



**WALES AUDIT OFFICE**  
**SWYDDFA ARCHWILIO CYMRU**

**WALES AUDIT OFFICE SELF-ASSESSMENT**

**STAFF BRIEFING**

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## Summary

The Auditor General has commissioned an independent, international peer review of the Wales Audit Office which commenced on 27 March 2009. To inform the peer review, he commissioned an internal self-assessment exercise in November 2008. A small project team has undertaken an intensive self-assessment exercise drawing on the approaches used on external client facing projects, including various corporate culture reviews in local government, work on the Welsh Ambulance Services NHS Trust, Forestry Commission Wales and the Audit Commission's Good Governance Diagnostic, which the Wales Audit Office is currently rolling out in local government.

The self-assessment exercise sought both to inform the peer review and to generate wider benefits for the ongoing development of the Wales Audit Office.

The project involved:

1. a document review and analysis of relevant data;
2. electronic focus groups involving 127 staff and 9 Engagement Partners;
3. interviews with 45 staff and drop-in sessions in the main WAO offices;
4. analysis of self-assessments completed by each main part and function of the Wales Audit Office;
5. audit testing to assess a number of issues in more detail; and
6. analysis of existing information on stakeholder feedback.

This paper provides a briefing on the key findings and themes of the self-assessment, alongside the actions already in train, some suggested initial actions the self-assessment has identified, and some longer-term challenges that need to be addressed. The self-assessment project produced a very wide range of evidence which will inform the report of the independent peer review team, including a report summarising the outcomes of the GroupSystems™ focus groups. This paper provides a high-level summary of the key issues. It is not a report but an input that the peer review team will use to inform the peer review team's eventual report.

The self-assessment project was extremely well-supported at all levels of the Wales Audit Office and the team would like to place on record their thanks to all of their colleagues whose support, honesty and openness significantly assisted the process.

The self-assessment suggested that the Wales Audit Office has achieved significant successes, particularly in terms of the services it delivers to the Welsh public service, and now needs to address the remaining internal challenges and strategic opportunities. The paper sets out the key findings of the self-assessment project:

1. the external and internal successes of the WAO and the key strategic opportunities it faces:
  - a) the Wales Audit Office has delivered against its original strategy and has established a good reputation as an independent, authoritative and insightful voice on Welsh public services with high demand for its services securing new work from areas outside Wales;
  - b) there have been internal successes in building the Wales Audit Office; and
  - c) the Wales Audit Office faces a number of key strategic opportunities which need to be taken into account in responding to the remaining challenges.
2. the remaining challenges:

- a) results need to improve in some areas, along with their measurement;
- b) leadership, trust and culture need to be further developed at all levels of the organisation;
- c) the strategic direction is reasonably well understood although the Wales Audit Office needs to improve the extent to which the strategy drives activity and performance management throughout the organisation;
- d) unsurprisingly in the context of the merger, the biggest internal challenges for the WAO relate to HR and culture:
  - pay, progression and people management;
  - workforce and succession planning;
  - industrial relations and staff morale; and
  - the capacity to support the breadth of the HR agenda.
- e) further improving business processes and their implementation is a priority, particularly programme management in performance audit; and
- f) significant activity is underway to improve the management of the corporate programme and to consider the capacity, financial and workforce implications of changes in the external environment; however, to build on the annual 1 per cent efficiency gains delivered to date there is scope to improve further the internal focus on efficiency.

The remainder of this paper sets out the detailed findings about the successes of the Wales Audit Office before presenting the:

- remaining challenges and the associated issues;
- actions already in train;
- some initial suggestions of actions the Wales Audit Office could implement immediately in the light of the self-assessment; and
- further challenges facing the Wales Audit Office, particularly the more complex issues that will require a multi-faceted approach, which the organisation will need to inform through consideration of the rapidly changing strategic context and outcomes of the peer review.

## **PART 1 – SUCCESSES AND STRATEGIC CHALLENGES FACING THE WALES AUDIT OFFICE**

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### **The Wales Audit Office has delivered external success**

1. The Wales Audit Office has delivered against the 2006-2009 Wales Audit Office strategy.
2. Financial Audit has a good track record of delivery, quality and timeliness, particularly in relation to meeting the earlier closure of accounts deadlines and client views about the professionalism of financial audit staff.
3. Positive impact has been delivered through some national studies and local performance audit work, and there are well-recognised examples of particularly high impact or cross-cutting work. The performance audit programme is complex to manage and there is still scope to improve the overall delivery and quality of performance audit work.
4. The organisation has shown itself to be flexible and able to respond quickly to demands for its services.
5. There has been success in establishing the Good Practice Exchange, supported by shared learning, in which the Wales Audit Office is a pioneer, with positive stakeholder feedback.
6. The Wales Audit Office has established a good reputation as independent, authoritative and insightful:
  - a. There is high demand for the Wales Audit Office's services which has secured a wide range of new work including from areas outside Wales and internationally.
  - b. Virtual press conferences have been well received.
  - c. Staff see a wide range of strengths within the Wales Audit Office that flow from its mission in respect of breadth of coverage, ability to look across the Welsh public service, remit and impact.
  - d. Overall stakeholder feedback is very positive about the work of the WAO and firms (within the overall positive feedback, the main area to improve appears to be the co-ordination of external review activity).

### **There have been internal successes in building the Wales Audit Office**

1. There are case studies of very effective leadership, such as the Good Practice Exchange, Issue Analysis Drawing Conclusions, recent developments in performance management and well-recognised improvements in the operation of the Partnership Board, supported by the accessibility and vision of AGW.
2. There are a number of key strengths relating to the staff of the Wales Audit Office:
  - a. There is an overwhelming recognition that the quality of people working for the organisation is a key strength and staff demonstrate high level of commitment and support for the public sector ethos, values and improvement.
  - b. Focus groups of staff identified a pride in the organisation, its people, mission, impact and expertise.
  - c. There are low levels of sickness absence and staff turnover.
  - d. There are very mixed views about, and levels of understanding of, the matrix but it has delivered tangible benefits, particularly:
    - i. accelerated integration of staff from predecessor bodies;
    - ii. increased responsiveness and flexibility; and
    - iii. delivering beyond what a departmental structure could achieve.
  - e. Despite negative comments from staff about pay and progression, and some concerns about workload and pressure of work, many staff see the Wales Audit

- Office as an excellent employer offering very good terms and conditions, with flexible working regularly highlighted as a positive aspect of working for the WAO.
3. IADC has been effectively implemented and mainstreamed, with a significant positive impact on the quality of work, although further work is needed to develop capacity.
  4. A very wide range of new policies and procedures have been developed for the new organisation – the Performance Audit Delivery Manual, Financial Audit Delivery Manual, a number of HR policies, the framework for the regime, governance arrangements, compliance regime and the framework contract process.
  5. There are some real strengths within corporate services which the ongoing customer focus training is seeking to replicate across the organisation:
    - a. The ICT support service and general ICT provision received consistently excellent feedback.
    - b. Business services were seen as doing a good job, with the Cardiff office relocation and move to the new Ewloe office seen as very successful.
    - c. The Communications team have won an external award, and internal communications were seen as positive. The Welsh Language Board has commended the WAO for working bilingually to a high standard, with its website cited as an example of bilingual best practice.
    - d. The finance department has been instrumental in our receipt of unqualified audit reports since April 2005 supported by positive reports from internal audit and in the Management Letter produced by the external auditors.
    - e. HR has developed a range of new policies and procedures while tackling a very challenging agenda, although concerns remain about the capacity to support the breadth of the HR agenda.
    - f. There was positive feedback on services provided by Compliance and Technical despite concerns about the lack of rotation into and out of the teams and their size.
  6. The WAO is improving its capacity to become a learning organisation but has more to do:
    - a. There have been positive steps in terms of the Wales Audit Office becoming a Learning Organisation.
      - i. There is recognition of the need to link knowledge management and good practice more effectively, and the need to support this with a much stronger corporate approach to knowledge management.
      - ii. Post-project learning is developing promisingly:
        1. There has been good progress in developing a corporate framework for post-project learning.
        2. Post-project learning is becoming embedded in some parts of the business.
      - iii. The corporate risk register provides a good summary of the key issues identified through this self-assessment.
      - iv. The self-assessment, augmented by the international peer review, is intended to support organisational learning and development.
      - v. Good Practice and the new Director roles aim to help embed learning and innovation.
      - vi. The organisation supports developments and welcomes the ideas generated by individual members of staff, for example Results Accountability and the Ideas Group.

- vii. The WAO provides significant amounts of training for its staff and is improving its approach to learning and development throughout the organisation, supported by a Learning and Development strategy.
- b. The organisation recognises the need to take specific steps to continue its journey towards being a Learning Organisation:
  - i. Cultural change is required to develop a more trusting, supportive and sharing organisation, with a stronger focus on applying good practice internally.
  - ii. Plans are in place to develop more effective arrangements for knowledge sharing which is crucial to the future success of the organisation.
  - iii. More needs to be done in local performance work and financial audit to develop post-project learning.
  - iv. Systems to collate, disseminate and act on the results of post-project learning are not yet fully developed.

**The Wales Audit Office faces a number of key strategic opportunities which need to be taken into account in responding to the remaining challenges.**

1. The Local Government measure will fundamentally change the inspection of local government which is one of the largest parts of the Wales Audit Office's business.
2. NHS reorganisation will significantly change the Wales Audit Office's client base and reshape local partnerships.
3. Changes to housing association inspections may reduce the volume of work of the Wales Audit Office.
4. The economic downturn will reduce clients' resource bases and, along with other changes in the strategic environment, the WAO's fee income.
5. The focus on cross-cutting work, development of citizen focused approaches and further development of Local Service Boards and partnership arrangements more generally, offer a number of opportunities to develop alternative approaches.
6. The new Permanent Secretary in the Assembly Government is pursuing an ambitious programme of reform and has recently changed her senior management team significantly through the appointment of new Directors-General.
7. There are opportunities arising from the new National Assembly Commission and the enhanced role of the National Assembly in holding the Assembly Government to account.

## **PART 2 - REMAINING CHALLENGES THAT THE WALES AUDIT OFFICE WILL NEED TO ADDRESS**

This section identifies a number of themes where the organisation would benefit from further development. It highlights actions that are already underway to improve; highlights short term actions recommended by the self-assessment team, and outlines the longer-term challenges that need further exploration.

<b>Results need to improve in some areas, along with their measurement</b>			
<b>Issues</b>	<b>Actions in train</b>	<b>Initial actions recommended by the self-assessment</b>	<b>Further challenges</b>
<p>The WAO is not measuring its performance effectively enough, and in common with the public audit sector lacks a robust impact measurement system</p> <p>The organisation has identified that the delivery and quality of performance audit work is variable</p> <p>Building on a reducing backlog and new sources of work, plans are in place to improve IT audit work</p>	<p>Ongoing development of WAO Balanced Scorecard</p> <p>Results Based Accountability project will inform the Wales Audit Office approach to auditing performance management</p> <p>Lean thinking review of performance audit programming and resourcing</p> <p>Performance Partners' Committee (PPC) tasked with implementation of Tenrox milestones</p> <p>Work to produce an IT audit strategy</p> <p>The Wales Audit Office recently won a three-year contract with the Northern Ireland Audit Office to review central government IT systems</p>	<p>Develop processes to produce and make available to all staff timely and robust data about the outputs the WAO has delivered</p>	<p>Reviewing the corporate performance management framework – depending on the outcome of the pilot, this could draw on Results-Based Accountability (RBA)</p> <p>Developing a robust approach to impact measurement</p> <p>Developing a robust methodology for the Local Government Measure</p> <p>Timeliness of the performance audit programme</p>

<b>Leadership, trust and culture need to be further developed at all levels of the organisation</b>			
<b>Issues</b>	<b>Actions in train</b>	<b>Initial actions recommended by the self-assessment</b>	<b>Further challenges</b>
<p>Senior managers recognise the concerns about a lack of trust within the organisation</p> <p>The organisation's culture is young and still developing but problems of corporate behaviour remain, including perceived tensions between Engagement Partners (EPs), particularly financial audit and performance audit</p> <p>The speed and transparency of decision-making remains a concern to staff</p> <p>Despite clear written communication there is still confusion about the respective roles, status and operation of Partnership Board and Management Committee</p> <p>There appears to be a culture of criticism within and between different parts of the organisation and scope for the organisation to celebrate its frequent successes more effectively</p>	<p>The corporate risk register recognises the importance of leadership getting the best out of staff</p> <p>The appointment of new HTMs and the emerging management development programme seek to address cultural and people management issues</p> <p>There are now allocated performance audit EPs for each performance home team so that there is clear responsibility at EP level for groups of staff</p> <p>Plans to provide staff with fuller minutes of Partnership Board and Management Committee</p>	<p>Develop a series of FAQs about the WAO which could clarify some of the issues the self-assessment has identified as continuing to lack clarity, including:</p> <ul style="list-style-type: none"> <li>• Roles of Management Committee and Partnership Board;</li> <li>• Decision-making processes;</li> <li>• Addressing some common misunderstandings about matrix management: <ul style="list-style-type: none"> <li>○ it is a project-based structure that is very common in the professional services sector;</li> <li>○ that the matrix has a flatter structure than a traditional organisation but there is a hierarchy of accountability; and</li> <li>○ case studies of how the structure enabled the Wales Audit Office to do things more flexibly and responsively.</li> </ul> </li> <li>• Share information on overheads and corporate costs, in particular: <ul style="list-style-type: none"> <li>○ sources and allocations of WAO resources;</li> </ul> </li> </ul>	<p>Developing a stronger leadership culture</p> <p>Addressing the perceived tensions between financial audit and performance audit partners</p> <p>Addressing the perceived tendency for some new initiatives to 'melt away' which may reflect a tendency to try to do too much</p>

<p>Concerns within the WAO that too many people are involved at each client site</p> <p>Despite clearly documented lines of accountability for the timely delivery and quality of local performance audit work, there are concerns about how effectively these arrangements have operated in practice</p>		<ul style="list-style-type: none"> <li>○ clear information on the level of overheads, which would enable a better informed debate about the size of our corporate functions than has hitherto been possible; and</li> <li>○ lessons learned to improve the management of the corporate programme and projects.</li> </ul> <p>Set up a weekly blog by the AGW or COO (or both) explaining to staff key issues of the week, achievements and interesting things they have found out through their networking. Use the blogs as a particular opportunity to celebrate success, communicate or reinforce difficult messages and convey positive feedback from stakeholders.</p> <p>Improve communication and use of e-mail by restricting access to the DG-WAO e-mail address and establishing automatic alerts instead of sending a number of timesheet deadline e-mail reminders. Consider something similar for Auditor General Communications, WAO business etc.</p>	
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***The strategic direction is reasonably well understood but the WAO needs to improve the extent to which the strategy drives activity and performance management throughout the organisation***

<b><i>Issues</i></b>	<b><i>Actions in train</i></b>	<b><i>Initial actions recommended by the self-assessment</i></b>	<b><i>Further challenges</i></b>
<p>WAO staff generally have a good understanding of the overall strategic direction and are included in strategy development</p> <p>Building on developments to date, more effective financial and workforce modelling will be needed to respond to the significant strategic drivers (opportunities and threats) facing the WAO</p> <p>Clearer supporting priorities for the strategy, and more effective performance management and reporting, would help provide staff with better day-to-day direction for their work</p>	<p>Consultation with staff then stakeholders on the new WAO strategy used to inform strategy development</p> <p>Corporate services developing new three-year strategies</p> <p>Data collection to populate the Balanced Scorecard</p> <p>Plans to change the planning cycles for performance audit work</p> <p>Recent appointment of Portfolio Leads</p>	<p>Potentially drawing on Results-Based Accountability techniques, require each part of the WAO to produce and publish a one page annual action plan explaining what specific, priority improvements or actions staff can expect to be delivered by the end of the financial year (in terms of improvement rather than the delivery of standard client-facing products). From this, produce a similarly short annual action plan for the corporate programme; and make all of these available to all staff with a comments function to enable them to submit ideas and comments. Also, publish six-monthly updates on progress, with quarterly reviews.</p> <p>Make ideas group database (ideas, status and issues) available on the Hub to all staff – others may be able to further develop or link up the ideas submitted.</p> <p>Develop a strategy for using Internet 2.0 to interact more effectively with stakeholders (particularly citizens), for example by including:</p> <ul style="list-style-type: none"> <li>• details of all major projects (including a broad description of work at local client sites) on the WAO website as a matter of policy, including opportunities for citizens to provide feedback; and</li> <li>• a mechanism on the front page of the WAO website through which citizens could provide feedback on our work, submit ideas for projects and tell us about concerns about the use of public money with respect to economy, efficiency and effectiveness.</li> </ul>	<p>Improving the measurement of impact and outcomes of the 2009-2012 strategy</p> <p>Workforce planning and financial modelling</p> <p>Building capacity to deliver cross-cutting work more effectively</p>

***Unsurprisingly in the context of the merger, the biggest internal challenges for the WAO relate to HR and culture, reflecting wider organisational issues as well as the capacity to support the HR agenda***

<b><i>Issues</i></b>	<b><i>Actions in train</i></b>	<b><i>Initial actions recommended by the self-assessment</i></b>	<b><i>Further challenges</i></b>
<p>Staff are concerned by what they perceive as the slow pace of enacting arrangements for pay and career progression, with job evaluation widely viewed as a negative and time-consuming process</p> <p>Through mandatory effective feedback training and the development of a performance management system and competency framework, considerable effort is going into addressing the lack of people management skills and processes inherited by the WAO</p> <p>Lack of rotation into and out of some of the key corporate functions (eg. Technical/Compliance)</p> <p>Workforce and succession planning needs to develop further to support the WAO in meeting its future challenges</p> <p>Concerns about the capacity to support the breadth of the HR agenda</p> <p>Concerns about culture and morale (see leadership)</p>	<p>Mandatory effective feedback training and development of a new Performance Management System (PMS) system and competency framework</p> <p>Pay and reward system being finalised</p> <p>Home Team Manager (HTM) review and appointment of new cohort of HTMs</p> <p>EP quality assurance of PMS reviews has provided more robust feedback, challenge and support to HTMs, as well as organisational learning</p> <p>Workforce planning is now being developed</p> <p>Job re-evaluation procedure</p> <p>Development of learning and development strategy and supporting strategies</p>	<ol style="list-style-type: none"> <li>1. Through training budgets, encourage the use of mentors/shadowing in order to increase awareness of different areas of the business through spending time with those functions.</li> <li>2. As well as requiring all those involved in leading people to thank staff personally and celebrate achievements, set up a 'successes' link on the Hub (WAO Intranet) page in order to highlight and share successes.</li> <li>3. Accelerate the Management Development programme.</li> <li>4. Set up clear mechanisms to measure the performance of EPs on issues that support the development of the organisational culture.</li> <li>5. Include in the two day training in early April a briefing for the new cohort of HTMs on the findings of the self-assessment and some of the ways in which HTMs can help address the issues identified.</li> <li>6. Further develop employee suggestion schemes/innovation and supporting reward and recognition processes.</li> </ol>	<p>Addressing pay, performance, people management and morale.</p> <p>Building a more mature and supportive organisational culture</p>

**Further improving business processes and their implementation, particularly programme management, is a priority that can build on developments to date**

<b>Issues</b>	<b>Actions in train</b>	<b>Initial actions recommended by the self-assessment</b>	<b>Further challenges</b>
<p>There are weaknesses in the processes to design the WAO work programme, particularly the failure to align planning cycles</p> <p>Allocation of work remains problematic outside financial audit where resourcing works well</p> <p>A lot of staff remain to be convinced of the benefits of matrix management, to a large extent because of the problems experienced with programme management in performance audit</p> <p>Problems with management information (timeliness, quality and availability) and processes to enable the Wales Audit Office to manage the trade-offs associated with the more agile and responsive approach the Auditor General seeks to achieve</p> <p>Some weaknesses in the alignment of financial and operational planning, and wider monitoring of delivery</p>	<p>The organisation is investing heavily in plans to further improve programme management through the development of the Programme Office function and implementation of the Programme Office action plan.</p> <p>Skills audit to inform smarter allocation</p> <p>A 'lean thinking' review is underway to address resourcing problems in performance audit</p> <p>Appointment of Directors to develop capacity for cross-cutting work and a more coherent approach to health programme</p> <p>The editorial and facilitation teams will be expanding their coverage to address the weaknesses in the quality of outputs identified in a recent cold review</p> <p>PPC tasked with introducing Tenrox milestones for performance audit projects</p>	<ol style="list-style-type: none"> <li>1. Develop the work programme for 2010-11 on the basis of a single WAO programme (actions are in train to do this) and consider a consultation with our stakeholders on an indicative work programme across the WAO to describe new approaches, set out more clearly how we will deliver the new strategy, and emphasise the importance of flexibility and agility in delivering the WAO mission and vision.</li> <li>2. Develop one page descriptions of core business processes which seem to cause confusion: <ul style="list-style-type: none"> <li>• Programme design – how ideas are generated, assessed and the WAO programme constructed</li> <li>• Resourcing and allocation</li> <li>• Quality assurance and Quality Monitoring</li> <li>• Where to go to get a decision</li> </ul> </li> <li>3. Without sacrificing flexibility and agility, set up key milestones in the corporate</li> </ol>	<ol style="list-style-type: none"> <li>1. Breaking down the barriers between local government, health, central government to enable more effective cross-cutting work and the development of a more coherent overall WAO programme by aligning planning cycles.</li> <li>2. Developing a culture of robust information and performance management based on better data.</li> <li>3. Developing increased fluidity in the allocation of financial audit, performance audit and corporate staff to projects outside their 'usual' programme.</li> <li>4. Making the most effective possible links between portfolios and sectors to deliver cross-cutting work.</li> </ol>

<p>Quality assurance is a concern in performance audit and in respect of HR policy development and maintenance</p>		<p>planning cycle and manage them. For example, ensure that draft regulatory plan templates are available in a timely fashion, and ensure the timely delivery of the final plans.</p> <ol style="list-style-type: none"> <li>4. Consider allocating a specific quarterly meeting of Partnership Board or Management Committee to manage the whole of the WAO programme, particularly dealing with the management of trade-offs or competing demands, and to keep track of delivery issues.</li> <li>5. As far as possible without compromising service delivery, set up rotation of some staff into and out of Compliance and Technical to improve mutual understanding between these functions and the business. Consider operating parts of those functions on a project rather than team basis to open up development opportunities to other staff and to avoid people in those functions becoming too far removed from the 'front line'. Develop robust succession planning for these functions. In operating Technical on the basis of</li> </ol>	
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		<p>projects, seek opportunities to incorporate technical support to performance audit within its scope.</p> <ol style="list-style-type: none"> <li>6. Undertake benchmarking of large projects by cost, elapsed time and by milestone. Undertake qualitative benchmarking, built on post-project learning, to understand how delivery could be accelerated. Make the results available to all staff on the Hub.</li> <li>7. Develop an order book that summarises ongoing work which is updated regularly and available to all staff. This should include milestones. Also, through the Programme Office and Resource Managers, set up a list of chargeable projects or research that requires resources. This could help staff to fill any unexpected programme gaps.</li> <li>8. Building on the imminent implementation of milestones, link programme planning and timesheet entries in Tenrox.</li> <li>9. Generally, in performance, consider further mechanisms to improve the focus on completing projects and delivery. This may require</li> </ol>	
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		longer-term structural change. 10. Consider issuing written guidance on how to record the real time spent on projects if the budget proves insufficient or too high and how to amend budgets.	
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**Significant activity is underway to improve the management of the corporate programme and to consider the capacity, financial and workforce implications of changes in the external environment; however, to build on the annual 1 per cent efficiency gains delivered to date there is scope to improve further the internal focus on efficiency**

<b>Issues</b>	<b>Actions in train</b>	<b>Initial actions recommended by the self-assessment</b>	<b>Further challenges</b>
<p>Historical weaknesses in the management and co-ordination of the corporate programme – some very effective projects, others seen to have ‘melted away’</p> <p>Despite consistently achieving the 1 per cent efficiency gains target, scope to develop a more robust culture of benchmarking efficiency and value for money within the Wales Audit Office’s internal processes, with particular concerns among operational staff about the level of overheads</p> <p>There is scope for greater clarity about what a project should cost to enable more robust assessment of PIDs and project costs across the programme</p> <p>Concerns remain about variations in the cost and elapsed time of some national projects</p>	<ol style="list-style-type: none"> <li>1. The new Corporate Affairs Business Manager (CABM) role should improve the management of the corporate programme               <ol style="list-style-type: none"> <li>a. An overall budget for the corporate programme will be set for 2009-10</li> <li>b. The CABM will address the poor integration of the various corporate projects</li> <li>c. The role will address the lack of prioritisation or control of corporate projects</li> </ol> </li> <li>2. A project is underway to produce a zero-based cost of an audit</li> </ol>	<ol style="list-style-type: none"> <li>1. Review ‘overhead’ activities which could be chargeable, particularly Compliance, Technical and Publishing.</li> <li>2. Set up opportunities for corporate services staff to better understand the operational side of the business and overcome the criticism that they lack a clear understanding of the business.</li> <li>3. Offer as part of the training and development strategy similar opportunities for staff to work in or shadow corporate functions on a short-term basis to better understand the work they do and the pressures they face.</li> <li>4. Whenever a new initiative is announced, ensure there is a clear delivery timescale and Project Initiation Document that is available on the Hub and which is kept up to date as changes occur.</li> </ol>	<p>Development of robust data set to support internal and external benchmarking</p> <p>Reconciling agility and flexibility with more consistent delivery across the programme</p>

ENDS

31 March 2009