

SUBJECT	WAO Study: Levers of Change
MEETING:	Audit Committee
DATE:	13th September 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE

- 1.1 To provide Audit Committee with the context to the Wales Audit Office presentation 'Aligning the Levers of Change'.

2. RECOMMENDATIONS

- 2.1 That members receive the presentation from Wales Audit Office and use it to inform their views of the effectiveness of the authority's governance arrangements.

3. KEY ISSUES

- 3.1 Each year Wales Audit Office undertake a Performance Audit work programme with the council. The purpose of the Levers of Change review was to help councils address current challenges with the aim of supporting the development of local action that promotes positive practices and identifying barriers that need to be addressed. These reviews were carried out throughout Wales but the focus of each one was negotiated locally with each authority.
- 3.2 Monmouthshire is facing a number of challenges. While mandatory council mergers are no longer on the table, there are still clear benefits around shared services and regional delivery where these work for Monmouthshire. However we have long contended that form should follow function – the potential of shared services can only achieve its full potential when it is preceded or at the very least delivered alongside a full consideration of the purpose and optimisation of how those services are delivered. One of the greatest challenges for us is maximising the potential of technology and digital to answer the 'How?' question.
- 3.3 The potential exists for technology and automation to play a greater role in our work. We have made some moves towards developing capacity in this area, for example the creation of the Digital Programme Office under the Chief Officer Resources. However making the most of this opportunity calls for the development of knowledge and skills that are not widespread within our sector. The Levers of Change Study is aimed at helping us understand the potential benefits and learn the lessons from recent experiences.
- 3.4 Four focus groups were facilitated by WAO. Feedback from the review is in the form of a slide deck rather than a formal report. WAO have also produced a video to summarise the feedback and this has been shared with officers

who attended the digital day held in July. It can be found via this link:
<https://www.youtube.com/watch?v=-xGTCu9qO-U&feature=youtu.be>

4. REASONS

- 4.1 To ensure the authority responds to the Wales Audit Office studies and uses these to deliver improved outcomes and increased efficiency.

5. RESOURCE IMPLICATIONS

There are no financial implications as a result of this report.

6. AUTHORS

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