



Transformation Programme Governance
City of York Council
Internal Audit Memo

Service Area: Corporate and Cross Cutting

Responsible Officer: Assistant Director, Transformation and Change

Date Issued: 29 October 2014

1.0 Introduction and scope

- 1.1 It was agreed with the Assistant Director, Transformation and Change that part of the planned audit work on the transformation programme would include a review of the overall governance arrangements.
- 1.2 The review so far has included discussions with the programme leads for the work streams, a review of the Verto programme management system, programme documentation and information reported to transformation CMT.
- 1.3 The programme is at a relatively early stage and as such this work will be ongoing as the programme continues to develop. This update is being provided to share initial conclusions reached and further work planned.

2.0 Initial findings/conclusions

- 2.1 Our overall conclusion is that the governance arrangements in place at the current time are robust and suitable.
- 2.2 The audit work completed made it apparent that while arrangements are effective at the moment, there will be a need to review and adjust these as the transformation programme progresses. The areas identified below are amongst those that may be reviewed as projects enter the implementation stage.
- 2.3 Once projects become more developed it would be expected that a greater amount of information be reported, for instance costs and financial and non financial benefits. The governance structure may need to be amended to ensure that both operational and strategic decisions are made in the most appropriate place. There will also need to be arrangements to ensure that information is reported to the right place so that these decisions can be made.
- 2.4 The risk of duplicating savings both within the transformation programme and across the council as a whole was noted. This risk is being managed at present however it may increase in likelihood as projects progress and therefore further steps may need to be taken to ensure that savings are not double counted.
- 2.5 There are some variations in how the work streams are managed, particularly who manages individual projects. While this does not appear to have an impact on the effectiveness of governance arrangements at this stage, it is an area that may warrant review in future as the demands on programme leads and resource requirements across the programme change.

3.0 Further work

- 3.1 This memo is designed to provide an update on the audit work to date. Work will be ongoing for the remainder of the financial year and will include regular reviews of information that is being reported and further work, to take place in January/February, to assess whether the governance arrangements remain effective once projects have begun to be implemented.