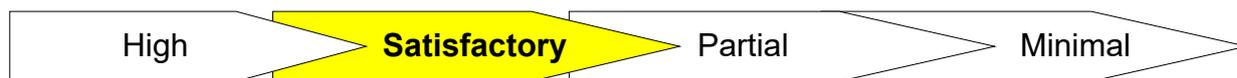


## Appendix 2b: Audit Opinion and Themes

### Assurance



### Technology Modernisation Programme

#### Objective

To assess the robustness of the arrangements to deliver the programme of works required to achieve the Council's target technology operating model.

#### Themes

The programme's established governance structures are well defined, supported by a risk and issue management process and include detailed progress reporting. The effectiveness of the governance arrangements could be improved by:

- ensuring consistency of the Red, Amber, Green (RAG) scores applied to key reporting metrics, such as risks, issues and progress
- clarifying the escalation process to be utilised by the programmes three projects, and
- updating the programme's plan on a page to include progress against key milestones, to identify any slippage and highlight potential resource pinch points between projects.

Roles and responsibilities of key individuals are documented and operating in practice, except for the Business Lead role, which needs to be fully defined and documented across the programme.

The programme's agreed scope is defined and documented for the Civica and User Data Migration projects and work is underway to document the Technical Remediation and Decommissioning of the Cisco Unified Computing System platform project. The programme could manage potential changes to the programme's scope more efficiently through the introduction of a formal change control process, that ensures changes can be managed in a consistent manner.

The programme's expected benefits are described at a high level in the Programme Business Case, however further work is required to fully define planned benefits in detail, determine baselines and agree targets and methods of measurement.

Management have agreed robust implementation dates with Internal Audit and we intend to follow up progress on the implementation of actions in April 2023 with a view to reporting progress to the July 2023 Audit Committee.

Number of actions agreed: 9