023)	1	-	-	-	-	1
Follow Up Review (May 2023)	5	1	-	-	2	2
Total	**14**	**1**	**2**	**2**	**4**	**5**
Percentage of Total	**100%**	**7%**	**14%**	**14%**	**29%**	**36%**

2. Audit arrangements

The table below details the dates of our fieldwork and the reporting of the audit area under review.

Audit Stage	Date
Fieldwork start	18 March 2024
Closing meeting	7 May 2024*
Draft report issued	21 June 2024
Receipt of management responses	25 July 2024
Final report issued	2 August 2024
Audit & Risk Management Committee	14 August 2024
No of audit days	4

*We note that the closing meeting was delayed due to the College having to gather evidence from various sites.

2. Audit arrangements

We detail below our staff who undertook the review together with the College staff we spoke to during our review.

Wbg Services LLP			
Partner	Graham Gillespie	Partner	gg@wbg.co.uk
Manager	Sue Brook	Senior Internal Audit Manager	sb@wbg.co.uk
Auditor	Carla Tamagnini	Internal Auditor	ct@wbg.co.uk

UHI North, West and Hebrides			
Key contacts:	Derek Bond	Finance Director	derek.bond.whc@uhi.ac.uk
	Roddy MacPhee	Finance Manager	roddy.macphee@uhi.ac.uk
	Kevin Mallett	Financial Controller	kevin.mallett@uhi.ac.uk

Wbg appreciates the time provided by all the individuals involved in this review and would like to thank them for their assistance and co-operation.

Appendix A

Partially Implemented Recommendations

A. Partially implemented recommendations

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Below we have outlined the high grade partially implemented recommendation and from page 18 on we have summarised the remaining medium and low grade partially implemented recommendations.

Overdue Statutory Obligations, Estates Management, April 2023, North Highland College

Original Finding

A PPM Schedule is used to ensure that estate is being monitored, checked and repaired appropriately.

From our review, we found that the following two areas of statutory compliance are overdue for inspection in specific areas of the College:
1. Fire equipment servicing; and
2. Emergency lighting.

We note that management were aware of these inspections being overdue and are actively working to resolve this. The Estate Manager advised that high priority areas of maintenance are prioritised but, in these instances, they had been incorrectly categorised, and resources were not available to prioritise the investigations.

Where maintenance is not prioritised effectively, resources can be inefficiently allocated. This may impact on the College failing to meet statutory compliance.

Original Recommendation

We recommend that a full review of the categorisation of inspections is undertaken. Following this they should be reviewed regularly to ensure high priority areas are correctly identified and subsequently, inspected in a timely manner.

Please see next page.

A. Partially implemented recommendations

Overdue Statutory Obligations, Estates Management, April 2023, North Highland College			
Ref	**Finding from our 2023/24 Follow Up**	**Grade**	**Recommendation**
1	Both EML and FFE servicing were completed successfully in April 2023. In early 2024, along with combining merged sites on to the system, categories were added to make clear priority of each item and the basis of this priority (e.g. statutory compliance, high reactive costs etc.). This should help the user identify what takes precedent with conflicting deadlines. Progress has been made in the last year, but actions are still required to progress this recommendation through to completion.	**Medium (previously High)**	We recommend that repairs are logged, completed, and monitored to ensure they are completed within corresponding timeframes. We also reiterate a full review of the categorisation of inspections is undertaken. Following this they should be reviewed regularly to ensure high priority areas are correctly identified and subsequently, inspected in a timely manner.
Management Response		**Responsibility and Implementation Date**	
Please see next page.			

A. Partially implemented recommendations

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Overdue Statutory Obligations, Estates Management, April 2023, North Highland College	
Management Response	**Responsibility and Implementation Date**
As noted above, further work was required to complete this action. This work seeks to ensure that across the merged college, PPM tasks be handled in a timely and consistent manner across all NWH sites. An updated policy "UHI NWH Estates Maintenance and Improvements Policy" has been drafted that governs these requirements including categorisation of tasks. Inspections and Testing tasks are nominally categorised as cat4 – Scheduled Maintenance, however, that category description notes: "Overdue Inspections and testing tasks that are required to ensure safety-critical statutory compliance (e.g., fire equipment servicing, emergency lighting testing) shall be re-categorised as Safety-Critical". Tasks recategorized to Cat1 – Safety Critical imply that these tasks must be prioritised and rectified urgently. Implementation of this policy shall be the responsibility of managers within our estates team. This policy shall be published following internal review in Sem 1 2024/25 (Target Date Oct 2024). Estates tasks are currently logged, completed and monitored in an estate wide database. The status of all recurring inspections and testing tasks are reviewed as items recur to ensure actions are appropriately logged, categorised and actioned.	Responsible Officer: Doug Rattray Implementation Date: 31st October 2024

A. Partially implemented recommendations

Outer Hebrides

Sickness & Absence and Performance Management

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
A process be developed where staff performance reviews are peer reviewed by the reviewer's line manager to ensure appropriate quality control and strategic alignment.	We were provided with a copy of the newly developed Performance Review and Development Template Form however, these are not operational at the time of our review	This will be incorporated into the newly developed Performance Review and Development Template to be rolled out in September/October 2024.	Low	Director of People and Culture	31 October 2024
All objectives defined within staff performance reviews be allocated a target completion timescale to ensure objectives are measurable and time-bound.	We were provided with a copy of the newly developed Performance Review and Development Template Form however, these are not operational at the time of our review.	This has been incorporated into the newly developed Performance Review and Development Template to be rolled out in September/October 2024.	Low	Director of People and Culture	31 October 2024

A. Partially implemented recommendations

West Highland College

Asset Management

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
In line with the College's Inventory Procedure Guide, a programme of regular internal reviews of the asset inventory at each Learning Centre should be conducted and recorded to ensure that Inventory Registers are accurately maintained at each College site.	An asset listing is completed and we were provided with a copy. However, the process for 6 monthly checks to be developed as part of the College merger restructure is still to be developed.	A rolling programme to physically verify assets will be developed and put in place for FY 2024-25	Medium	Head of Estates	31 December 2024
The College should record the arrangements relating to Fleet Management, including establishing clear roles and responsibilities around the management and operation of fleet vehicles, within a separate Fleet Management Policy.	All College drivers are recorded on Cascade and licence/insurance checks are carried out. A new policy and procedures will be developed as part of College merger.	We are working with interim draft policies since the College merger. Adequate controls and processes are in place regards licence/insurance checks. Vehicle fleet management shall be integrated into a specific role in our new structure.	Low	Head of Estates	31 August 2024

A. Partially implemented recommendations

West Highland College

Follow Up

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
HR should conduct a full review of personnel files for current employees and remove all historic information which contains personal data where there is no longer a requirement to hold.	We were advised that historic personal data has been removed and shredded from personnel files. At about 90%.	A process has been put in place to complete the last 10% of this action.	Low	Staff Learning and Development Administrator	31 August 2024
All purchase orders should be independently authorised. Controls should be put in place to ensure that the same member of staff cannot raise and authorise a purchase order within PECOS.	New processes are being developed for UHI NWH linked to new procurement approval levels, new budget holders being appointed, and the use of PECOS including necessary training. At the time of our review the system has a schedule of delegation however, not all invoices are paid through PECOS.	Purchase orders are raised by the College using PECOS, rules within the system mandate the separation of requisitioner and approver profiles. The system's approval rules, based on value, are currently still based on draft interim financial regulations and legacy college budget holders, but on completion of work on the NWH organisation design the PECOS approval rules will be restructured in accordance with the NWH Schedule of Delegation.	Low	Head of Finance	31 August 2024

Appendix B

Not Implemented Recommendations

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B. Not implemented recommendations

Below we have outlined a summary of the medium and low grade not implemented recommendations as in agreement with the College.

North Highland College

Budgetary and Financial Reporting

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
We recommend that budget holders are given formal training in budget preparation and reporting. Refresher training should be provided annually during the budget preparation for the year.	New budget templates are being finalised for UHI NWH and training will be provided to the budget holders as needed. Organisation design is currently in process and confirmation of budget holders will be released in the coming weeks.	The 2024/25 budget process has started later than normal due to organisation structuring and staff consultation process. Once the organisation structure is in place all budget holders will receive support and training from finance dept on budget preparation and this will include a budget procedural document.	Low	Finance Director	30 June 2024

B. Not implemented recommendations

North Highland College

Multi Campus Operations

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
We recommend that organisation charts for each campus are drawn up.	This will be concluded once the new structure is in place with support from HR.	Provisional detailed organisation charts have been created as part of the organisation structuring project which is still ongoing, and these organisation charts will be amended and finalised along with that process. We anticipate structure will be complete by end of June 2024 and will have org charts in place for the start of the new academic year .	Low	Director of People and Culture	31 July 2024
We recommend that a communications plan is drawn up for each campus which feeds into the College wide communications plan.	The Colleges new Head of Marketing and Comms Helen Aird will pick this up once the new structure is complete from HR.	There is an interim communications strategy which is currently focussed mainly on the organisation structure process. This will be developed into a college communications plan that includes individual campuses. We anticipate structure will be complete by end of June 2024 and will have communication trees available by the end of Dec 2024.	Low	Head of Marketing and Comms	31 August 2024

B. Not implemented recommendations

North Highland College
Follow Up

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
Framework – We recommend that the Opportunity Management Recommendations are addressed when the merger is complete.	As part of developing new departmental risks teams are being asked to identify opportunities. This work will be incorporated into the new staff teams operational plans, and I will discuss with the Principal the best timing for this but likely Autumn 2024.	The overarching college risk register has begun to include opportunities as we continue to work through the new college structure and identify lead staff. Once the structure is complete, we will be having an away day(s) in September with the board to agree the college strategy. From this we will agree a framework for the identification of opportunities and how they will feed into operational risk and opportunity registers.	Medium	ELT led by the Principal.	31 December 2024
Senior Management Communication – We recommend that the Opportunity Management Recommendations are addressed when the merger is complete.	As part of developing new departmental risks teams are being asked to identify opportunities. This work will be incorporated into the new staff teams operational plans, and I will discuss with the Principal the best timing for this but likely Autumn 2024.	These will be addressed through the development of a framework as outline above. Training for all department leads will be provided, to ensure opportunities are captured and entered into the department register. The register will show a clearly documented plan of how opportunities are maximised, or not, as the case may be.	Medium	Department Heads with support from ELT.	31 March 2025

B. Not implemented recommendations

North Highland College
Follow Up

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
Opportunities Register – We recommend that the Opportunity Management Recommendations are addressed when the merger is complete.	As part of developing new departmental risks teams are being asked to identify opportunities. This work will be incorporated into the new staff teams operational plans.	The opportunities register will be collated as part of the department risk and opportunities register.	Low	Overall college register – Principal and ELT. Department registers will sit with department leads, to be identified through new structure.	31 March 2025
Feedback Mechanism – We recommend that the Opportunity Management Recommendations are addressed when the merger is complete.	As part of developing new departmental risks teams are being asked to identify opportunities. This work will be incorporated into the new staff teams operational plans.	A feedback mechanism will be included in the framework supported through a flow chart, and feedback will be agreed between the ELT lead and the department head.	Low	ELT lead, depending on area with department head.	31 March 2025
Evaluation Processes – We recommend that the Opportunity Management Recommendations are addressed when the merger is complete.	As part of developing new departmental risks teams are being asked to identify opportunities. This work will be incorporated into the new staff teams operational plans.	The whole process will be reviewed on an annual basis. Given where we are with new structure and staff settling into new roles, it will be reviewed by ELT and reported to our board in Autumn 2025.	Low	ELT.	31 October 2025

B. Not implemented recommendations

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Outer Hebrides

Sickness & Absence and Performance Management

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
Line managers be encouraged to undertake one-to-one meetings with staff on a regular basis.	Due to restructure this is on hold and will be rolled out once line managers are in place within the new structure.	Due to restructure this is on hold and will be rolled out once line managers are in place within the new structure.	Low	Director of People and Culture	October 31 2024
As planned, staff satisfaction surveys be launched and incorporate feedback questions on the staff performance process.	the College intends to issue a staff survey when the restructure is complete.	Due to the restructure the College will not be issuing a staff survey until the restructure is complete.	Low	Director of People and Culture	March 31 2025

B. Not implemented recommendations

Outer Hebrides

Space Utilisation and Use of Estates

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
A performance framework be developed that is directly linked to the newly developed Estates Strategy, to provide a mechanism for measuring performance and progress against the Estate Strategy objectives.	As part of the work to implement the new organisational structure of the College, a new Head of Facilities was recently appointed. The development of an Estates Strategy is within his remit.	Aligned with the forthcoming estates strategy and an SFC Infrastructure data gathering exercise (planned for Aug 2024) a NWH wide space utilisation review will be undertaken, in which utilisation shall be quantified for all campuses in a consistent manner.	Medium	Head of Estates	31 January 2025

Follow Up

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
We recommend that the College implement a formal process for planned maintenance works.	As part of the work to implement the new organisational structure of the College, a new Head of Facilities was recently appointed.	The three legacy colleges estates staff have worked together this year with a consolidated schedule of prioritised maintenance and repairs. Aligned with the forthcoming estates strategy, maintenance requirements for all sites across NWH will be reviewed, prioritised consistently, recorded and implemented in a formalised process.	Medium	Head of Estates	30 September 2024

B. Not implemented recommendations

West Highland College

Asset Management

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
The College should review current procedures relating to the Inventory Register, ensuring that procedures for acquisition, transfer and disposal of assets are brought in line with current practises to ensure that additions to the inventory are accurate and correctly controlled. The procedures should also be updated to ensure that a reasonable threshold for items to be contained on the inventory is set.	A new asset procedure and policy is to be developed as part of College merger.	We are working with interim draft Financial Regulations and Policies since the merger until these are finalised by the Board in June 2024. Full implementation will take place as part of the financial year-end on 31 July 2024.	Medium	Head of Finance	31 July 2024

Budgetary Control Estates

Original Recommendation	Finding 23/24	Management Response	Grade	Responsible Officer	Implementation Date
It is recommended that a procedural document, which details the key processes to be undertaken, is prepared, and that this is distributed to all budget holders within the College. Additionally, this document should be utilised as part of a formal training programme for all new budget holders.	Due to restructuring and the formal consultation process, budget holders have not yet been identified/confirmed. A new budget template has just been developed, so new budget process will follow.	The 2024/25 budget process has started later than normal due to organisation structuring and staff consultation process. Once the organisation structure is in place all budget holders will receive support and training from finance dept on budget preparation and this will include a budget procedural document.	Low	Finance Director	30 June 2024

Appendix C

Superseded Recommendations

C. Superseded recommendations

Asset/ Fleet Management, Recommendation 5, April 2023, West Highland College

Original Finding

From discussion with the SoAS Curriculum Lead and Estates, Facilities and IT Manager, it was found that the College does not currently have any Section 19 permits. The College had previously had these permits although they have since expired and not been replaced. As noted above, one of the key requirements of the Section 19 permit is to ensure that independent safety inspections are carried out every 10 weeks on top of standard services and MOT. During discussions it was noted that due to the remote nature of the sites where some of the vehicles are kept, the College has struggled to find a garage that is able to commit to the required schedule of safety checks. The Estates, Facilities and IT Manager has been actively seeking to make arrangements with local garages in order to meet requirements prior to re-applying for, and reinstating permits.

The College is not meeting the legal requirements in relation to the operation of minibuses.

Original Recommendation

As a minibus operator, the College must ensure that the required Section 19 permit is reinstated for all vehicles to ensure legal compliance.

In line with the requirements of the Section 19 permit, the College must also ensure that mini-buses operated by the College undergo independent safety inspections every 10 weeks.

Ref	Finding from our 2023/24 Follow Up	Grade	Recommendation
1	The vehicles that were on long term hire with the College have come to end of lease and have been returned to the lease company. Replacement vehicles have been on a short term hire so no external maintenance checks have been put in place. When the new vehicles arrive later this summer, Section 19 permits will be applied for and maintenance arrangements with a local approved garage put in place.	**Medium**	We recommend that the Audit & Risk Management Committee agrees to supersede this recommendation.

C. Superseded recommendations

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Asset/ Fleet Management, Recommendation 6, April 2023, West Highland College

Original Finding

In line with the requirements for maintaining Section 19 permits, drivers of College vehicles must complete a daily safety check prior to operating the vehicle. While we were assured that drivers undertake these safety checks on a daily basis and report faults and issues as appropriate, in line with the MiDAS training required for all drivers of the fleet vehicles, there is no record of safety checks being undertaken.

The College cannot demonstrate that vehicles it owns are roadworthy impacting reputationally on the College and financially should permits or driving licences be revoked.

Original Recommendation

Records should be maintained in a vehicle logbook to demonstrate that daily safety checks have been undertaken, prior to any vehicle being used by the College. This should record who undertook the check, when the check took place and any issues that were identified.

An electronic process for recording the status of vehicle roadworthiness should be created in order to highlight any red flags or trends. For example, to track the results of safety inspections to determine any trends or cost savings.

Ref	Finding from our 2023/24 Follow Up	Grade	Recommendation
2	The vehicles that were on long term hire with the College have come to end of lease and have been returned to lease company. Replacement vehicles have been on a short term hire so no external maintenance checks have been put in place. When the new vehicles arrive later this summer, Section 19 permits will be applied for and maintenance arrangements with a local approved garage put in place.	**Low**	We recommend that the Audit & Risk Management Committee agrees to supersede this recommendation.

C. Superseded recommendations

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Risk Management Recommendation 1, June 2023, Outer Hebrides

Original Finding

The current Risk Register design is generally appropriate and includes detailed and valuable risk data. There is however scope to link risks to the strategic objectives, to better understanding the consequences on strategic plans and activity if risks were to materialise. It is common practice for an organisation's strategic objectives or strategic direction to be linked to risks within the Risk Register to ensure appropriate strategic alignment.

Original Recommendation

Within the Risk Register, or in the Risk Management Policy, set out how risks connect with strategic plans and objectives, and the possible impact aligned to strategic objectives if risks were to materialise.

Ref	Finding from our 2023/24 Follow Up	Grade	Recommendation
3	The Outer Hebrides Risk Register is no longer in place as this has now been replaced by the new Risk Management Policy and Register.	**Medium**	We recommend that the Audit & Risk Management Committee agrees to supersede this recommendation.

Appendix D

Grading Structure

D. Grading Structure

For each area of review, we assign a grading in accordance with the following classification:

Assurance	Classification
Strong	Controls satisfactory, no major weaknesses found, some minor recommendations identified
Substantial	Controls largely satisfactory although some weaknesses identified, recommendations for improvement made
Weak	Controls unsatisfactory and major systems weaknesses identified that require to be addressed immediately
No	No or very limited controls in place leaving the system open to significant error or abuse, recommendations made require to be implemented immediately

For each recommendation we make we assign a grading either as High, Medium or Low priority depending upon the degree of risk assessed as outlined below:

Grading	Risk	Classification
High	High Risk	Major weakness that we consider needs to be brought to the attention of the Audit & Risk Management Committee and addressed by Senior Management of the College as a matter of urgency
Medium	Medium Risk	Significant issue or weakness which should be addressed by the College as soon as possible
Low	Low Risk	Minor issue or weakness reported where Management may wish to consider our recommendation

Appendix E

Assignment Plan

E. Assignment Plan

Purpose of Review

The effectiveness of the internal control system may be compromised if management fails to implement agreed audit recommendations. Our follow up work will provide the Audit & Risk Management Committee with assurance that prior year recommendations are implemented within the expected timescales.

This review forms part of the agreed 2023/24 Annual Internal Audit Plan for the College.

Audit Approach

Our approach to the review will be:

+ Review outstanding recommendations and gain audit evidence to ensure that these have been addressed by the College.

Potential Key Risk

The potential key risk associated with the area under review is:

+ The College does not address the areas of concern which may significantly affect its ability to continue to operate.

Audit Approach

Our approach to the review will be:

+ To review recommendations from audit reports issued to the College in the 2022/23 Academic Year and earlier years and gain audit evidence to ensure that these have been addressed by the College.

Potential Key Risks

The potential key risk associated with the area under review is:

+ The College does not address the areas of concern which may significantly affect its ability to continue to operate.