

Annual Plan 2024-25

Including additional information on
our longer-term strategy and key
performance indicators

This Annual Plan covers the period from 1 April 2024 to 31 March 2025 and includes additional information on our longer-term strategy and key performance indicators. It has been jointly prepared by the Auditor General for Wales and the Chair of the Wales Audit Office. The Plan is laid before the Senedd in accordance with the requirements of the Public Audit (Wales) Act 2013.

Audit Wales is the collective name for the Auditor General for Wales and the Wales Audit Office, which are separate legal entities with their own legal functions. Audit Wales is not a legal entity. Consequently, in this Plan, we make specific reference to the Auditor General or Wales Audit Office in sections where legal precision is needed.

If you require this publication in an alternative format and/or language, or have any questions about its content, please contact us using the details below.

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Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.
Ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome correspondence and telephone calls in Welsh and English.
Corresponding in Welsh will not lead to delay.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

A summary of our plan

Our purpose

-  Assure people that public money is being managed well
-  Explain how that money is being spent
-  Inspire the public sector to improve

Our vision

Increase our impact by:

- Fully exploiting our unique perspective, expertise and depth of insight
- Strengthening our position as an authoritative, trusted and independent voice
- Increasing our visibility, influence, and relevance
- Being a model organisation for the public sector in Wales and beyond

Our areas of focus

-  A strategic, dynamic, and high-quality audit programme
-  A targeted and impactful approach to communications and influencing
-  A culture and operating model that enables us to thrive

Our programmes of work

- Audit delivery**
We will deliver a comprehensive and impactful programme of audit work, in accordance with the Auditor General’s statutory powers and duties.
- Business improvement**
To help us in achieving our longer-term vision, we will take action across a suite of key business planning priorities, aligned with our three areas of focus.

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Foreword

Rydym yn falch i gyflwyno ein Cynllun Blynyddol ar gyfer 2024-25

We are pleased to present our Annual Plan for 2024-25

This Plan sets out our priorities for the next 12 months, both in terms of our audit work and how we operate as a business, within the context of our overall five-year strategy. It is informed by the feedback we recently received through a survey of a wide range of stakeholders on the value and impact of our work.

Welsh public services face enormous financial, demand and workforce pressures. Though public bodies must make their own decisions about how they navigate those challenges, independent public audit provides early warning of problems arising, highlights opportunities for improving value for money, and supports good governance and financial management. This Annual Plan describes how we intend to do that in the coming year and so provide the public, the Senedd, decision-makers and influencers with the information and assurance they need about how well public money is being spent.

The biggest area of our work involves auditing the accounts of over 800 public bodies across Wales. Through the COVID pandemic period, the timeliness of our delivery of this work deteriorated. It will take several years to bring that large programme of work back to pre-pandemic timescales, but we are determined to do so. In 2024-25, we aim to continue the progress made last year to bring forward the reporting deadlines for our audit of accounts work.

We aim too to improve the timeliness of the performance audit work we deliver at individual NHS and local government bodies. With the public purse strings so tight, it is more important than ever to get value for money from every pound of public spending. In our local and national studies programmes, therefore, we aim to give even sharper focus to value for money through stronger financial and outcomes analysis.

None of our objectives for high-quality public audit can be achieved without our staff. Over the coming year, we aim to strengthen our already successful apprentice and trainee schemes to build skills and resilience for the future. We will continue to provide an excellent, flexible employment offer that supports employee wellbeing, and a working environment that encourages collaboration and high-quality work.

Conscious of our responsibility to other parts of the public sector to contain our own operating costs, we have set challenging savings targets for 2024-25. As we do each year, we have also reviewed our framework of key performance indicators and associated targets, to ensure they remain fully aligned with our objectives and are suitably challenging.

This Annual Plan marks the mid-point of our 5-year strategy. It maintains progress towards the delivery of that strategy and ensures Audit Wales continues to use its unique perspective and expertise to assure the people of Wales that public money is being well managed, to explain how it is being used, and to inspire and empower the public sector to improve.



Adrian Crompton

Auditor General for Wales



Dr Kathryn Chamberlain OBE

Chair, Wales Audit Office

Who we are and what we do

Our purpose is to assure people that public money is being managed well, explain how that money is being spent, and inspire the public sector to improve.

- 1 Independent audit of the activities of government and the use of public funds is an essential component of democratic accountability. Auditors carry out their work on behalf of the public in a way that is objective and impartial.
- 2 The [Auditor General for Wales](#) is the statutory external auditor of the Welsh public sector. The Auditor General is responsible for the audit of most of the public money spent in Wales, including the funds that are voted annually by the Senedd. Significant elements of this funding are passed by the Welsh Government to the NHS and local government in Wales.
- 3 The Wales Audit Office provides resources, such as staff, for the exercise of the Auditor General's functions, and monitors and advises the Auditor General. The Wales Audit Office currently employs around 290 staff.
- 4 Together, as Audit Wales, we audit around £27 billion of income and expenditure. **Appendix 1** provides more detail on how we follow the public pound in Wales. Our work supports the effective scrutiny of public money by the Senedd and locally elected representatives.

We undertake local and national audit work across a broad range of public bodies.

Key elements of our work



Providing an opinion on whether public sector accounts have been properly prepared and give a true and fair view of financial position



Considering whether public money is being used for approved purposes



Examining the economy, efficiency and effectiveness with which public bodies have used their resources (value for money)



Providing conclusions on whether public bodies have made proper arrangements for securing value for money in their exercise of functions



Considering whether public business is being conducted in a way that meets certain expectations and standards



Carrying out sustainable development principle examinations

- 5 These audit functions may be exercised in combination, if necessary, across different types of bodies, to examine public spending irrespective of who delivers the services.
- 6 We identify good practice from across the full breadth of our audit work and disseminate this through a range of media, including reports, blogs, podcasts and shared learning seminars and webinars.

We carry out our work in accordance with International Standards on Auditing and other recognised standards.

- 7 Our Code of Audit Practice prescribes the way in which our audit and certain other functions are to be carried out. The Code sets out that auditors must comply with international auditing and ethical standards and that their work must be of high quality. Our audit quality arrangements accord with the Financial Reporting Council's International Standard on Quality Management and INTOSAI professional standards.
- 8 We are committed to working closely with the other UK audit agencies through the Public Audit Forum, and with our colleagues at the other main external review bodies in Wales, to enhance the efficiency and effectiveness of public audit and the collective impact of our work. We are also proud to represent Wales on the international audit stage, including at EURORAI events.
- 9 We are an accredited training organisation for three of the four professional accountancy bodies. Most of our graduate trainees are currently studying with the Institute of Chartered Accountants in England and Wales. We also offer a finance apprenticeship, which supports study with the Association of Accounting Technicians.

We operate independently from government.

- 10 The Auditor General and our Board are responsible for setting and overseeing the strategic direction of the organisation and ensuring we are on track in the delivery of our business planning priorities. The Board holds the Auditor General to account in his role as Chief Executive of the Wales Audit Office and supports him in the discharge of his role as Accounting Officer. As Accounting Officer, the Chief Executive answers personally to the Senedd Finance Committee on matters such as compliance with Managing Welsh Public Money.
- 11 Our Executive Leadership Team advises the Auditor General, including in his capacity as Chief Executive and Accounting Officer. More detailed information on our governance arrangements, can be found in the Corporate Governance Report section of our Annual Report and Accounts.
- 12 Our operating environment includes a range of factors which will influence the delivery of our work in 2024-25 to varying degrees. **Appendix 2** provides a summary of what we consider to be important elements of our current operating environment.
- 13 In running our business, we are committed to applying best practice for the identification, evaluation, and cost-effective control of risks. The key areas within which risks can arise and threaten successful delivery of our work are set out in **Appendix 3**. More information about our finances is provided in our annual Estimate and in **Appendix 4**.

Our strategic vision and areas of focus

Our vision is to increase our impact by:

Fully exploiting our unique perspective, expertise and depth of insight

Strengthening our position as an authoritative, trusted and independent voice

Increasing our visibility, influence, and relevance

Being a model organisation for the public sector in Wales and beyond

14 In our [Strategy for 2022 to 2027](#), we have identified three areas of focus where we are prioritising actions to help Audit Wales achieve its overall vision.

Our areas of focus



A strategic, dynamic, and high-quality audit programme



A targeted and impactful approach to communications and influencing



A culture and operating model that enables us to thrive

Our programmes of work: audit delivery

We will deliver a comprehensive and impactful programme of audit work, in accordance with the Auditor General's statutory powers and duties.

- 15 Our core business is carrying out a broad programme of audit work to deliver the Auditor General's statutory powers and duties. Our audit delivery work programme comprises the Auditor General's priorities for 2024-25 in exercising his functions.
- 16 Our audit work plays a key role in supporting the work of the Senedd Public Accounts and Public Administration Committee, which scrutinises how resources are used in the discharge of public functions in Wales. Our work can also inform the work of other Senedd committees, whose wider remits include scrutinising the policies of the Welsh Government, holding Ministers to account, and examining proposed legislation.
- 17 Throughout the year, we regularly attend meetings of the audit and scrutiny committees of public bodies in Wales to provide briefings and report on our audit work.

Our core work



Undertaking local audit work at over 800 public bodies, including:

- Audits of accounts
- Local performance audit work
- Sustainable development principle examinations



Delivering a programme of national studies



Certifying grant schemes worth approaching £1.5 billion



Supporting effective scrutiny including the work of the Senedd committees



Sharing good practice and audit learning to support public service delivery



Facilitating the detection of fraud and error through the National Fraud Initiative



Approving around £2 billion of payments out of the WCF every month

We will undertake local audit work at most public bodies.

Public bodies audited by the Auditor General in 2024-25 and the types of local work carried out at those bodies

Public body	Audit of accounts	Local performance audit work ¹	Sustainable development principle examinations ²
Senedd Commission	✓		
Welsh Government	✓		✓
10 Welsh Government sponsored bodies	✓		✓
Welsh Revenue Authority including the tax statement	✓		
Welsh Government owned companies ³	✓		
6 Commissioners, Inspectorates and Regulators	✓	✓	
7 Local Health Boards	✓	✓	✓
3 NHS Trusts and 2 Special Health Authorities	✓	✓	✓
22 Councils (Unitary Authorities)	✓	✓	✓
4 Police and Crime Commissioners and Chief Constables	✓	✓	
3 Fire and Rescue Authorities	✓	✓	✓
3 National Park Authorities	✓	✓	✓
9 Pension funds	✓		
Corporate Joint Committees	✓	✓	✓
City region growth deals	✓	✓	
Several smaller local government bodies including joint committees and harbour authorities	✓		
Over 730 Town and Community Councils	✓		

1 The Auditor General is not required to conduct a programme of local performance audit work at most central government bodies. Performance audit work for this sector predominantly sits within his programme of national value for money studies.

2 Only for listed bodies under the Well-being of Future Generations (Wales) Act 2015, at least once every five years. Where possible, this work is fully integrated within our local performance audit programme. In addition to the coverage set out in the table above, and subject to the necessary regulations being made, the Welsh Government plans to list a further eight bodies under the Act during 2024-25.

3 The Auditor General performs statutory audit duties at certain Welsh Government owned companies.




We will carry out a programme of national studies and prepare additional outputs highlighting common themes from our local audit work.

- 18 The Auditor General's indicative forward programme of national studies for 2023-2026 is focused around four main themes:
- tackling inequality
 - responding to the climate and nature emergency
 - service resilience and access
 - well managed public services
- 19 The tables below list all active and planned studies for 2024-25 as of 31 March 2024. The programme includes examinations of issues of public concern identified through our audit work or raised with us through correspondence or whistleblowing disclosures.
- 20 We keep our forward programme under regular review, taking account of the evolving external environment, our own resourcing and the capacity of audited bodies to engage with us. We maintain sufficient flexibility so that we can respond effectively to emerging issues of public or parliamentary concern. Additional outputs may also emerge from ongoing research and development work. Our Interim Report 2024-25 will provide an update and may identify further new projects.

We will also arrange with certain bodies to undertake commissioned work, both in the UK and overseas.

- 21 Through our commissioned work, we provide services to, or exercise the functions of, certain other bodies. In 2024-25, this will include:
- auditing the European funds used to support farmers and agriculture across Wales (on behalf of the Comptroller and Auditor General);
 - auditing the Arts Council of Wales and Sports Council for Wales lottery distribution accounts (on behalf of the Comptroller and Auditor General);
 - by agreement under the Education Act 1997, providing staff acting on behalf of the Auditor General for Wales to Estyn, in support of inspections of local government education services; and
 - acting as Chief Auditor to, and auditing the accounts of, the Government of Anguilla, and providing technical support to the auditors of UK overseas territories.
- 22 We are mindful that all such activities should be self-financing and must not be undertaken to the detriment of our core audit work.

Examinations and studies already in progress as of 31 March 2024⁴

 <p>Tackling inequality</p>	<p>Arrangements to deliver the affordable housing target and realise wider benefits.</p> <p>How services are working together to progress the <u>response to homelessness</u>.</p> <p>Challenges in <u>transforming access to education for children with additional learning needs</u>.</p>
 <p>Responding to the climate and nature emergency</p>	<p>Delivery of <u>active travel objectives</u> and the management of associated funding.</p> <p>Addressing biodiversity decline and performing the <u>biodiversity and resilience of ecosystems duty</u>.</p>
 <p>Service resilience and access</p>	<p>Local government digital strategy.</p> <p>Hospital discharge arrangements and the management of unscheduled care demand.</p> <p>NHS Wales’s strategic approach to improving timeliness of cancer diagnosis and treatment.</p> <p>Application of the sustainable development (SD) principle in the cultural sector.</p> <p>The Welsh Government’s <u>rebalancing care and support agenda</u> and associated funding.</p> <p>National messages following local work at health boards on tackling NHS waiting lists.</p>

⁴ Studies are grouped by the main theme to which they relate but may be relevant to more than one theme.



Well-managed public services

National Park and Fire Authority governance arrangements and whether they support good outcomes.

Use of performance information in local government to understand user perspectives.

The status of the A465 section 2 road improvement project.

NHS bodies' approaches to workforce planning, building on our workforce data briefing.

Welsh Government approach to delivering its capital and infrastructure investment ambitions.

Examining decision-making relating to the development of a new Velindre Cancer Centre.

Application of the SD principle by the new Commission for Tertiary Education and Research.

The senior public service workforce, looking at executive leaders' appraisal processes, learning and development, and well-being support.

Local government finances and approaches to achieving financial sustainability.

NHS bodies' approaches to identifying and achieving financial efficiencies.

Commissioning services in local government.

Findings from data matching work on NHS community pharmacy and GP patient registrations.

Financial Management and Governance in Town and Community Councils.

New work that we plan to start in 2024-25

Results of the 2022-23 National Fraud Initiative exercise and other fraud analytics work.

Auditor General’s report on findings from SD principle examinations.

Whether capital investment in the asset base in local government is able to keep pace with demand.

How financial constraints are impacting on the funding of discretionary local government services, building on our [previous work](#).

Securing appropriate and cost-effective staff resources to support local government services.

Support for business in a post-Brexit environment and amid wider budget pressures.

Support for bus and rail services in the context of the [National Transport Delivery Plan](#).

Progress with investment in school and college buildings through the [Sustainable Communities for Learning Programme](#).

NHS bodies’ approaches to digital transformation and alignment with the [Digital and Data Strategy for Health and Social Care](#).

Our programmes of work: business improvement

To help us in achieving our longer-term vision, we will take action across a suite of key business planning priorities, aligned with our three areas of focus.

- 23 2024-25 is the third year of a five-year Strategy for achieving our overall vision. In that strategy, we identify three areas of focus for prioritising action:
- a strategic, dynamic and high-quality audit programme;
 - a targeted and impactful approach to communications and influencing; and
 - a culture and operating model that enables us to thrive.
- 24 Our latest Annual Report and Accounts and Interim Report provide detail on progress we have made so far in these focus areas.

- 25 Developments of particular note in the first two years of strategy delivery are:
- rolling out a new audit approach and evidence platform, to support compliance with new auditing, quality and ethical standards, and to support our longer-term aspirations for audit development.
 - setting out a common understanding for a three-year delivery timetable with the NHS and local government sectors for progressing the sign-off schedule for accounts audits.
 - commissioning two pieces of independent research to gauge awareness levels and gather stakeholder perceptions on the quality, accessibility and impact of our work.
 - commencing a review and upgrade of the content, layout, and design of the Audit Wales website, following a user-centred approach.
 - completing moves to smaller, better value offices in both South and North Wales and significantly reducing our travel and associated costs.
 - shifting to a more balanced and productive approach to hybrid working with increased use of offices for team working and collaboration.
 - setting challenging savings targets in our Estimates and putting in place a financial sustainability group focused on identifying innovative options to achieve future savings.
 - introducing a new approach for assessing employee engagement and the staff experience and gaining a better understanding of how to address underlying issues.
- 26 On the following pages, we set out our business planning priorities for 2024-25, aligned with the strategic areas of focus to which they relate. Since project delivery in some of these priority areas extends beyond the 2024-25 financial year, we have provided an illustration of the planned timeframes for delivery for each priority within the context of our longer-term strategy. In such cases, delivery objectives for 2024-25 are identified and monitored in more detailed operational business plans.
- 27 Our business improvement work programme comprises the Wales Audit Office's priorities for 2024-25 in exercising its functions.



A strategic, dynamic and high-quality audit programme

Priorities	What success will look like	Timeframe for delivery					
		2024-25		2025-26		2026-27	
Bring forward the timetable for the delivery of accounts audit work in line with Welsh Government deadlines (15 July for NHS and 30 November for local government).	We deliver our three-year plan to bring forward the timetables for delivering accounts audit work post-COVID. Ultimately, we wish to consistently achieve 30 June for the NHS sector and 30 September for local government.	█	█	█	█	█	█
Bring forward the timeframe for the completion of local performance work such that the majority is completed in year.	We deliver our three-year plan to address post-COVID backlogs in our local government and NHS local performance audit work programmes, so that ultimately work is completed within three months of the end of the year to which the local audit plan relates.	█	█	█	█	█	█
Fully embed new auditing and other recently introduced standards, identifying key learning points and scope for efficiency.	We employ best professional auditing practice to maintain and enhance the quality, efficiency, and impact of all of our audit work.	█	█	█	█	█	█



A strategic, dynamic and high-quality audit programme

Priorities	What success will look like	Timeframe for delivery		
		2024-25	2025-26	2026-27
Introduce a more systematic approach to follow up work and the tracking of implementation of audit recommendations by public bodies.	A clearer approach to planning follow-up work within our local and national programmes, that allows us to track implementation of audit recommendations. This will support compliance with audit standards and our reporting on the impact of our work.			
Greater focus on value for money through stronger financial and outcomes analysis in our performance audit work.	Relevant audit outputs include clear analysis of related spending and whether desired outcomes are being achieved in an efficient, economic, and effective way. All opportunities to draw attention to and quantify areas of fraud/waste/potential saving are taken. Fraud analytics work, beyond the core NFI exercise, is embedded in our work programme.			



A targeted and impactful approach to communications and influencing

Priorities	What success will look like	Timeframe for delivery		
		2024-25	2025-26	2026-27
Use our refreshed website to extend our reach and improve access to our published, live, and upcoming audit work.	Wider engagement with our work while it is in progress and on completion, so stakeholders better appreciate the rationale for our programmes, our priorities and findings.	█	█	█
Increase access to and engagement with good practice and insights during and on completion of our audit work.	We curate and promote examples of good practice and insight that complement our audit work. in a way and format that is engaging for stakeholders. We will deliver this through podcasts, case studies, blogs, shared learning events and published guides.	█	█	█



A culture and operating model that enables us to thrive

Priorities	What success will look like	Timeframe for delivery		
		2024-25	2025-26	2026-27
Develop and implement a three-year quality monitoring programme to support our whole organisation approach to managing the risk to audit quality.	A more effective process for identifying, managing and monitoring risks to achieving audit quality.	█	█	█
Deliver a whole organisation workforce plan designed to better meet current, and plan for future, staffing needs.	A holistic, regularly refreshed workforce plan that helps us put in place the resource and skills we need to deliver our work programmes.	█	█	█
Further invest in our trainee and apprenticeship schemes to strengthen the field of candidates and provide better coverage of performance audit work.	We offer an enhanced graduate trainee scheme that attracts a more diverse pool of applicants through suitable outreach work and marketing and provides greater opportunities for trainees to gain knowledge and experience of performance audit work.	█	█	█
Encourage greater in-person working within our hybrid working model, to ensure a productive, collaborative and engaging environment for the delivery of high-quality work.	We have a flexible, efficient and effective way of working which ensures that teams are regularly working together, fully understand the nature of each part of the business, and respect what each team brings to the delivery of the Audit Wales strategy.	█	█	█

Measuring and reporting on our performance

We will use a combination of quantitative and qualitative methods to measure, report and reflect on our performance and the impact of our work.

- 28 This includes regular reporting to our Executive Leadership Team and Board on progress made towards delivering our strategy and achieving our key performance indicator (KPI) targets. It will also include internal audit reports to our Executive Leadership Team and Audit and Risk Assurance Committee.
- 29 We have identified in the tables below a suite of high-level KPIs that will help us to measure progress made towards delivering our overall vision. We will place emphasis on evaluating our direction of travel and pace of improvement, alongside comparison with appropriate benchmarking.
- 30 We will report on our performance externally through our Interim Report and Annual Report and Accounts, and by providing evidence at meetings of the Senedd Finance Committee. It should be noted that our KPIs are part of a broader suite of operational and corporate performance indicators, many of which are also reported on externally in our Annual Report and Accounts and other corporate publications.
- 31 When preparing this Plan for 2024-25, we reviewed our KPI targets with reference to current levels of performance and appropriate external benchmarks, to ensure alignment with our overall ambitions and our strategy for achieving them.



A strategic, dynamic and high-quality audit programme

No	Indicator	Description	Target for 2024-25
1	Statutory deadlines	Proportion of audit products delivered by the statutory or agreed deadline.	100%
2	On time	Proportion of other key audit products delivered in accordance with the planned timetable for ensuring timely and impactful reporting.	90%
3	Quality	Number of reviewed audits that are delivered in accordance with <u>Financial Reporting Council (FRC) quality standards</u> .	All audits sampled in the highest two audit quality categories
4	Credibility	Proportion of stakeholders that consider us to be an independent and authoritative communicator on the governance and stewardship of public money and assets.	At least 90%
5	Providing insight	Proportion of stakeholders who said that through our work, they gained useful insight that they would not have acquired otherwise.	At least 80%
6	Driving improvement	Proportion of stakeholders who believe our work has led to improvements in the provision of public services.	At least 80%
7	Savings identified	Value of potential savings, productivity gains and other financial benefits identified through our work.	At least £30 million during 2023-2026



A targeted and impactful approach to communications and influencing

No	Indicator	Description	Target for 2024-25
8	Good practice outputs	Proportion of stakeholders who rate our good practice outputs as useful or very useful.	At least 90%
9	Website visits	Number of visits to our website where at least one action is performed, e.g. download a report, click on a video.	48,000 each year
10	Social media	Number of social media engagements, ie interactions with our posts such as a like, a comment, or retweet/share.	4,000 each year
11	Sharing audit learning	Number of instances where we present audit learning to key policy working groups or at relevant externally hosted events.	50 each year



A culture and operating model that enables us to thrive

No	Indicator	Description	Target for 2024-25
12	Employee engagement	Percent positive annual staff survey engagement index score.	At least the median benchmark score for the latest Civil Service survey
13	Turnover	Proportion of employees who voluntarily leave Audit Wales per annum.	Between 5% and 10%
14	Sickness absence	Proportion of total time lost due to sickness absence.	Less than 4%
15	Financial balance	Net underspend variance on income and expenditure from that set out in our Estimate for the current year.	Less than 2% of gross expenditure budget
16	Cost savings	Value of in-year cost savings delivered across the business.	£400,000 as set out in our 2024-25 Estimate
17	Greenhouse gas emissions	Total CO ₂ equivalent emissions.	40% reduction on 2019-20 baseline (581 tonnes) ⁵
18	Trainee success rate	Proportion of trainees achieving first-time passes in their Professional and Advanced level examinations with the Institute of Chartered Accountants in England and Wales.	At least 90%

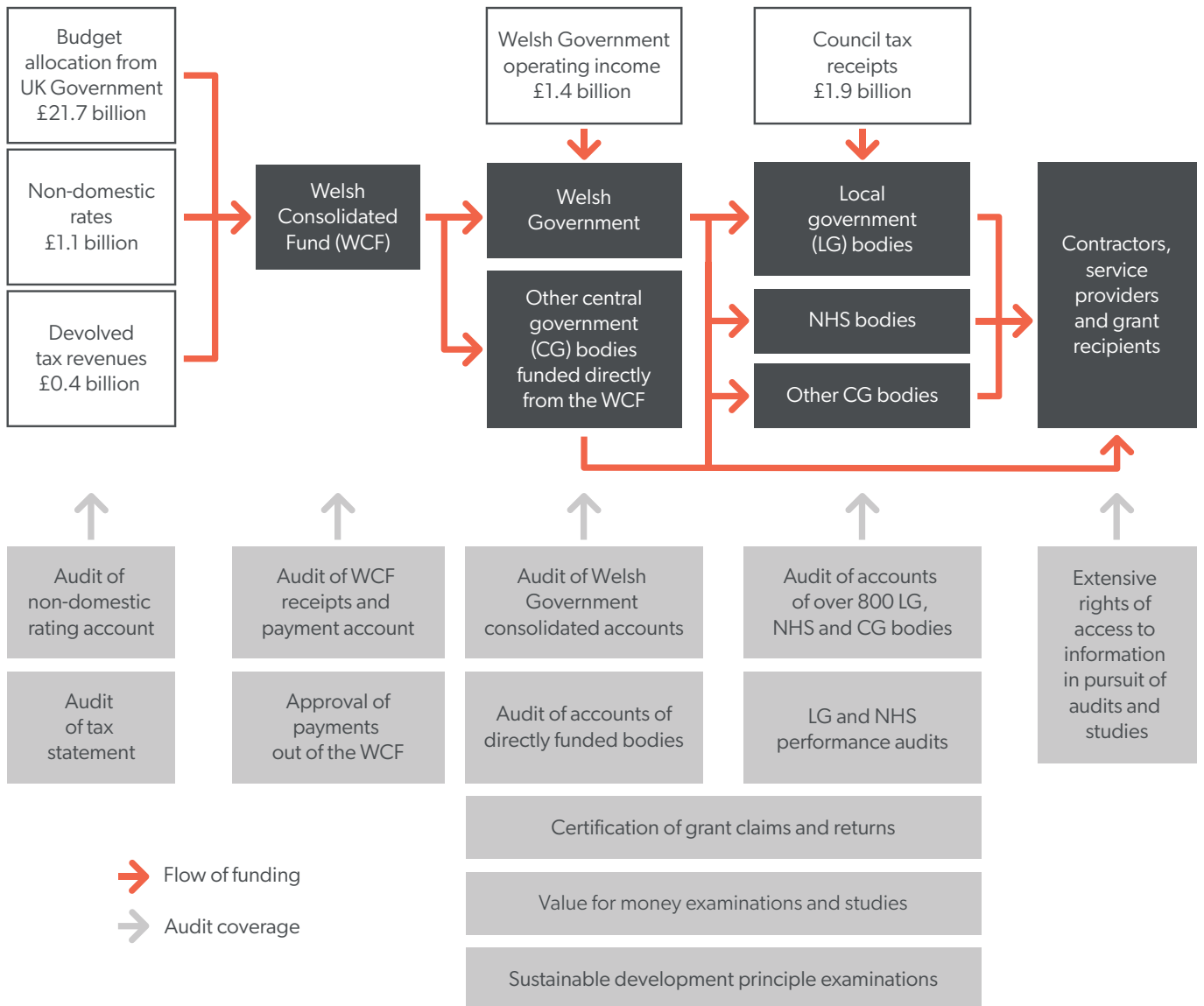
⁵ Not including supply chain emission estimates which are reported on separately in our annual Sustainability Report.



Appendices

- 1 How we follow the public pound in Wales
- 2 Our operating environment
- 3 Our key risk areas
- 4 Our finances

1 How we follow the public pound in Wales



Notes to exhibit:

- Funding sources highlighted in exhibit do not include income generation activities at individual public bodies.
- Budget allocation from UK Government includes receipts from the Wales Office (£17.2 billion), HMRC Distribution from the National Insurance Fund in respect of Social Security (£2.0 billion), and the Welsh Rate of Income Tax (£2.5 billion).

2 Our operating environment

Important elements of our current operating environment which are likely to influence the delivery of our work in 2024-25



3 Our key risk areas

Key areas where risks can arise and threaten successful delivery of our work

Value for money
Running the business in an economic, efficient and effective way with high standards of governance

Capacity & capability
Attracting, retaining and developing the staff resources needed to deliver our programmes of work

Profile & reputation
Raising awareness, understanding and credibility among a range of key stakeholders

Accessibility
Ensuring our audit outputs are clear, concise and meet the needs of a wide range of audiences

Leadership
Setting a clear strategic direction for the organisation and successfully engaging and motivating staff

Technology
Ensuring our IT systems, including for handling audit-related data, remain secure, reliable and fit-for-purpose

Quality & timeliness
Delivering high-quality work by the required deadlines and to timelines that maximise its impact

More detailed information on our risk management framework can be found in the Corporate Governance Report section of our latest [Annual Report and Accounts](#).

4 Our finances

The Senedd Finance Committee scrutinises our use of resources, including through consideration of this Plan, our [Interim Report](#) and [Annual Report and Accounts](#).

Approximately two-thirds of our funding come from fees charged to audited bodies in accordance with a [Scheme of Fees](#) approved by the Senedd. Most of the remainder comprises approved financing from the Welsh Consolidated Fund, our use of which is subject to scrutiny from the Board at regular intervals during the year.

The resources available, and which may become available, to the Wales Audit Office in 2024-25 are laid out in our most recent [Estimate of Income and Expenses](#) and [Supporting Information](#). The Estimate sets out how those resources are to be used in undertaking the Auditor General's and Wales Audit Office's work programmes. It was considered and approved by the Senedd Finance Committee in November 2023.

£22.0 million of our planned expenditure for 2024-25 relates to staffing resources to be made available to the Auditor General to carry out his work programme. This is the maximum amount of the resources available, and which may become available, that it is anticipated will be allocated by the Wales Audit Office to the Auditor General for undertaking his work programme. A further £4.6 million provides a range of other services, including accommodation, travel, ICT, management of our trainee and apprenticeship schemes, and professional fees.

The Board reviews our financial performance each time it meets throughout the year. Each month, our Executive Leadership Team considers a risk assessment of our financial health with a view to ensuring value for money and a year-end outturn within budget.



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Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.