



Office of the Comptroller and Auditor General

Audit Plan 2020

2 October 2020 Update



JERSEY AUDIT OFFICE

Audit Plan 2020 - 2022

Introduction

Scope of this plan update

- 1.1 On 13 January 2020 I published my initial audit plan for 2020 covering in detail the period to December 2020 and, in indicative terms, the period to December 2022. On 9 April 2020 I updated my audit plan in light of the Covid-19 pandemic and the impact that it was having on the Government of Jersey. On 3 July 2020, I published a further update to my audit plan.
- 1.2 I have now undertaken a further review of my published plan in accordance with my timetable for quarterly reviews of the plan. This revised plan sets out how I intend to deliver the responsibilities of the Comptroller and Auditor General (C&AG) under the Comptroller and Auditor General (Jersey) Law 2014 ('the 2014 Law'). Under Article 17 of the 2014 Law the C&AG may not be directed in how he/she undertakes those functions. However, the C&AG has a duty to attend meetings of and liaise with the Public Accounts Committee (PAC). I have done so in preparing this plan update and I value the Committee's thoughts and contribution to my thinking.
- 1.3 The plan will continue to be subject to review and change in light of changes in the risks identified, including as a result of matters brought to the attention of the C&AG by the PAC, members of the States Assembly, officers of the States of Jersey and others. The PAC will be advised of any changes to the plan.

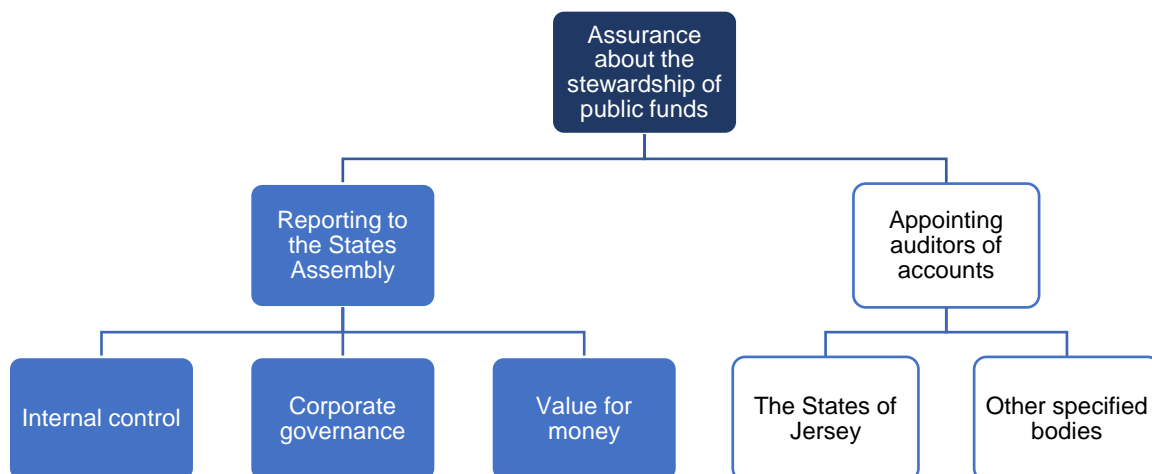
Structure of this plan

- 1.4 This report comprises:
 - Section 2 that sets out my statutory responsibilities;
 - Section 3 that sets out how I plan to discharge my responsibilities in relation to internal control, corporate governance and value for money;
 - Section 4 that sets out how I plan to discharge my responsibilities in relation to the audit of accounts; and
 - Section 5 that sets out other documents that I propose to issue.

My statutory responsibilities

- 2.1 My responsibilities are to provide independent, robust assurance about the stewardship of public funds by:
- reporting to the States Assembly on the effectiveness of internal control, general corporate governance arrangements and economy, efficiency and effectiveness ('value for money'); and
 - appointing auditors of the accounts of the States of Jersey (including the Social Security Fund, the Social Security (Reserve) Fund, the Health Insurance Fund and the Long Term Care Fund) and certain other specified entities.
- 2.2 My responsibilities are summarised in Exhibit 1.

Exhibit 1: Responsibilities of the Comptroller and Auditor General



- 2.3 In accordance with the 2014 Law I published a Code of Audit Practice (Code), specifying how the Office of the C&AG should perform its functions. The Code covers:
- overall principles (including the principles of public audit, exercise of discretion, maintaining audit quality and compliance with professional standards);
 - planning (including continuous planning and consideration of information received);
 - the opinion on financial statements (including on the regularity of income and expenditure);
 - other responsibilities (financial control, value for money and corporate governance);

- follow up of implementation of previous audit recommendations; and
- reporting (including the Annual Report) and liaison (including with PAC, the Risk and Audit Committee and Scrutiny Panels).

2.4 I will adhere to the Code when planning and undertaking my work.

2.5 In May 2020 I published a consultation on public audit in Jersey including proposals to update the Code. The deadline for responses to my consultation proposals was 31 July 2020 and I was encouraged by the number of responses received. I have reviewed all of the consultation responses received and am considering the final provisions for the revised Code. I now plan to publish the updated Code in October 2020. I will also publish a report summarising my recommendations for changes to be made to the 2014 Law.

Internal control, corporate governance and value for money

How I plan my work

3.1 To deliver a proportionate and effective work programme, I plan my work using a risk based approach. There are four key stages to my audit planning cycle (see Exhibit 2).

Exhibit 2: The Audit Planning Cycle



3.2 In developing this audit plan I take account of a wide range of risks facing the States of Jersey, including:

- strategic risks arising from governance functions and those risks that are known to the States of Jersey and managed through their existing risk systems;
- operational risks arising from the delivery, support and front-line service functions;
- business change risks arising from the introduction of new systems and processes; and
- emerging risks arising from changes outside the States of Jersey's control.

Priorities in planning my work

3.3 Work undertaken and planned in 2020 will build upon and follow up work undertaken in previous years.

- 3.4 Corporate governance will continue to be a major focus as it underpins the arrangements that secure value for money and effective internal controls.
- 3.5 Since March 2020, the agenda of Government has been dominated by its response to the Covid-19 global pandemic. As a consequence, the timescales for many of the modernisation initiatives that had been planned for 2020 and beyond have been delayed or deferred. In addition, the Covid-19 pandemic response has created new risks and challenges and has resulted in significant change taking place at pace within Government. I have updated my audit plan further during quarter three of 2020 to reflect the changed operating environment and the progress with modernisation initiatives. Whilst change of this magnitude can deliver substantial benefits, there are associated risks. As a result, my work will concentrate on the risks arising from change including:
- reviewing the Government's response to the Covid-19 pandemic, including governance, risk management, financial management and internal controls;
 - keeping an overview of wider arrangements for ensuring that control is maintained during a period of major and rapid change;
 - keeping a watching brief on changes in arrangements for financial management which should address the implementation of the many recommendations the C&AG has made in this area;
 - monitoring the implementation of previous recommendations where the responsibility for implementation may have changed under the new Target Operating Model; and
 - focussing on elements of the States of Jersey outside the Ministerial departments directly affected by the move to the new Target Operating Model.

Indicative plan to December 2022

- 3.6 The indicative audit plan for the next three years is presented in Exhibit 3. This indicates the work I have undertaken to date in 2020 and propose to undertake each year and the audit objectives to which the work relates. During the last quarter of 2020 I will undertake a fundamental review of this indicative plan to extend the period of the plan to 2023 and to provide more detail on my workplan for 2021.
- 3.7 The updated plan reflects:
- my decision in quarter one of 2020 to include a review of the Government's response to the Covid-19 pandemic, updated in quarter two to expand the scope of my planned work;
 - decisions I made in quarter one and quarter two of 2020 to defer reviews of portfolio, programme and project management, efficiency savings, the Long-Term Care Fund and a number of follow up reviews, to 2021;
 - my decision in quarter two to carry out a review of annual reporting by public sector organisations;

- my decision in quarter three to direct some of the resources of my Office towards a tendering exercise for the audit of the States of Jersey; and
- my intention to maintain a watching brief on all risks arising from change. I have not scheduled to report to the States Assembly as a result of this work but, if necessary, will do so and/or adjust my work programme in response to developments.

Exhibit 3: Indicative plan January 2020 to December 2022

Areas for review	Internal Control	Value for Money	Corporate Governance	2020	2021	2022
Reports to the States Assembly						
States of Jersey Development Company	✓	✓	✓	✓		
Insurance		✓	✓	✓		
Use of Enforcement Powers	✓		✓	✓		
Handling and Learning from Complaints			✓	✓		
Anti-Corruption Arrangements	✓		✓	✓		
Long-Term Care Fund	✓	✓	✓		✓	
The Capital Programme	✓	✓	✓		✓	
Government Response to the Covid-19 Pandemic	✓	✓	✓	✓		
Public Sector Annual Reporting			✓	✓		
Portfolio, Programme and Project Management	✓	✓	✓		✓	
Changes in ICT - Cloud Implementation		✓	✓	✓	✓	

Areas for review	Internal Control	Value for Money	Corporate Governance	2020	2021	2022
Changes in ICT - Cyber Security	✓		✓		✓	
Efficiency Savings	✓	✓	✓		✓	
Grants to Cultural Organisations (including Jersey Opera House)		✓	✓		✓	
Infrastructure Assets		✓			✓	
Jersey Care Model	✓	✓	✓		✓	
Health Informatics		✓	✓			✓
Jersey Premium		✓	✓			✓
Non-Financial Performance Information		✓	✓			✓
Follow up of previous recommendations	✓	✓	✓	✓	✓	✓

Detailed plan to December 2020

3.8 The detailed plan to December 2020 is set out in Appendix 1. This plan and updates to it are published on the Jersey Audit Office (JAO) website: jerseyauditoffice.je

Delivering the plan

3.9 I plan to deliver the reviews through the JAO with the assistance of:

- a Deputy based off-island and on-island support;
- affiliates engaged to provide specialist knowledge and experience when required. I am undertaking an exercise currently to supplement my affiliate pool; and
- where appropriate, additional support from external consultancy firms or from other public audit agencies, including the UK National Audit Office.

Appointing auditors of accounts

Audit of the States of Jersey accounts

- 4.1 The States have a statutory duty to prepare financial statements (including the accounts of the Social Security Fund, the Social Security (Reserve) Fund, the Health Insurance Fund and the Long-Term Care Fund) within three months of the year end and I have a duty to secure that an audit is undertaken within five months of the year end.
- 4.2 From 2017 the scope of the audit was extended so that it included not only an opinion on the truth and fairness of the financial statements but also an opinion on the 'regularity' of income and expenditure, in other words whether it is:
- in accordance with the intentions of the States Assembly; and
 - in compliance with relevant legislation, directions and other authorities.
- 4.3 During quarter three of 2020 I commenced a competitive tendering exercise for the potential appointment of a new auditor to undertake the audit of the States' accounts. This tendering exercise is ongoing at the time of this report.

Audit of the accounts of other bodies

- 4.4 I have a statutory duty to appoint the auditors of other entities specified in legislation. In one case, pending proposed legislative change, I have appointed an auditor at the request of the Treasurer of the States (see Exhibit 4).

Exhibit 4: Auditors of other bodies appointed by the Comptroller and Auditor General

Body	Nature of appointment	Auditor appointed	Note
Public Employees' Pension Fund	Statutory	PricewaterhouseCoopers LLP	1
Jersey Teachers' Superannuation Fund	At request of the Treasurer of the States	PricewaterhouseCoopers LLP	1
Jersey Financial Services Commission	Statutory	BDO LLP	
Jersey Gambling Commission	Statutory	Alex Picot	2
Jersey Competition Regulatory Authority	Statutory	BDO Limited	
Jersey Advisory and Conciliation Service	Statutory	BDO Limited	
Data Protection Authority	Statutory	Baker Tilly Channel Islands	3

Notes:

1. All functions in relation to the management of the contracts for the audit of the Public Employees' Pension Fund and the Jersey Teachers' Superannuation Fund have been delegated to the Deputy Comptroller and Auditor General.
2. Appointed following a competitive tender process undertaken by the Jersey Gambling Commission and a recommendation to me.
3. Appointed following a competitive tender process undertaken by the Information Commissioner and a recommendation to me. The Treasurer of the States is providing support in preparation of the 2018 and 2019 accounts.

Other publications

5.1 I summarise other publications planned to December 2020 in Exhibit 5.

Exhibit 5: Other publications planned

Publication	Comments
Audit plan – 2021	Due to be published December 2020
Annual Report and Accounts 2019	Published in May 2020
Code of Audit Practice	Due to be published October 2020

Detailed plan January 2020 to 31 December 2020

Areas for review	Status	Comment
Reports to the States Assembly		
States of Jersey Development Company	Published	Report published in June 2020
Insurance	Published	Report published in April 2020
Use of Enforcement Powers	Published	Report published in April 2020
Handling and Learning from Complaints	Published	Report published in July 2020
Annual Reporting by Public Sector Organisations	Published	Report and accompanying Good Practice Guide published in August 2020
Anti-Corruption Arrangements	Fieldwork complete	Draft report issued for comment in September 2020 with final report to be published in Q4 2020
The Capital Programme	Scope to be confirmed. Fieldwork initially planned to commence autumn 2020	Capital planning programme development and monitoring

Areas for review	Status	Comment
<p>Government Response to the Covid-19 Pandemic</p> <ul style="list-style-type: none"> - Governance and Decision Making - Risk Management - Communications - Procurement and Supply Chain Management - Management of the Healthcare Response - Schemes to Support Businesses and Individuals - Management of Public Finances 	Fieldwork commenced	I expect to publish a series of reports in Q4 of 2020 and during 2021 based on the review themes identified
Changes in ICT - Cloud Implementation	Scope confirmed and published. Fieldwork to commence in autumn 2020	
Follow up of previous recommendations		
Management Information in Education (September 2016)	Published	Report published in September 2020
States Employment Board (March 2019)	Fieldwork deferred to 2021	Report planned for 2021
Governance Arrangements - Health and Social Care (Sept 2018)	Scope to be published autumn 2020. Fieldwork planned for Q1 2021	Report planned for 2021
Governance of the States of Jersey Police (March 2018)	Fieldwork deferred to 2021	Report planned for 2021

Areas for review	Status	Comment
Oversight of and Remuneration of Boards	Planned	<p>Watching brief 2020.</p> <p>Report planned for 2021, taking into account the following reports:</p> <ul style="list-style-type: none"> • <i>The States as Shareholder - Jersey Telecom</i> (July 2014); • <i>The States as Shareholder – Follow up</i> (March 2019); • <i>Oversight of Arm's Length Organisations</i> (June 2017); • <i>Arm's Length Organisations - Visit Jersey</i> (December 2018); • <i>Role and Operation of the States Employment Board</i> (March 2019); and • <i>Remuneration of Boards</i> (October 2019).
Progress on Implementation of Recommendations on Recurring Themes	Planned	Ongoing support to PAC



JERSEY AUDIT OFFICE

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