ROLE OF THE HEAD OF INTERNAL AUDIT IN LOCAL GOVERNMENT

REPORT OF THE TREASURER

For Information

1. PURPOSE OF REPORT

1.1 To inform Members of the CIPFA statement – "The Role of the Head of Internal Audit in Local Government", and to demonstrate how the CFA complies with this guidance. Although the guidance specifically mentions Local Government the principles detailed apply to the CFA and therefore it is considered best practice to outline our compliance.

2. RECOMMENDATION

2.1 That Members note that I have reviewed the CIPFA statement – "The Role of the Head of Internal Audit in Local Government" and can advise Members that the CFA complies with these requirements as detailed in Appendix A.

3. BACKGROUND

3.1 The Statement describes the role of the Head of Internal Audit (HIA) in local government. CIPFA believes the HIA occupies a critical position in a local authority, helping it to achieve its objectives by giving assurance on its internal control arrangements and playing a key role in promoting good corporate governance. Local authorities need to know that they have strong arrangements for controlling their resources and for delivering their objectives. CIPFA believes that HIA's have a unique role to play here. They are senior managers whose business is objectively assessing these arrangements and the risks that authorities face and giving appropriate assurances. HIA's must also provide leadership, promoting good governance and helping authorities to address future challenges.

3.2 HIA's need to review the whole system of control, both financial and non-financial, and focus on the areas where assurance is most needed. The HIA also has to give an annual opinion on the adequacy and effectiveness of the control environment; this is used by Chief Fire Officer as a primary source of evidence for the Annual Governance Statement.

3.3 HIA's must also be able to show that they can meet the needs of stakeholders such as Chief Fire Officers and Audit Committees, adding value by helping to improve services whilst retaining their objectivity. They also need to work well with partners and other auditors. Authorities should see the Statement as best practice and use it to assess their HIA arrangements to drive up audit quality and governance arrangements.

4 THE KEY ROLE PLAYED BY THE HIA

4.1 Internal audit is one of the cornerstones of effective governance. The HIA is responsible for reviewing and reporting on the adequacy of the authority's control environment, including the arrangements for achieving value for money. Through the annual internal audit opinion and other reports the HIA gives assurance to the Leadership Team and others, and makes recommendations for improvement.

4.2 The HIA's role is a unique one, providing objective challenge and support and acting as a catalyst for positive change and continual improvement in governance in all its aspects. The role is particularly important when authorities are facing uncertain or challenging times. Fulfilling the role requires a range of personal qualities. The HIA has to win the support and trust of others, so that he/she is listened to, and the HIA's role as a critical friend means that sometimes difficult messages must be given and acted on. It is these expectations, combined with the professional, personal and leadership skills required, that have shaped the CIPFA Statement on the role of the HIA in Local Government.

4.3 **Primary audience**
The primary audience for this Statement is those who rely on the HIA's assurances – the Leadership Team and the Audit Committee. CIPFA recommends that they should examine their own authority against this Statement to satisfy themselves that they have effective HIA arrangements in place.

4.4 **Local government context**
CIPFA has drawn up a separate Statement for local government because of the statutory responsibility of specific post holders regarding internal audit and governance. In local government the 'Section 151' officer (the Chief Financial Officer or Treasurer) is a statutory post as is the Monitoring Officer (often the Head of Legal Services) and the Head of Paid Service (often the Chief Executive). The HIA needs to work well with these post holders and lines of responsibility need to be clear.

4.5 The Statement sets out the five principles that define the core activities and behaviours that belong to the role of the HIA in local government and the organisational arrangements needed to support them. Successful implementation of each of the principles requires the right ingredients in terms of:

- the organisation;
- the role; and
- the individual.

For each principle the Statement sets out the governance arrangements required within an authority to ensure that HIAs are able to operate effectively and perform their core duties. The Statement also sets out the core responsibilities of the HIA. Summaries of personal skills and professional standards then detail the leadership skills and technical expertise authorities can expect from their HIA. These include the requirements of CIPFA and the other professional bodies' codes of ethics and professional standards to which the HIA as a qualified professional is bound. The personal skills described have been aligned with the most appropriate principle, but in many cases support other principles as well.

4.6 **Demonstrating compliance**
The Statement supports CIPFA's work to strengthen governance, risk management and internal audit across public services. It is intended to allow the Leadership Team of a local authority to benchmark its existing arrangements against a defined framework.

4.7 CIPFA recommends that authorities use the Statement as the framework to assess their existing arrangements and that they should report publically on compliance to demonstrate their commitment to good practice. CIPFA also proposes that authorities should report publicly where their arrangements do not conform to the compliance framework in this Statement, explaining the reasons for this, and how they achieve the same impact. CIPFA will consider how to take this forward in the context of the CIPFA/Society of Local Authority Chief Executives (SOLACE) guidance on good governance.

5. CIPFA STATEMENT ON THE ROLE OF THE HIA IN LOCAL GOVERNMENT

The Head of Internal Audit in a local authority plays a critical role in delivering the authority's strategic objectives by:

1 – championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments; and

2 – giving an objective and evidence based opinion on all aspects of governance, risk management and internal control.

To perform this role the Head of Internal Audit:

3 – must be a senior manager with regular and open engagement across the authority, particularly with the Leadership Team and with the Audit Committee;

4 – must lead and direct an internal audit service that is resourced to be fit for purpose; and

5 – must be professionally qualified and suitably experienced.

6. PROCESS FOLLOWED

6.1 The review is undertaken annually in line with best practice requirements. Appendix A of the report details how the Authority ensures that the requirements of the statement are met. Details of the requirements of the statement are outlined along with how the arrangements in place at the council satisfy those requirements.

CHRIS LITTLE
TREASURER TO THE AUTHORITY

APPENDIX A

How the Five Principles Are Met

Principle 1 – The HIA in a local authority plays a critical role in delivering the authority's strategic objectives by championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments.

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
Set out the HIA's role in good governance and how this fits with the role of others, in particular the CFO, the Monitoring Officer and the Head of Paid Service.	*Role of HIA enshrined in the Constitution and reflected in the Audit Manual.*	Working with others (including the CFO, the Monitoring Officer and the Head of Paid Service) to promote the benefits of good governance throughout the organisation.	*Relationships with key officers detailed in agreed protocols i.e. Relationship between CFO and IA.*	Provide leadership by giving practical examples of good governance that will inspire others.	*HIA undertakes proactive role on various regional groups and relevant working parties and officer groups.*
Ensure that the importance of good governance is stressed to all in the authority, through policies, procedures and training.	*Job descriptions and Management Development training programme cover governance requirements*	Giving advice to the Leadership Team and others on the control arrangements and risks relating to proposed policies, programmes and projects.	*Regularly report to Audit and Governance Committee and Senior Management through CFO on all aspects of governance arrangements.*	Deploy effective facilitating and negotiating skills.	*HIA undergoes Continuous Professional Development (CPD) tailored to requirements of the role i.e. CIPFA Certificate in Investigatory Practices, Management Academy.*
Ensure that the HIA is consulted on all proposed major projects, programmes and policy initiatives.	*Protocols in place to ensure regular liaison with key officers.*	Promoting the highest standards of ethics and standards across the authority based on the principles of integrity, objectivity, competence and confidentiality.	*HIA role as per Public Sector Audit Standards as enshrined in the Audit Manual.*	Build and demonstrate commitment to continuous improvement.	*As above*
Require staff to report	*Corporate Anti-Fraud*	Demonstrating the	*HIA undertakes proactive*	Demonstrate consultancy	*As above*

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
suspected or detected fraud, corruption or impropriety to the HIA.	*and Corruption Strategy agreed by Audit and Governance Committee*	benefits of good governance for effective public service delivery and how the HIA can help.	*role on relevant working parties and officer groups.*	skills as appropriate – analytical, problem solving, influencing and communicating.	
		Offering consultancy advice where the HIA considers that it is appropriate, drawing up clear terms of reference for such assignments.	*Resource built into Audit Plan for advice and guidance to be provided, within strictly agreed scope, terms of reference and outcomes.*		

Principle 2 – The HIA in a local authority plays a critical role in delivering the authority's strategic objectives by giving an objective and evidence based opinion on all aspects of governance, risk management and internal control.

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
Set out the responsibilities of the HIA, which should not include the management of operational areas	*Job Description in place.*	Giving assurance on the control environment. This includes risk and information management and internal controls across all systems.	*Annual opinion provided to Audit and Governance Committee in line with Code of Practice for Internal Audit in Local Government, covering all aspects of governance arrangements.*	Give clear, professional and objective advice.	*Reporting arrangements agreed with management based on a shared understanding of requirements.*
Ensure that internal audit is independent of external audit.	*Internal and External Audit protocol in place.*	Reviewing the adequacy of key corporate arrangements including e.g. risk strategy, risk register, anti fraud and corruption strategy, corporate plan.	*All aspects of governance arrangements covered in the annual Internal Audit Plan as agreed by management and the Audit and Governance Committee.*	Report on what is found, without fear or favour.	*Reporting arrangements enshrined within the Audit Manual in line with best practice.*
Where the HIA does have operational responsibilities the	*Not Applicable.*	Producing evidence based annual internal audit opinion on the	*Annual opinion report HIA is produced and presented to the Audit*	Demonstrate integrity to staff and others in the authority.	*HIA undergoes CPD tailored to requirements of the role i.e. CIPFA*

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
HIA's line manager and the Audit Committee should specifically approve the IA strategy for these and associated plans and reports and ensure the work is independently managed.		authority's control environment.	*and Governance Committee by the HIA.*		*Certificate in Investigatory Practices, Management Academy.*
Establish clear lines of responsibility for those with an interest in governance (e.g. Head of Paid Service, Monitoring Officer, Head of Paid Service, Audit Committee, Members). This covers responsibilities for drawing up and reviewing key corporate strategies, statements and policies.	*Role of HIA enshrined in the Constitution and reflected in the Audit Manual.*	Working closely with others to ensure that sufficient and relevant evidence is used. Where relying on others, clarifying the degree and basis for the reliance.	*Reporting arrangements compliant with Code of Practice for Internal Audit in Local Government.*	Exercise sound judgement in identifying weaknesses in the authority's control environment and a balanced view on how significant these are.	*Experience gained over 26 year Internal Audit career. Professional guidance followed in relation to risk measurement.*
Establish clear lines of reporting to the Leadership Team and to the Audit Committee where the HIA has significant concerns.	*Role of HIA enshrined in the Constitution and reflected in the Audit Manual. Rights of access to key members and officers detailed.*	Reviewing significant partnership arrangements and major services provided by third parties and the controls in place to promote and protect the authority's interests.	*Internal Audit plan encompasses partnership arrangements and highlighted as key area of concern of Audit and Governance Committee.*	Work well with others with specific responsibilities for internal control, risk management and governance including the Head of Paid Service, the Monitoring Officer, the CFO, Audit Committee and	*Relationships with key officers built up over a number of years.*

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
		Assessing whether lines of responsibility and assurance are clear.		Members.	
Agree the terms of reference for internal audit with the HIA, the Audit Committee and the CFO, as well as with the Leadership Team.	*Role of HIA enshrined in the Constitution and reflected in the Audit Manual.*	Liaising closely with the external auditor to share knowledge and to use audit resources most effectively.	*Protocol in place for joint working with External Audit.*	Be concerned for action - influencing the Leadership Team, Audit Committee and others to ensure that the HIA's recommendations are implemented.	*As above*
Set out the basis on which the HIA can give assurances to other organisations and the basis on which the HIA can place reliance on assurances from others.	*Audit Manual sets out roles and levels of assurances.*	Producing an internal audit strategy that fits with and supports the authority's objectives.	*Strategy produced supporting CFA objectives.*	Be a role model, dynamic, determined, positive, robust and with resilient leadership, able to inspire confidence and respect and exemplify high standards of conduct.	*Experience gained over 26 year Internal Audit career. HIA CPD tailored to requirements of the role.*
Ensure that comprehensive governance arrangements are in place, with supporting documents covering e.g. risk management, corporate planning, anti fraud and corruption and whistle blowing.	*Production of Annual Governance Statement in line with best practice covering all aspects of the governance framework and supporting documentation in place.*	Reviewing the authority's risk maturity (including the authority's own assessment) and reflecting this in the strategy.	*Covered as part of annual planning process and consider in the context of corporate risk.*		
Ensure that the annual internal audit opinion and report are issued in the name of the HIA.	*Report by the HIA to the Audit and Governance Committee.*	Consulting stakeholders, including senior managers and Members on the internal audit strategy.	*Internal Audit Strategy agreed by senior management.*		

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
Include awareness of governance in the competencies required by members of the Leadership Team.	*Job descriptions and Management Development training programme cover governance requirements*	Setting out how the HIA plans to rely on others for assurance on the authority's controls and risks and taking account of any limitations in assurance given by others.	*Code of Practice for Internal Audit in Local Government detailing day to day arrangements.*		
Set out the framework of assurance that supports the annual governance statement and identify internal audit's role within it. The HIA should not be responsible for preparing the report.	*Included in the Annual Governance Statement which is produced by senior management.*	Liaising with external inspectors and review agencies where appropriate when drawing up the internal audit strategy.	*The process followed is recorded in the Audit Manual.*		
Ensure that the internal audit strategy is approved by the Audit Committee and endorsed by the Leadership Team.	*Internal Audit Strategy agreed by senior management.*	Liaising with the external audit on the internal audit strategy, but not being driven by external audit's own priorities.	*Protocol in place for joint working with External Audit.*		

Principle 3 – The HIA in a local authority must be a senior manager with regular and open engagement across the authority, particularly with the Leadership Team and with the Audit Committee.

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
Designate a named individual as HIA in line with the	*HIA designated individual employed By Hartlepool Borough Council.*	Escalating any concerns through the line manager, CFO,	*Protocols in place and enshrined in Internal Audit Strategy for escalation of*	Network effectively to raise the profile and status of internal audit.	*Relationships built up over a number of years backed up by regular*

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
principles in this Statement. The individual could be someone from another organisation where internal audit is contracted out or shared. Where this is the case then the roles of the HIA and the client manager must be clearly set out in the contract or agreement.		Monitoring Officer, Head of Paid Service, Audit Committee, Leadership Team and external auditor as appropriate.	*concerns.*		*meetings, 1-2-1s with key officers.*
Ensure that where the HIA is an employee that they are sufficiently senior and independent within the authority's structure to allow them to carry out their role effectively and be able to provide credibly constructive challenge to the Management Team.	*HIA senior manager at HBC liaising directly with the CFO with access to key officers as detailed in the Internal Audit Strategy.*	Supporting the Audit Committee in reviewing its own effectiveness and advising the Chair and line manager of any suggested improvements.	*Audit and Governance Committee provided with advice and guidance to enable it to fulfil its function.*	Adopt a flexible style, being able to collaborate and advise but also able to challenge as appropriate.	*Experience gained over 26 year Internal Audit career. HIA undergoes CPD tailored to requirements of the role. Regular 1-2-1s with CFO in order to support development in all areas.*
Ensure that where the HIA is an employee the HIA is line managed by a member of the Management Team. Where the HIA is not an employee then	*HIA senior manager within the Finance function reporting directly to the CFO.*	Consulting stakeholders, including senior managers and Members on the internal audit strategy.	*Internal Audit Strategy agreed by senior management.*	Deploy effective facilitation and meeting skills.	*As above*

Governance requirements	**CFA Arrangements**	**Core HIA responsibilities**	**CFA Arrangements**	**Personal skills and professional standards**	**CFA Arrangements**
the reporting line must be clearly set out in the contract or agreement with the internal audit supplier.					
Establish an Audit Committee in line with guidance and good practice.	*Audit and Governance Committee established in line with CIPFA guidelines.*			Build and demonstrate commitment to continuous improvement and innovative, but risk-aware, solutions.	*As above*
Set out the HIA's relationship with the Audit Committee and its Chair.	*Role of HIA enshrined in the Constitution as agreed by members and reflected in the Audit Manual.*			Place stewardship and probity as the bedrock for management of the organisation's finances.	*Leads by example in approach with Directors and other senior managers that Internal Audit function role is to help achieve organisations objectives, whilst ensuring compliance with best practice and legislative requirements.*
Ensure that the authority's governance arrangements allow the HIA: to bring influence to bear on material decisions reflecting governance direct access to the Chief Executive, other Leadership Team members, the Audit Committee and external audit	*Role of HIA enshrined in the Constitution as agreed by members and reflected in the Audit Manual. Rights of access to key members and officers detailed.*			Build productive relationships both internally and externally.	*Relationships built up over a number of years backed up by regular meetings, 1-2-1s with key officers.*

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
to attend meetings of the Leadership Team and Management Team where the HIA considers this to be appropriate.					
Set out unfettered rights of access for internal audit to all papers and all people in the organisation, as well as appropriate access in (significant) partner organisations.	*CFA Constitution details access arrangements for Internal Audit, reflected in the Audit Manual.*			Work effectively with the Leadership Team and Audit Committee with political awareness and sensitivity.	*Experience gained over 26 year Internal Audit career. HIA undergoes CPD tailored to requirements of the role. Regular 1-2-1s with CFO in order to support development in all areas.*
Set out the HIA's responsibilities relating to partners including joint ventures and outsourced and shared services.	*Major ventures undertaken detail rights of access to Internal Audit for governance opinion purposes.*			Be seen to be objective and independent but also pragmatic where appropriate.	*As above*

Principle 4 – The HIA in a local authority must lead and direct an internal audit service that is resourced to be fit for purpose.

Governance requirements	CFA Arrangements	Core HIA Responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
Provide the HIA with the resources, expertise and systems necessary to perform their role	*Internal Audit Strategy details the resource implications and responsibilities for ensuring they are met.*	Leading and directing the internal audit service so that it makes a full contribution to and meets the needs of the	*Approval and consultation process for the Internal Audit plan ensures that it adds value to the organisation. HIA*	Demonstrate leadership and be an ambassador for internal audit.	*HIA undergoes CPD tailored to requirements of the role i.e. CIPFA Certificate in Investigatory Practices,*

Governance requirements	CFA Arrangements	Core HIA Responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
effectively.		authority and external stakeholders.	*responsible for facilitating this process.*		*Management Academy.*
Ensure that the Audit Committee sets out a performance framework for the HIA and their team and assesses performance and takes action as appropriate.	*Internal Audit report annually to the Audit and Governance Committee on a wide range of performance measures.*	Determining the resources, expertise, qualifications and systems for the internal audit service that are required to meet internal audit's objectives; using a full range of resourcing options including consultancy, working with others and buying in where appropriate.	*Internal Audit Strategy details the resource implications and responsibilities for ensuring they are met.*	Create, communicate and implement a vision for the internal audit service.	*HIA has a clear understanding of these issues and is committed to continuous improvements. These issues addressed through performance appraisal.*
Ensure that there is a regular external review of internal audit quality.	*Five yearly independent review carried out. Constant review by CFO via performance monitoring and appraisal system.*	Informing the CFO, the Leadership Team and Audit Committee if there are insufficient resources to carry out a satisfactory level of internal audit, and the consequence for the level of assurance that may be given.	*Internal Audit Strategy details the resource implications and responsibilities for ensuring they are met and reporting arrangements if shortfalls are anticipated.*	Create a customer focused internal audit service	*HIA has a clear understanding of these issues and is committed to continuous improvements.*
Ensure that where the HIA is from another organisation that they do not also provide the external audit service.	*Not Applicable.*	Implementing robust processes for recruitment of internal audit staff and/or the procurement of internal audit services from external suppliers.	*Corporate recruitment process followed for any appointments made.*	Establish an open culture, built on effective coaching and a constructive approach.	*HIA undergoes CPD tailored to requirements of the role.*
		Ensuring that the professional and personal training needs for staff are assessed and seeing that these	*Professional guidance implemented in respect of training needs and development issues are addressed.*	Promote effective communication within internal audit, across the broader organisation and with external	*HIA has a clear understanding of these issues and is committed to continuous improvements.*

Governance requirements	CFA Arrangements	Core HIA Responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
		needs are met.		stakeholders.	
		Developing succession plans and helping staff with their career progression.	*As above*	Set and monitor meaningful performance objectives for staff.	*CIPFA "Excellent Auditor Framework" implemented within section for all training and development needs.*
		Establishing a quality assurance and improvement programme that includes: ensuring that professional internal audit standards are complied with; reviewing the performance of internal audit and ensuring that the service provided is in line with the expectations and needs of its stakeholders; providing an efficient and effective internal audit service – demonstrating this by agreeing key performance indicators and targets with the line manager and Audit Committee; annually reporting achievements against targets; putting in place adequate ongoing monitoring and periodic review of internal audit work and supervision and review	*Public Sector Internal Audit Standards in relation to continuous improvement followed.*	Manage and coach staff effectively	*As above.*

Governance requirements	CFA Arrangements	Core HIA Responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
		of files, to ensure that audit plans, work and reports are evidence based and of good quality; ensuring that any internal auditors declare any interests that they have; seeking continuous improvement in the internal audit service.			
		Keeping up to date with developments in governance, risk management, control and internal auditing, including networking with other HIA's and learning from them, implementing improvements where appropriate.	*Member of Better Governance Forum, Technical Information Service, CIPFA NE IA Group, North East Fraud Forum in order to ensure up to date with current best practice and ideas.*	Comply with professional standards and ethics	*Professional standards and ethics outlined within Audit Manual and also bound by Public Sector Internal Audit Standards.*
		Demonstrating how internal audit adds value to the authority.	*Annual report to the Audit and Governance Committee.*	Require the highest standards of ethics and standards within internal audit based on the principles of integrity, objectivity, competence and confidentiality. In particular, ensuring that internal auditors identify and report any conflicts of interest and act appropriately	*As above as well as procedures for the identification and recording of conflicts of interest are detailed in the Audit Manual.*
				Ensure, when necessary, that outside expertise is called upon for specialist	*Arrangements in place to ensure specialist services can be*

Governance requirements	CFA Arrangements	Core HIA Responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
				advice not available within the internal audit service.	*procured as and when necessary.*
				Promote discussion on current governance and professional issues and their implications.	*HIA mentors audit staff, undertaking regular team meetings to facilitate discussion. Role on various working groups ensures topics are discussed and disseminated.*

Principle 5 – The HIA in a local authority must be professionally qualified and suitably experienced

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
Appoint a professionally qualified HIA whose core responsibilities include those set out under the other principles in this Statement and ensure that these are properly understood throughout the organisation.	*Job description and recruitment process ensure only appropriately qualified and experienced individuals considered.*			Be a full member of an appropriate professional body and have an active programme for personal professional development.	*HIA qualified with CIPFA in 1997 and actively participates in mandatory CPD scheme*
Ensure that the HIA has the skills, knowledge, experience and resources to perform effectively in his or her role.	*As above, monitoring and mentoring role undertaken by CFO in his role as Section 151 officer ensures compliance.*			Adhere to professional internal auditing (and where appropriate accounting and auditing) standards.	*HIA member of CIPFA for 22 years and is bound by all relevant professional and personal requirements.*

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
				Demonstrate a range of skills including communicating, managing and influencing, as well as an understanding of IT and consultancy.	*HIA undergoes CPD tailored to requirements of the role as well as mentoring by CFO.*
				Have prior experience of working in internal audit.	*HIA has held a variety of position within Local Government, before appointment as HIA in 2008, including Group Auditor at HBC and Head of Audit at a district council.*
				Understand and have experience of strategic objective setting and management.	*HIA undergoes CPD tailored to requirements of the role as well as mentoring by CFO.*
				Understand the internal audit and regulatory environment applicable to public service organisations.	*HIA has 22 years' post qualification experience and sound understanding of public service governance arrangements and its regulatory environment.*
				Demonstrate a comprehensive understanding of governance, risk management and internal control.	*Regularly advises management on these issues and is a key member of the Performance and risk Management Group.*
				Undertake appropriate development or obtain relevant experience as appropriate in order to demonstrate an understanding of the full	*HIA undergoes CPD tailored to requirements of the role as well as mentoring by CFO.*

Governance requirements	CFA Arrangements	Core HIA responsibilities	CFA Arrangements	Personal skills and professional standards	CFA Arrangements
				range of the authority's activities and processes.	