SHARED RESOURCE SERVICE

Summary of Internal Audit Activity

2021 – 22 Year to date

Introduction

The purpose of this report is to:

- Advise of the progress to date with the current year's Audit Plan (2021 – 22)
- Provide details of the audits finalised in the period; and
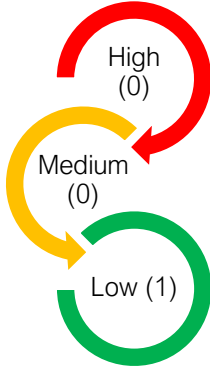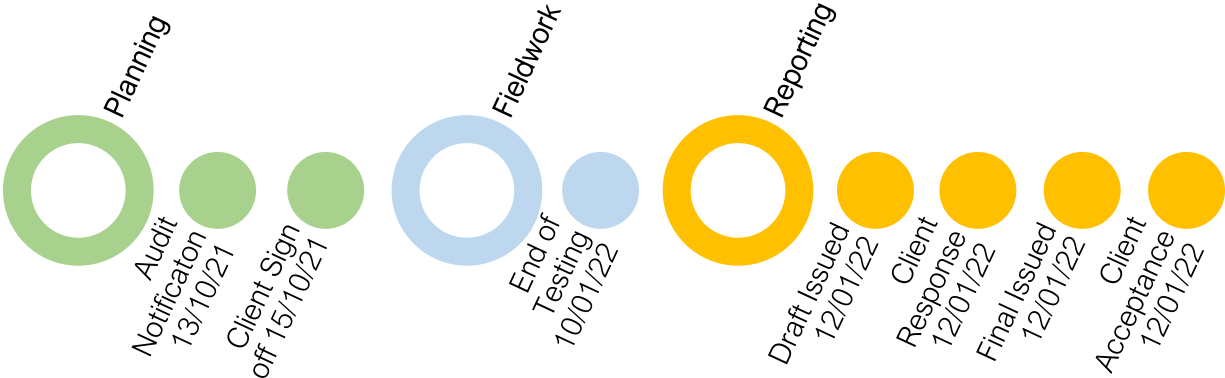- Raise any matters relevant to the Finance & Governance Board role.

Audit Plan 2021 - 22

Regarding the 2020 – 21 internal audit plan then:

STAGE	NUMBER	%AGE
NOT ISSUED (NID)	1	10.00
ISSUED (ISS)	1	10.00
FIELDWORK (FLD)	2	20.00
REPORTING (REP)	1	10.00
COMPLETED (COM)	5	50.00

CODE	NARRATIVE
P	Planned
I	Issued
C	Completed
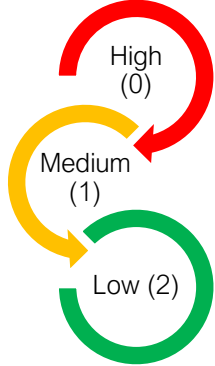
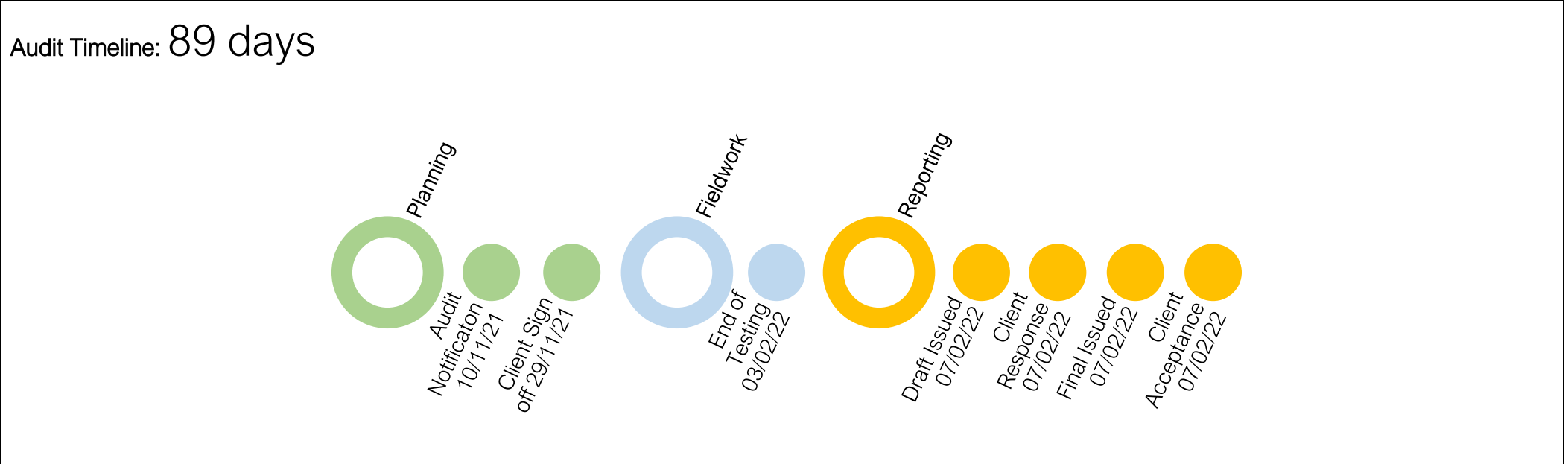| Ref	Stage	Type	Title	Quarter		
				P	I	C
SRS – 21001	COM	SYS	EdTech	1	1	3
SRS – 21002	COM	FUP	Business Management	2	2	2
SRS – 21003	REP	FUP	Data Centre	4	4	
SRS – 21004	COM	SYS	IT Governance	2	3	4
SRS – 21005	ISS	SYS	IT Service Continuity	4	4	
SRS – 21006	NID	SYS	Application Support	3		
SRS – 21007	FLD	SYS	Identity and Access Management	4	4	
SRS – 21008	COM	FUP	IT Disposals	1	1	2
SRS – 21009	FLD	SYS	Mobile Computing	3	2	
SRS – 21010	COM	SYS	Performance Management	3	3	4

Audits Completed in the Period

Audit Title: SRS – 21004 IT Governance	Audit Sponsor: Matt Lewis / Kathryn Beavan-Seymour	Final Report Issued: 12 January 2022

Assurance Opinion:

FULL	SUBSTANTIAL	MODERATE	LIMITED	NONE

Recommendations / Management Action(s)

High (0)

Medium (0)

Low (1)

Audit Timeline: 91 days

Planning

Audit Notificaton 13/10/21

Client Sign off 15/10/21

Fieldwork

End of Testing 10/01/22

Reporting

Draft Issued 12/01/22

Client Response 12/01/22

Final Issued 12/01/22

Client Acceptance 12/01/22

ISS.3 – SOP1_3 Communication Protocols	Priority: Low
Control Requirement: The strategic organisation should include communication protocols to ensure that IT and the organisation maintain an open dialogue. **Issue:** All SRS key stakeholders are identified in the SRS strategy along with how the governance elements link together and communicate. A WAO follow up audit identified a view from Partners that the SRS collaboration would benefit from improved communication between the Boards and within each Partner, as the SRS governance arrangements only provide oversight.	**Recommendation:** Management should consider the findings of the report and improve/introduce any measures that foster greater open dialogue and the flow of information between board members and partner organisations.	**Management Response:** Agreed. The SRS COO will work with the Boards to embed an improved communication protocol concerning the sharing of SRS and partner specific updates. **Matt Lewis** **SRS COO** August 31, 2022

Audit Title: SRS – 21010 Performance Management	**Audit Sponsor:** Matt Lewis / Kathryn Beavan-Seymour	**Final Report Issued:** 07 February 2022

Assurance Opinion:

FULL	SUBSTANTIAL	MODERATE	LIMITED	NONE

Recommendations / Management Action(s)

High (0)

Medium (1)

Low (2)

Audit Timeline: 89 days

Planning

Audit Notificaton 10/11/21

Client Sign off 29/11/21

Fieldwork

End of Testing 03/02/22

Reporting

Draft Issued 07/02/22

Client Response 07/02/22

Final Issued 07/02/22

Client Acceptance 07/02/22

ISS.2 – 1.2 Performance Management Culture	Priority: Low

Control Requirement:

The organisation operates an effective performance management culture which involves officers and partners all having a shared understanding of performance, what is expected and why. The required communication systems are also effective. Induction processes for employees are effective in setting the expectations of performance for both the employee and their manager. Appropriate improvement tools and techniques exist which are embedded at all levels in the SRS, and those with whom it fulfils its functions in partnership.

Issue:

Management recognise that the effectiveness of communication systems regarding performance in terms of updating staff needs improvement. Current methods cover subsections of staff and some get feedback on performance against the SLA e.g., Service Desk or sprint plans e.g., Infrastructure, Desktop, Applications, and security, but these nor the performance document are published across the board. The feedback often given to staff for delivery groups is a high-level statement and not a detailed performance analysis. The SRS SharePoint site references the Worksmart process, which is currently under review. The generic employee induction process, launched February 2021, introduces the new employee to key information about the organisation. The Managers toolkit accompanies it directing the manager to carry out effective local induction and support. The Torfaen Employee Induction Handbook should ensure all new employees have a consistent induction. Discussions on performance expectations and personal development plans exist showed varied responses ranging from no to just during a probationary period and the setting of "informal" suggestions on how to improve.

Recommendation:

Management should consider:

- measures to improve the effectiveness of communication systems regarding performance in terms of updating staff.

- pending any new "worksmart" process, the required measures for setting performance expectations and providing staff with personal development plans.

Management Response:

(1) The COO will create a quarterly performance dashboard comms with staff on the SRS Central Teams site as presented to the Strategic Board.

(2) Monthly Delivery Group performance to be shared on SRS Central Teams site.

(3) The SRS are putting in place their own document set in relation to annual goal / objective setting.

Matt Lewis (1), (3)

SRS COO

Kath Beavan-Seymour (2)

Director - Operations

April 01, 2022 (1), (2)

April 01, 2023 (3)

ISS.3 – 2.1 Project and Performance Management Framework	Priority: Medium

Control Requirement:

The Business & Collaboration Board has approved a projects & programme performance management framework which requires:

- the definition of performance metrics (covering budget, project schedules, project risk etc.) against which performance is evaluated
- that project/activity plans are designed to attain the goals and objectives, and the contribution of IT project/programme to the strategic goals and business objectives is assessed.

Issue:

The SRS Tactical Plan details all Strategic Board "approved" recommendations, linking them to the strategic aims. Partners have projects outside the tactical plan, managed through Delivery Groups, with a disconnect as these don't go the Boards, but should be linked to a strategic aim. Such projects consume greater resource than that those in the tactical plan, but this is shrinking, and different partners have different approaches. The B&C Board approach is now that each partner presents to each other to foster collaboration. All projects are managed in line with the documented framework which references a Project Brief Response document, a Project Health Check. A list of projects for the 12 months prior to audit was obtained and a sample of 5 chosen (PR0740, PR0577, PR0656, PR0391, PR0560) with the following exceptions noted:

- No project business case supplied by the partner in 4 instances (PR0740, PR0656, PR0391. PR0560)
- A full work breakdown schedule did not exist in 2 instances (PR0740, PR0656)
- No estimate of financial and commercial value of project in 2 instances (PR0740, PR0656)
- No business measures of success and measurement processes in 2 instances (PR0740, PR0656)
- No critical success factors in 2 instances (PR0740, PR0656)
- No risks or issues recorded in 4 instances (PR0740, PR0577, PR0656, PR0391) the lack of risks against the projects may mean nothing has been raised needing to be populated into the risk register. Management is going to investigate further and put measures in to fix if it is a valid concern.
- No performance measures in 1 instance (PR0740).

Recommendation:

Management should consider:

- the disconnect aspect, perhaps introducing measures to show the effect on resources contributing to reduced resources for the tactical plan and strategic aims.
- measures to identify projects in an exception status against the requirements of the documented framework.

Management Response:

(1) The SRS will work with partners to agree a mechanism of agreeing benefits documenting and subsequently analysing the benefits of partner driven projects.

(2) Measures to identify exception status will be added to the Service Improvement Plan for Enterprise Planning in 2022-23.

Kath Beavan-Seymour (1), (2)

Director - Operations

April 01, 2022 (1), (2)

ISS.4 4.1 Data Collection System	Priority: Low

Control Requirement:	Recommendation:	Management Response:
The organisation has a clear and documented Data Collection system (technology and/or paper based) that: ▪ is both reliable and robust, manageable, and proportionate ▪ clearly defines what to collect and the collection method ▪ allocates the collection responsibilities and roles ▪ ensures the data is held in a repository ▪ ensures data is subject to validation checks. *Issue:* The Data Collection system for the Customer Facing indicators is the only documented one and this does not reflect the change of indicator (from "Average Call Response Time" to "Time for Resolution"). The processes stated for all category indicators appears to be manageable and proportionate. The robustness and reliability for some customer facing indicators was in doubt because of reperformance using the actual system data.	All data collection systems should be formally documented, up to date, and linked to the performance management framework so that they demonstrate reliability and robustness, are manageable and proportionate.	The SRS will update the performance document to show how data is collected and where it is collected from. Matt Lewis SRS COO April 01, 2023

Key Points to Note

- It has not been possible to complete the Mobile Computing audit in line with the expected frequency (currently 140 days).
- The need for effort to ensure the plan is completed by the year end is repeated.

Audit Team

Name	Position	Telephone	Email
Peter Williams	Head of Audit	01495 742278	Peter.williams@torfaen.gov.uk
Michael Corcoran	Group Auditor	01495 742270	Mike.corcoran@torfaen.gov.uk
Arran Rosser	Senior Auditor	01495 742275	Arran.rosser@torfaen.gov.uk

Contact Information

Torfaen Internal Audit Service
Civic Centre, Pontypool NP4 6YB
Fax 01495 742439
mike.corcoran@torfaen.gov.uk