Audit and Assurance Committee

Date: **6 March 2018**

Item: **Integrated Assurance Plan 2018/19**

This paper will be considered in public

1 Summary

1.1 The purpose of this paper is to present the 2018/19 Integrated Assurance Plan to the Audit and Assurance Committee.

2 Recommendation

2.1 **The Committee is asked to approve the Plan.**

3 Background

3.1 We have previously reported to the Committee about our Corporate Assurance Transformation workstream, which brings together Internal Audit, Enterprise Risk Management, Integrated Assurance, Project Assurance and Fraud into a single professional service within General Counsel. A key objective was to ensure there is a clear distinction between second and third lines of assurance.

3.2 Our newly integrated, Risk and Assurance Directorate (the Directorate) went live on 12 February 2018, and this is our first Integrated Assurance Plan (IAP) to be presented with the new structure in place.

3.3 Within our new structure, there are four principal functions involved in the delivery of assurance: Internal Audit, Integrated Assurance, Project Assurance, and Enterprise Risk Management. The Risk function ensures there is a sound basis for the assurance activities carried out by the other functions. Each of the assurance functions within the Directorate has its own detailed programme of work that collectively provides for the assurance across TfL.

3.4 The attached IAP sets out the Internal Audit (third line of defence) work we plan to carry out during 2018/19, and highlights areas where there will be second line of defence audit or review activity carried out by other assurance teams.

3.5 The Risk function has started a programme of work to strengthen TfL's Enterprise Risk Management processes. This work is likely to have an impact on the work we deliver during the year. Where appropriate, we will update our IAP to take account of any changes to TfL's strategic risks.

4 Development of the Plan

4.1 Development of the IAP is an iterative process. The starting point for development of our IAP is a review of the TfL Strategic Risks. We aim to focus our work on known risk areas, including significant areas of business change and areas where we have found significant issues in the past. We consult with senior management to get their views on where assurance work would add value to their business. However, the final decision on what is included rests with Internal Audit.

4.2 The IAP incorporates audit activity for Crossrail, the London Transport Museum (LTM) and the TfL Pension Fund, each of which has its own Audit Committee. We will present relevant sections of the IAP to these committees for review and approval as follows:

(a) The Crossrail Audit Committee on 12 March 2018;

(b) The LTM Risk and Audit Committee on 13 March 2018;

(c) The TfL Pension Fund Audit Committee on 6 March 2018.

4.3 Additionally, we share the IAP with the external auditors, EY, and discuss where appropriate, any areas where they wish to place reliance on our work.

5 Other Audit and Review Activity

5.1 The IAP highlights areas where second line of defence, audit and review activity, is being provided by other teams, in particular the Integrated Assurance and Project Assurance teams within Risk and Assurance. This work is not listed in detail in the IAP, but each of the teams agrees a detailed plan of work with relevant business areas.

5.2 Integrated Assurance carries out a programme of work focused primarily on Health, Safety, and Environmental assurance, Engineering assurance and Crossrail contractor compliance at the second line of defence. Other assurance activities include oversight and reporting of TfL's compliance to the Payment Card Industry, Data Security Standard to ensure adequate protection of payment card data.

5.3 Project Assurance provides second line assurance over TfL's Investment Programme through a series of risk-based Integrated Assurance Reviews (IARs), which support investment decisions made at key project stages. IARs for projects with an estimated final cost over £50m also receive input from the Independent Investment Programme Advisory Group (IIPAG) (see Section 8 below for further information on IIPAG's work plan for 2018/19). Project Assurance also conducts reviews of TfL's 20 Sub-Programmes to inform their annual request for Authority at the Programmes and Investment Committee. A dedicated panel that includes IIPAG, Project Assurance and an independent External Expert, conducts the sub-programme reviews.

5.4 Risk and Assurance is also developing relationships with teams delivering assurance in other parts of TfL to ensure that provision of assurance is as integrated and efficient as possible. For example, we are working with a team in

Commercial to help them develop a programme of quality assurance reviews of contractors. Work with other parts of the business to develop effective second line assurance will be a significant area of focus during 2018/19.

6 Overview of the Plan

6.1 The plan includes details of the assurance work to be carried out by Internal Audit and notes areas where audit and review work will be carried out by the Integrated Assurance and Project Assurance teams. These functions have worked together to ensure that assurance work is undertaken by the team most suited to deliver it, avoiding overlap and duplication.

6.2 Internal Audit delivers its work according to defined processes and procedures, set out in its audit manual, in line with relevant statutory requirements and professional standards.

6.3 The attached IAP is structured around TfL's current strategic risks. There are a number of risks (listed below), for which Internal Audit does not have specific work allocated in the 2018/19 plan. However, in some cases the work that we are carrying out covers more than one risk. For example, our work in relation to SR1 Safety Standards will also provide assurance against SR11: Catastrophic Event. For some other risks, the Integrated Assurance and Project Assurance teams will deliver second line assurance, for example SR14: Managing Railway or Strategic Road Network Asset Base.

(a) SR3: Workplace Adaptability
(b) SR4: Foresight Strategy
(c) SR5: Technological or market developments
(d) SR6: External stakeholder expectations
(e) SR8: Unexpected loss of income
(f) SR10: Ability to meet increasing Demand
(g) SR11: Catastrophic Event
(h) SR14: Managing Railway or Strategic Road Network Asset Base
(i) SR17: External environmental impact on TfL
(j) SR18: Delivery of Modernisation for LU
(k) SR19: Decreasing Ridership in Buses

6.4 There are a number of key areas of focus for this year's plan, which are summarised in the following paragraphs. The audits within the plan have been mapped against these themes where applicable:

Safety of Operations – (SR1 Safety Standards)

6.5 Ensuring safety of our operations, customers and people is the top priority within TfL. We have a number of audits in our plan covering the safety management controls that TfL has established. This will include reviewing the effectiveness of second line Health, Safety and Environment (HSE) assurance arrangements in place within the business, and the effectiveness of contract management and monitoring controls where third parties have responsibility for managing elements of HSE on TfL's behalf.

6.6 Specific audits will review controls in place for ensuring assets are renewed in line with safety and operational requirements, as well as revisions to the existing TfL Principal Contractor frameworks to ensure assurance arrangements

are effective. We will also follow up on the newly implemented safety complaints handling processes to ensure it is operating in the way expected. In addition, we will provide assurance that all parties have implemented the required actions from the various reviews of the Sandilands tram incident.

6.7 The Integrated Assurance team will carry out a programme of second line audits of compliance with aspects of the HSE management system.

Revenue – (SR4: Foresight Strategy; SR7: Financial Sustainability; SR8: Delivery of Commercial Revenue Targets)

6.8 Protection of its revenue streams and delivery of new revenue streams are critical to TfL achieving its business plan.

6.9 The majority of our work in this area will relate to the activities of the Commercial Development directorate. This work will cover key elements of the directorate's revenue raising activities, including property management; delivery of the Exterion capital expenditure programme, and partnership/ sponsorship marketing, and will also review the effectiveness of project and programme management within Commercial Development.

6.10 We will also audit the controls over collection of monies due from developers under s278 agreements, with a focus on ensuring monies due are collected in full and on a timely basis.

Cyber security – (SR12: Significant Technology Failure or Cyber Attack)

6.11 The plan includes a number of audits focused on the resilience of TfL's IT systems and protection of data and systems in the event of technology failure, cyber-attack or accidental loss.

6.12 This includes an audit of the governance arrangements that TfL has established in respect of 'cloud computing'. We will also carry out audits of TfL's capability to respond in the event of a security incident or other disruptive IT events, including IT disaster recovery and resilience arrangements. This will include reviewing how TfL obtains assurance that its contractors and partner organisations have effective arrangements in place for preventing security incidents from happening and dealing with them when they do.

Project delivery – (SR13: Delivery of Key Investment Programmes)

6.13 Effective and efficient project delivery is a key factor for TfL's delivery of its business plan.

6.14 As noted in 5.3 above, the Project Assurance team carries out a programme of second line assurance reviews of major projects and of the 20 TfL sub-programmes. The work completed by Project Assurance is supplemented by reviews carried out by the IIPAG, who act as a third line of defence assurance provider for TfL's Investment Programme.

6.15 Internal Audit's work in this area will focus on key elements of TfL's processes for delivering projects, and in particular, on mechanisms for ensuring projects deliver value for money.

6.16 This will include an audit of how effectively TfL is learning lessons from issues

encountered in previous projects; the use of and management of target cost contracting within projects; and the implementation of Building Information Modelling. We will also provide assurance over small project spend within the Healthy Streets programme.

6.17 We will also provide assurance over elements of contract management and procurement, typically on a real time basis. This will include a review of controls over single sourcing in procurement following on from similar work carried out in London Overground during 2016/ 17 and currently in progress in LU.

Crossrail – (SR20: Delivery of the Elizabeth Line)

6.18 The Crossrail Programme is at a critical stage as it moves towards opening of the Central section in December 2019. Internal Audit work will focus on activities related to completion of the Crossrail project and transitioning into TfL and it becoming an operational railway.

6.19 Specific audits will include a review of how Crossrail is obtaining assurance from Network Rail that it is effectively delivering its obligations within the Programme; assurance over the delivery of rolling stock; management of stakeholders; management and close out of commercial contracts; and governance arrangements around the closeout organisation.

6.20 The Integrated Assurance team will also carry out a programme of second line audits of compliance by Crossrail's contractors with HSE and technical standards.

Financial Controls – (SR7: Financial Sustainability)

6.21 A number of audits in the plan will focus on cost controls This includes assurance over the close out of Transformation workstreams with a focus on realisation of benefits and the extent to which stated savings are real and sustainable. We will also review the effectiveness of the new expenditure controls that are being implemented across TfL.

6.22 Work on core accounting controls will include audits of payroll and of cash forecasting. In addition we will carry out a review of TfL's preparations to apply the new accounting rules for leases, in readiness for the inception of International Financial Reporting Standard 16 in 2019.

6.23 We will also provide assurance over the outturns on TfL's scorecard indicators that are used to assess TfL's overall performance over the year.

7   Medium Term Planning

7.1 Despite the risk-based nature of our planning there are some routine business activities (eg Governance, Core Financial Controls, Human Resources), where it is appropriate to provide assurance on a regular basis, and there is a cyclical element to our planning.

7.2 For a number of years we have presented, as part of our Integrated Assurance Plan, a schedule setting out our audits in these routine business areas. This is attached as Appendix 2 and shows the audits done in 2016/17 and 2017/18, the audits incorporated in this 2018/19 plan, and indicative audits for 2019/20.

7.3 However, our approach to these cyclical audit areas is likely to change significantly over the course of the year as we work with different parts of the business to help them establish effective second line of defence assurance activities. In particular, the establishment of the controls team within Financial Shared Services is likely to change our approach to audits of routine financial activities going forward.

8 Resources

8.1 The total budgeted headcount of the new Risk and Assurance Directorate (compromising Internal Audit, Integrated Assurance, Project Assurance, Enterprise Risk, Fraud and Business Operations teams) teams within Risk and Assurance is 66. This is a 20 per cent reduction against the combined headcount of the predecessor teams prior to Transformation, of 83 staff.

8.2 The Internal Audit team incorporates a range of skill sets including qualified auditors/ accountants, experienced project and contract managers, and a data analyst.

8.3 Internal Audit's budgeted headcount is 22 but there are currently six vacancies, most significantly in the Technology, Information and Security audit team, which is currently unstaffed. Vacant posts have arisen due to a mixture of transformation related leavers and internal promotions. Recruitment of a Senior Audit Manager – Technology, Information and Security is in progress. In addition, to mitigate the short-term staffing issue we are exploring options for a co-sourcing arrangement with an external provider.

Second line assurance teams

8.4 The Integrated Assurance team (see Para 5.2) has a budgeted headcount of 13 staff, although there are currently a small number of vacancies.

8.5 The Project Assurance team (see Para 5.3) also has a budgeted headcount of 13. Its resources are supplemented by the use of External Experts (approximately 8 Full Time Equivalent).

IIPAG resources and plan

8.6 The implementation of the review of the IIPAG Terms of Reference, coupled with changes in personnel, is likely to have an impact on the costs for 2018/19. However, the budget for the year has been set at £395k, the same as 2017/18, based on the assumption that the number of assurance reviews IIPAG carries out will be at a similar level to those anticipated in 2017/18.

8.7 For 2018/19, assuming that the approach, staffing levels and unit rates are the same as 2017/18, the key outputs from IIPAG will be 20 Sub-Programme reviews, 26 smaller, standard Integrated Assurance Reviews, and ongoing scrutiny of major projects such as Four Lines Modernisation. Additionally, IIPAG will prepare reports for, and attend quarterly meetings of the Audit and Assurance Committee and the Programmes and Investment Committee.

8.8 Once the new Chair of IIPAG is appointed, we anticipate that the current approach, costs and outputs may be reviewed. Dependent upon this review, the IIPAG budget and outputs may need amending in the latter part of 2018/19.

9 Delivery of the Plan

9.1 The IAP is regularly reviewed, and updated to reflect changing business priorities, and management requests for audit and consultancy work. In view of the significant amount of business change that is currently happening across TfL it is inevitable that the IAP will continue to evolve throughout the year. Changes to the plan will be reported quarterly to the TfL Executive Committee and the Audit and Assurance Committee.

9.2 Internal Audit, with input from other assurance providers, provides a quarterly report to the TfL Audit and Assurance Committee, and an annual report at the end of the year. The reports summarise the work completed against the IAP. Internal Audit use this information, together with outputs from other assurance obtained or observed during the year, to provide an overall opinion on the effectiveness of TfL's internal controls.

List of appendices to this report:

Appendix 1 – Integrated Assurance Plan 2018/19
Appendix 2 – Integrated Assurance Plan 2018/19 – Cyclical audit areas

List of Background Papers:

None

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Transport for London Audit and Assurance Committee – Internal Audit Plan 2018/19

Strategic Risk	Directorate	Audit Title	Objective	Planned Period
Safety Standards	Pan TfL	Effectiveness of the new safety complaints process	To provide assurance that the new complaints process is effective and efficient	2018/19 Q4
		2nd line of defence HSE and Technical audits	Programme of audits of compliance with aspects of the HSE Management system performed by the Integrated Assurance team within Risk and Assurance	2018/19
	LU and TfL Rail	Principal Contractor Arrangements	To provide assurance that the workstream to revise management arrangements regarding LU acting as Principal Contractor has been effective and that arrangements are being assured via 2nd line of defence activities	2018/19 Q2
		Safety and Engineering assurance within capital and maintenance programme	Provide assurance on the robustness of safety and engineering process within capital and maintenance programmes	2018/19 Q3
		Asset renewals programme Underground and Rail	Review controls in place for ensuring that assets are renewed in line with safety and operational requirements	2018/19 Q2
	Surface Transport	Bus Operations - Fatigue Management Assurance	To assess the effectiveness of TfL's management arrangements for minimising the risk from fatigue	2018/19 Q3
		London Overground Safety Assurance arrangements	To provide assurance on the effectiveness and timeliness of safety assurance arrangements including information flow, issue resolution, risk ownership and Lessons Learned	2018/19 Q1
		Trams: Management of Health & Safety Risk - Sandilands follow-up	To provide assurance that all parties have implemented actions required following Sandilands reports, and appropriate arrangements are in place to manage operational risk on an ongoing basis	2018/19 Q2
		Arrangements for obtaining assurance over the supply chain in ST	To provide assurance that ST has a Supplier Quality Assurance System that ensures risks to TfL objectives are identified, controlled and assured throughout the contract life cycle	2018/19 Q1
		Asset renewals programme ST	Review controls in place for ensuring that assets are renewed in line with safety and operational requirements	2018/19 Q2
Safety Standards Total				10

Strategic Risk	Directorate	Audit Title	Objective	Planned Period
Governance Suitability	Surface Transport	Cycle Hire	To provide assurance over the operation of key business and financial controls following signing of a new contract and implementation of the revised back office and governance arrangements between Serco and Cubic from July 2017	2018/19 Q3
		ULEZ	To provide assurance over the preparation for go live	2018/19 Q3
	Pension Fund	Pensions Risk Framework	To provide assurance on the adequacy and effectiveness of the Pensions risk framework	2018/19
		Pension Fund Trustee Board Effectiveness Review	To provide assurance on the adequacy and effectiveness of the Pension Fund Board and its committees	2018/19
Governance Suitability Total				**4**
Delivery of Key Investment Programmes	Pan TfL	Building Information Modelling (BIM) Governance	To provide assurance on the effectiveness of the implementation of Building Information Modelling	2018/19 Q2
		Effectiveness of Target Cost Contracting	To review the appropriateness of, and the subsequent management of, target cost contracting within projects	2018/19 Q3
		Lessons learned from issues encountered in previous projects	To review the outcomes of previous lessons learned reviews (e.g. ELL, ATC, NLE) to assess how these have been used to drive improvement in further projects	2018/19 Q4
		Re-Tender of Professional Services Framework PSF (EPMF4)	To provide assurance that the procurement of the Professional Services Framework is carried out in an efficient and effective manner	2018/19 QI
		2nd line of defence Project Assurance Reviews	Programme of reviews at key gate stages carried out by the Project Assurance team within Risk and Assurance. For the larger projects there will also be reviews by the Independent Investment Programme Advisory Group	2018/19
		2nd line of defence Contractor Quality Assurance Reviews	Contractor quality assurance reviews: A programme of reviews being developed by TfL Commercial in liaison with Internal Audit	2018/19
	Surface Transport	Healthy Streets Portfolio	To provide assurance over the controls over small project spend	2018/19 Q3
Delivery of Key Investment Programmes Total				**7**

Transport for London Audit and Assurance Committee – Internal Audit Plan 2018/19

Strategic Risk	Directorate	Audit Title	Objective	Planned Period
Financial Sustainability	Pan TfL	Single Sourcing Governance Assurance (Professional Services Inc. Commercial Development)	To ensure that the procurement process used for single sourcing is managed effectively, including the frequency and legitimacy of single sourcing, and the robustness of the approval process	2018/19 Q1
	Surface Transport	Congestion Charging – Financial and Business Controls (Capita)	To provide assurance on the adequacy and effectiveness of the key financial and business controls within Congestion Charging	2018/19 Q1
		Single Sourcing Governance Assurance (ST)	To ensure that the procurement process used for single sourcing is managed effectively, including the frequency and legitimacy of single sourcing and the robustness of the approval process	2018/19 Q1
	Finance	Operating Leases	To provide assurance over TfL's approach to identifying operating leases within contracts in preparation for the inception of International Accounting Standard 17 in 2019	2018/19 Q2
		Cash Forecasting	To provide assurance on the adequacy and effectiveness of controls in place for short and long term forecasting of cash	2018/19 Q1
		TfL Scorecard	Provide assurance that the year-end outturns on the scorecard indicators are being accurately reported	2018/19 Q1
		Payroll	Provide assurance on the adequacy and effectiveness of key controls with payroll	2018/19
		Expenditure Controls	Provide assurance on the adequacy and effectives of revised cost controls	2018/19
	Transformation	Transformation - Reporting	Real time work on specific transformation workstream or initiatives; the audit will focus on transformation team reporting of progress and savings	2018/19 Q2
		Transformation - Close out process	To provide assurance and real time feedback on the effectiveness and application of the close out process, ensuring initial benefits stated have been realised	2018/19 Q3
	City Planning	Clean Mobile Energy	As a First Level Controller, certify costs in respect of EC funding for Clean Mobile Energy	2018/19 Q2
		Collection of monies due under s278 agreements	To review the controls in place to ensure that monies due under s278 agreements are collected in full and on a timely basis	2018/19 Q2
Financial Sustainability Total				**12**

Transport for London Audit and Assurance Committee – Internal Audit Plan 2018/19

Strategic Risk	Directorate	Audit Title	Objective	Planned Period	
Delivery of Commercial Revenue Targets	Commercial Development	Partnership/ Sponsorship Marketing	To review arrangements for identifying and exploiting partnership/ sponsorship marketing opportunities	2018/19 Q3	
		Exterion Capital Expenditure Programme	To review and provide assurance over the delivery of the Capital Expenditure programme	2018/19 Q1	
		Project and Programme Management in Commercial Development	To review and provide assurance over Commercial Development's compliance with TfL's project methodology Pathway.	2018/19 Q3	
		Property Management including vetting of tenants	To review controls over property management, including the vetting of tenants	2018/19 Q3	
Delivery of Commercial Revenue Targets Total					4
Managing Railway or Strategic Road Network Asset Base	Pan TfL	2nd line of defence HSE and Technical audits	Programme of audits of compliance with aspects of the HSE Management system and Engineering Standards carried out by the Integrated Assurance team within Risk and Assurance	2018/19	
Managing Railway or Strategic Road Network Asset Base Total					1
Significant Technology Failure or a Cyber Attack	Pan TfL	2nd Line of defence PCI DSS compliance audits	Programme of audits of Payment Card Industry – Data Security Standard (PCI-DSS) compliance across a range of areas of TfL that handle credit card data, carried out by the Integrated Assurance team within Risk and Assurance	2018/19	
	Customers, Communication and Technology (CCT)	Cyber Security Operations Centre – strategy and operating model	Evaluate to assess whether it is designed appropriately to meet strategic objectives and industry best practice	2017/18 P13	
		IT Disaster Recovery and Operational Resilience (TfL)	To provide assurance over the TfL's ability to withstand, and recover from disruptive IT events.	2018/19 Q2	
		IT Software Licence Management Governance	To assess the framework and process controls in place to manage risks associated with software licensing across TfL.	2018/19 Q1	
		The strategic approach to Cloud Computing Governance	To review the arrangements that TfL has established to manage its use of cloud computing, including policies and procedures, architectural design and security controls. Provide assurance that the security controls are operating effectively	2017/18 P13	
	Pension Fund	Pensions Data – Access Security	To provide assurance on the adequacy and effectiveness of security controls over access to pension data	2018/19	
Significant Technology Failure or a Cyber Attack Total					6
Catastrophic Event	Pan TfL	2nd line of defence HSE and Technical audits	Programme of audits of compliance with aspects of the HSE Management system and Engineering Standards carried out by the Integrated Assurance team within Risk and Assurance	2018/19	
Catastrophic Event Total					1

Transport for London Audit and Assurance Committee – Internal Audit Plan 2018/19

Strategic Risk	Directorate	Audit Title	Objective	Planned Period	
Operational Reliability	LU and TfL Rail	Operational Reliability - The impact of attendance within London Underground	To provide assurance that attendance at work measures are appropriate, to ensure that operational reliability is not adversely affected	2018/19 Q3	
	Surface Transport	Bus Contracting Process	To provide assurance over the processes governing changes to key processes affecting revised Bus contracts	2018/19 Q2	
Operational Reliability Total					2
TfL's Impact on Environment	Pan TfL	Identification of environment risk and opportunities during procurement	To provide assurance that the environmental checks that have been incorporated into the procurement process (prepared by HSE) are being used and environmental risks and opportunities are being identified and actioned	2018/19 Q4	
TfL's Impact on Environment Total					1
Crossrail – Project Delivery	Crossrail	Management of Stakeholders, Sponsors and Interfaces	A review of the Crossrail programme arrangements for managing stakeholders, sponsors, and the interfaces between the interested parties. To include some contractor verification audits	2017/18 P13	
		Management and close out of commercial contracts	To review the management and close out of commercial contracts; the purpose will be to include having sufficient information to defend subsequent claims for compensation from contractors	2018/19	
		Delivery of OSD (Over site Development)	To review the arrangements for delivering OSD, including construction assurance where developments are being progressed through Crossrail, interface arrangements with third parties and programme alignment	2018/19 Q1	
		Transfer of Crossrail staff to TfL	A review of the readiness and effectiveness of the transfer of staff from Crossrail to TfL	2018/19 Q1	
		Organisational Governance: Crossrail	To review the governance of the close-out organisation to ensure that the new organisational structure meets the requirements of Project Development Agreement (PDA), the Project Sponsors, and has taken into account best practice and regulatory requirements	2018/19 Q3	
		Rolling stock assurance	To review the assurance of rolling stock from a commercial aspect; the purpose is to ensure the assurance of units signed-off as fit for purpose – in relation to quality of manufacture	2018/19 Q1/ Q2	
		Network Rail allocation and validation of costs	To review the Network Rail allocation and validation of costs, to ensure that costs are supported by assurance evidence	2018/19 Q1/ Q2	
		2nd line of defence HSE and Technical audits	Programme of audits of Crossrail contractors performed by the Integrated Assurance team with in Risk and Assurance	2018/19	
Crossrail – Project Delivery Total					8
LTM	London Transport Museum	Safeguarding follow up	To provide assurance that actions from the 16 113 Safeguarding audit and Nib recommendations have been implemented	2018/19 Q3	
		Financial Controls –collections of monies	Provide assurance on the adequacy and effectiveness of key financial controls at the LTM	2018/19	
		Knowledge Retention	Review controls in place for documenting, sharing and retaining knowledge.	2018/19	
LTM Total					3
Grand Total					58

Integrated Assurance Plan 2018/19 – Cyclical audit areas

	2016/17 Actual	2017/18 Actual	2018/19 Plan	2019/20 (Indicative)
CORE FINANCIAL CONTROLS				
Procure to Pay/ Accounts Payable/ Receivable	SAP data interrogations Single Sourcing (London Rail)	CPAF Review Procurement Controls Single Sourcing (LU)	Single Sourcing (ST/ Professional Services)	Procure to Pay Process
Payroll	SAP data interrogations (Controls Team – controls framework development work)	Payroll controls - leavers.	Payroll controls - general	
Fixed Assets				Fixed assets – asset management systems and financial accounting
Cash	Treasury controls		Cash Forecasting	
Revenue	Concessionary Travel Refunds	Ticket Revenue Controls		Revenue protection activities
Insurance				Captive Insurance Arrangements (5 year cycle)
General Accounting/ Sundry	TPH financial controls	Traffic Enforcement Financial Controls Construction Industry Scheme	Congestion Charging Financial Controls Cycle Hire Financial Controls Operating Leases	

	2016/17 Actual	2017/18 Actual	2018/19 Plan	2019/20 (Indicative)
'Hygiene' Audits	Gifts and hospitality Make a Difference Instant Awards Business expenses and purchasing cards follow up	Movers/ leavers	Business Expenses	Declarations of interest Staff travel facilities
GOVERNANCE				
Risk Management	Risk management – EY Review CRSA - FSC Controls Team	Fraud Risk Management (LU)		Strategic Risk Management
Legal/ statutory compliance	Transparency Data Protection – Surveillance Cameras - ST	Data Protection – GDPR Data Protection – Surveillance Cameras – LU Controls over disclosure of information		Bribery Act
Internal Governance		Compliance with Scheme of Authorities	TfL Scorecard	
HUMAN RESOURCES				
Core HR Processes	Employee Relations – TfL Performance management	Agency Temporary Workers	Safeguarding Controls	Bullying and Harassment/ Grievance policies