



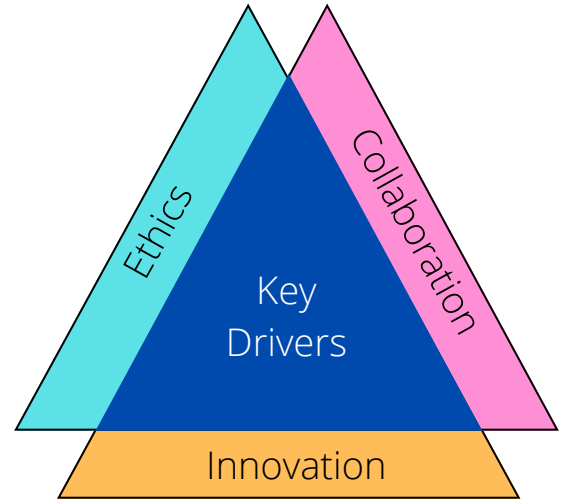
Who We Are

Mission:
Helping Organisations Succeed

Vision:
The Partner of Choice

Aspirations:

-  Innovative assurance solutions generated by talented people with public sector values.
-  To be in demand as bright sparks with trusted insights at the top tables of the organisations we work with.
-  Are held up as an example of a modern, caring, and progressive organisation.
-  Continue to push innovation boundaries to reimagine internal audit.



Our Values and Behaviours

Collaborative and Inclusive

- We support one another with constructive criticism and are comfortable sharing opinions openly
- We confirm how our work impacts others
- We celebrate the success of others and recognize individual and team achievements

Innovative and Creative

- We are comfortable sharing ideas openly and don't worry about what others will think of us
- We expect to disagree from time to time and listen carefully to all ideas, contributions, and suggestions
- We expect to fail from time to time and take the initiative to share knowledge and plans for improvement

Focus on What Matters

- We are interested in each other's goals and objectives as well as our own so that we understand the contribution to the business
- Meetings and communications are designed to be helpful

Do the Right Thing

- We are generous with knowledge and try and respond helpfully to one another
- We feel empowered to make decisions and support each other to do so
- We want to understand how decisions impact one another and seek opinions
- We want to meet to give and learn



Strategic Objectives

Objective 1 - Continuous Improvement

DATA

Key Priorities

- Continue to push for data to be an integral feature throughout all aspects of our audit lifecycle
- Suite of key, common datasets defined, and that we have access to across the majority of our Partners
- Successfully set up and delivered data-led continuous audit, based on the above data sets



Key Performance Indicator;

- Increase % of audits containing data analytics
- Continue to upskill SWAP team in data literacy
- Demonstrated improvement in company performance information

Key Risk Indicators;

- Percentage of audits utilising data analytics falling
- Not closing the loop – not flagging data limitations in our audits, or at a strategic level
- Not effectively capturing and using DA usage in our performance framework

AGILITY

Key Priorities

- Finish rolling out Rolling planning across the Partnership
- Finalise SWAP style agility framework
- Start capturing agility metrics



Key Performance Indicator;

- Reduce time taken to communicate results
- Improve customer satisfaction scores
- Move completely away from concept of 'days'

Key Risk Indicators;

- Still reporting annual, baselined plans next year

REPORTING

Key Priorities

- Transform our strategic reporting - format, metrics, and use of AuditBoard as an interactive platform
- Revolutionise Audit Charter
- Use of video – audit process explained, for example



Key Performance Indicator;

- Reduced reporting length to Committees
- AuditBoard dashboards used by stakeholders across the Partnership

Key Risk Indicators;

- Reporting to Exec teams and Audit Committees in the same way next year

TECHNOLOGY

Key Priorities

- Increasing utilising technology (AI, automations, NLP, for example) to drive efficiencies, and improve our effectiveness and collaboration
- Increasingly utilise AB to drive company performance information



Key Performance Indicator;

- Demonstrated efficiencies
- Demonstrated new ways of working

Key Risk Indicators;

- Low technology adoption rate
- Same ways of working across the business this time next year



Strategic Objectives

Objective 2 - Outstanding Place to Work

ETHICS

Key Priorities

- Clear ethical, collaboration and innovation expectations set and embedded to inspire and motivate staff.
- A recognised and applied Code of Ethics that relates to public sector and staff values.
- Diversity and difference is promoted in all business processes.



Key Performance Indicator;

- A business plan that references ethics, innovation and collaboration.
- Improved staff performance and client feedback.
- Tangible evidence of improvements in psychological safety (comfort in feedback giving and receiving)
- Recruitment practices that prioritise diversity and difference.
- Increased collaboration on initiatives from all levels of the organisation.
- Embedded Code of Ethics

Key Risk Indicators;

- Non inclusive decision making and business practice, influenced by bias.
- Code of Ethics is peripheral to everyday practice and not central.

COLLABORATION

Key Priorities

- Leadership training for members of SLT rolled out to Principal Auditors thereafter. (To include emotional intelligence development).



Key Performance Indicator;

- Client feedback recognising 'trusted advisor status.'
- Fewer pastoral issues being escalated to HR.
- Open and external networks.
- Defined succession planning and staff development arrangements.

Key Risk Indicators;

- Poor leadership experienced by the workforce.
- Local delivery prioritised over corporate purpose.
- ELT focus on operations rather than strategy.

INNOVATION

Key Priorities

- SLT is empowered to self-manage and develop innovative and ethical capability through more collaboration.



Key Performance Indicator;

- Innovation sparked from the boundaries of teams (internally and externally), rather than ELT.
- Increased cross team initiatives, leveraging horizontal networks and interdependencies.
- SLT self managing the agenda and operational issues.
- Increased delivery on strategic planning and delivery by ELT.

Key Risk Indicators;

- Innovation only generated by ELT and not by those closest to the point of delivery.



Strategic Objectives

Objective 3 - Sustainable Value Creation

STEWARDSHIP FOR RESILIENCE AND GROWTH

Key Priorities

- To ensure that good governance can be demonstrated
- Achieve sustainable growth in the public sector



Key Performance Indicator;

- Decisions are implemented from the Board of Directors and Owners meeting
- Financial ratio's demonstrating current and future financial health

Key Risk Indicators;

- Adverse variances in financial reporting

DELIVERING WHAT STAKEHOLDERS VALUE

Key Priorities

- Maintain stakeholder communication plan
- Maintain a culture of collaboration and open communication internally and externally



Key Performance Indicator;

- Stakeholder satisfaction scores from surveys
- Implementation rate of stakeholder feedback and suggestions

Key Risk Indicators;

- Decline in stakeholder engagements or participation rates
- Negative stakeholder feedback trends

EXERTING INFLUENCE WITHIN OUR SECTOR

Key Priorities

- Actively shaping and contributing to our profession that is recognised by stakeholders



Key Performance Indicator;

- Trusted Advisor status achieved
- Service delivery aligned to industry best practice
- Conformance to EQA

Key Risk Indicators;

- Loss of key contacts or networks in the public sector