Summary of Requirements	Performance Assessment	Action Required
Domain I: Purpose of Internal Auditing		
There are no Principles or Standards for Domain I. However, the Purpose of Internal Auditing is included within other Domains, and assessment against these areas contributes towards the overall assessment of Domain I		
Domain II: Ethics and Professionalism		
Principle 1 Demonstrate Integrity		
Standard 1.1 Honesty and Professional Courage	Generally achieved	
Standard 1.2 Organisation's Ethical Expectations	Generally achieved	
Standard 1.3 Legal and Ethical Behaviour	Generally achieved	
Principle 2 – Maintain Objectivity		
Standard 2.1 Individual Objectivity	Generally achieved	
Standard 2.2 Safeguarding Objectivity	Generally achieved	
Standard 2.3 Disclosing Impairments to Objectivity	Generally achieved	
Principle 3 – Demonstrate Competency		
Standard 3.1 Competency	Partially achieved	The Code of Ethics and Standards in the 2017 IPPF were not specific about competencies important to performing internal audit responsibilities.

		The 2024 Standards clarify that internal auditors' competencies must be suitable for their position and level of experience. Regardless of position, all internal auditors must know the Standards. An assessment against an appropriate competency framework will be undertaken in Q4 2025/26. This will identify training and development needs and will support succession planning.
Standard 3.2 Continuing Professional Development	Generally achieved	
Principle 4 – Exercise Due Professional Care		
Standard 4.1 Conformance with the Global Internal Audit Standards	Partially achieved	As indicated in the overall self-assessment, there are a number of areas where conformance and performance against GIAS need further development. This includes consideration of the "comply or explain" aspect for some of the Essential Conditions for arrangements in reporting to the Board, the responsibilities for governance of Internal Audit.
Standard 4.2 Due Professional Care	Generally achieved	
Standard 4.3 Professional Scepticism	Generally achieved	
Principle 5 – Maintain Confidentiality		
Standard 5.1 Use of Information	Generally achieved	
Standard 5.2 Protection of Information	Generally achieved	
Domain III: Governing the Internal Audit Function		
Principle 6 - Authorised by the Board		
Introduction	Partially achieved	This area will develop during 2026/27 with the further briefing and structured discussion sessions with the Audit and Governance Committee. The outcome of these discussions likely to result in amends to the Internal Audit Charter which will be updated accordingly and reported back to A&G for confirmation and approval.
Standard 6.1 Internal Audit Mandate	Partially achieved	

Standard 6.2 Internal Audit Charter	Generally achieved	There will be further updates to the Internal Audit Charter as actions to develop conformance with the GIAS continue. The Charter will be presented back to the Committee for approval on a regular basis.
Standard 6.3 Board and Senior Management Support	Partially achieved	As above – this area will develop during 2026/27 with the further briefing and structured discussion sessions with the Audit and Governance Committee. The outcome of these discussions likely to result in amends to the Internal Audit Charter which will be updated accordingly and reported back to A&G for confirmation and approval.
Principle 7 - Positioned Independently		
Standard 7.1 Organisational Independence	Generally achieved	Consideration of how the roles of Board and Senior Management will be further developed and clarified to ensure the "essential conditions" are met will be undertaken. Proposals will be discussed with the Corporate Leadership Team and the Audit and Governance Committee, and any amendments needed to the Internal Audit Charter will made and reported back to the Committee for confirmation and approval.
Standard 7.2 Chief Audit Executive Qualifications	Generally achieved	
Principle 8 - Overseen by the Board		
Standard 8.1 Board Interaction	Generally achieved	
Standard 8.2 Resources	Generally achieved	
Standard 8.3 Quality	Partially achieved	Quality Assurance and Improvement Programme will be presented to the Corporate Leadership Team and the Committee. It will be included on the February 2026 agenda, as part of the proposed internal audit plan for 2026/27. It will confirm the internal quality assessment, and the findings of the external assessment, and identified any plans required to address improvements required. Scheduling of the next external assessment will be confirmed, but an earlier GIAS assessment, against the GIAS will be sought.
Standard 8.4 External Quality Assessment	Partially achieved	
Domain IV - Managing the Internal Audit Function		

Principle 9 - Plan Strategically		
Standard 9.1 Understanding Governance, Risk Management and Control Processes	Generally achieved	
Standard 9.2 Internal Audit Strategy	Not achieved	The 2024 Standards introduce an explicit requirement for the CAE to develop a strategy for the internal audit function with specific features. The internal audit strategy sets out a plan of action designed to achieve a long-term objective, and describes the future state of internal audit, with clear objectives and targets to achieve this. An internal audit strategy will be developed to support the IA Plan 2026/27.
Standard 9.3 Methodologies	Generally achieved	The operational Audit Manual is regularly reviewed; there are several areas where the implementation of GIAS present more significant change from PSIAS, and these require changes to ensure the manual content is sufficiently clear, instructive and unambiguous.
Standard 9.4 Internal Audit Plan	Generally achieved	
Standard 9.5 Coordination and Reliance	Generally achieved	
Principle 10 - Manage Resources		
Standard 10.1 Financial Resource Management	Generally achieved	
Standard 10.2 Human Resource Management	Partially achieved	See Standard 3.1: Competency
Standard 10.3 Technological Resources	Partially achieved	The IA team have developed in-house solutions for the recording of IA assignments to ensure consistency in approach and a structured and documented workflow. We are currently engaging with internal colleagues and the Council’s AI partner to identify tools and technologies which will allow us to improve effectiveness and efficiency in fieldwork/audit testing.
Principle 11 - Communicate Effectively		
Standard 11.1 Building Relationships and Communicating with Stakeholders	Partially achieved	While building relationships and trust with key stakeholders has always been necessary for the internal audit function to be effective, the 2017 Standards did not mention these elements directly. This requirement in

		the new Standards means that the CAE must develop or formalise a thoughtful, proactive approach. Opportunities to develop relationships with stakeholders, through mapping, regular engagement and feedback, workshops and regular communications with the organisation, such as updated web pages, "In the Know" sessions, and Team Voice articles are being considered.
Standard 11.2 Effective Communication	Generally achieved	
Standard 11.3 Communicating Results	Partially achieved	The 2017 Standards had limited descriptions of conclusions, referring only to final engagement results and overall opinions. The 2024 Standards broaden the descriptions of how CAEs form and communicate results to the board, including the concept of identifying themes among the findings of multiple engagements, which may point to the existence of a common root cause and significant aggregated risk exposure. In the last two annual audit opinion reports, themes arising from the internal audit assurance reports have been set out, and the annual audit opinion has been distinct across governance, risk and internal control individually and overall. This will be further developed in the 2026/27 annual report.
Standard 11.4 Errors and Omissions	Generally achieved	
Standard 11.5 Communicating the Acceptance of Risks	Generally achieved	
Principle 12 - Enhance Quality		
Standard 12.1 Internal Quality Assessment	Partially achieved	As indicated in the overall self-assessment, there are a number of areas where conformance and performance against GIAS need further development.
Standard 12.2 Performance Measurement	Partially achieved	The 2017 Standards called for the quality assurance and improvement program to assess the efficiency and effectiveness of the internal audit function and identify opportunities for improvement. The 2024 Standards broaden the concept of performance objectives to consider value as perceived by key stakeholders and requires that

		objectives promote continuous improvement. Additional objectives to evaluate the internal audit function's performance will be developed and included in the Quality Assurance and Improvement Programme.
Standard 12.3 Oversee and Improve Engagement Performance	Partially achieved	Whilst the internal audit function has arrangements in place for engagement supervision, quality assurance and development of internal audit skills and experience, assessment against competency framework and the development of the Quality Assurance and Improvement Programme provide an opportunity for these arrangements to be reviewed and improved where appropriate.
Domain V - Performing Internal Audit Services		
Principle 13 - Plan Engagements Effectively		
Standard 13.1 Engagement Communication	Generally achieved	
Standard 13.2 Engagement Risk Assessment	Generally achieved	
Standard 13.3 Engagement Objectives and Scope	Generally achieved	
Standard 13.4 Evaluation Criteria	Generally achieved	
Standard 13.5 Engagement Resources	Generally achieved	
Standard 13.6 Work Programme	Generally achieved	
Principle 14 - Conduct Engagement Work		
Standard 14.1 Gathering Information for Analyses and Evaluation	Generally achieved	
Standard 14.2 Analyses and Potential Engagement Findings	Generally achieved	
Standard 14.3 Evaluation of Findings	Generally achieved	
Standard 14.4 Recommendations and Action Plans	Not achieved	The 2017 Standards did not provide explicit guidance for disagreements between management and internal auditors about recommendations or

		action plans, whereas the 2024 Standards require the CAE to have anticipated such a scenario and developed a methodology for resolving disputes. Whilst this outcome is rare, a methodology will need to be developed and documented.
Standard 14.5 Engagement Conclusions	Generally achieved	
Standard 14.6 Engagement Documentation	Generally achieved	
Principle 15 - Communicate Engagement Results and Monitor Action Plans		
Standard 15.1 Final Engagement Communication	Generally achieved	
Standard 15.2 Confirming the Implementation of Recommendations or Action Plans	Generally achieved	

Performance Assessment – based on the Global IIA Quality Assessment Manual

Quality Rating	Total Opinion	Principle Opinion	Standard Opinion
Full Achievement	The internal audit function is fully achieving all 15 principles and the Purpose of Internal Auditing	The internal audit function is fully achieving all the Standards related to the Principle and the Principle's intent.	The internal audit function is fully conforming with all requirements of the Standard and the Standard's intent.

Quality Rating	Total Opinion	Principle Opinion	Standard Opinion
General Achievement	The internal audit function is achieving the Purpose of Internal Auditing; however, it is not fully achieving at least one Principle or aspect of Domain I.	The internal audit function is achieving the principle's intent. However it is not fully achieving at least one Standard.	The internal audit function is achieving the intent of the Standard but not fully conforming with at least one requirement.
Partial Achievement	The internal audit function achieves some Principles. However, it is not fully achieving at least one Principle or aspect of Domain I and the impact is significant enough to rate the function's overall achievement as partially achieving. [The CAE may not include in final reports that engagements were performed in conformance with the Standards]	The internal audit function achieves some Standards. However, it is not fully conforming with at least one Standard, and the impact is significant enough to rate the function as Partially achieving the principle.	The internal audit functions achieves some requirements of the Standard. However, it is not fully conforming with at least one requirement, and the impact is significant enough to rate conformance with the Standard as partially conforming.
Non-Achievement	The internal audit function fully achieves some Principles; however it is not fully achieving at least one Principle and the impact is significant enough to rate the function's overall achievement as not achieving. [The CAE may not include in final reports that engagements were performed in conformance with the Standards]	The internal audit function is not fully conforming with at least one Standard, and the impact is significant enough to rate the function as not achieving the Principle's intent.	The internal audit function is not fully conforming with at least one requirement, and the impact is significant enough to rate conformance with the standard as not achieving the Standard's intent.