



Adding Value through Effective Service Delivery

Since SWAP started we have always successfully delivered our Partners annual plans and no Partner has ever received less than 95% of their agreed plan. Our expectations for service delivery are therefore very high and our Partners demand not only delivery, but exceptional quality as well. As a result, our internal processes are geared towards achieving this.

We focus on delivering the right product, to the right people at the right time. Our performance is scrutinized by the SWAP Board, which is made up of representatives from all our Partners (customers).

The annual audit plan is the starting point, and we are careful to make sure we consult the right people in its preparation so that the key areas for review are identified, and the audit plan is fresh and focused on what matters. An extensive exercise is carried out to consult with managers, and views from the Audit Committee (and any other relevant stakeholders) are also sought. The relevance of the audit plan is kept under periodic review, taking into account emerging issues, remaining flexible to accommodate changes in the year (with full change approval mechanisms in place). This is particularly important when the Council is undergoing significant change, such as a transformation agenda. By remaining alive to the changing risk environment, SWAP delivers assurance over what matters.

The timing of the delivery can be crucial and this is also captured and monitored with management so that our work is available when it is needed. In this way the audit plan contributes to the success of the organisation, rather than simply fulfils a statutory function.

Allocation of the individual audits to particular auditors is carried out by the Assistant Director to ensure the technical skills required for the audit are matched to a suitably qualified or experienced individual. This helps ensure that the quality of service delivered is to the highest standard.

The audit testing we complete is designed by a Senior Auditor in consultation with the client manager to ensure all essential elements are captured. The Assistant Director approves the work programme prior to commencement to ensure it is fit for purpose and meets the relevant professional and quality standards expected.





**Adding
Value**



Adding Value through Effective Service Delivery

In order to minimise any disruption to the Services being reviewed, we have a number of processes in place to ensure our audits are delivered in a smooth and efficient way. This includes adequate prior notification (assuming this is appropriate), lists of information required etc. Our service delivery is committed to working with managers to deliver the audit plan, rather than imposing it on them. We have a no surprises approach and keep managers informed throughout any audit we conduct in their Service.

In the last year we have listened to requests from managers to streamline our audit reports. As a result we have a new, more straightforward report that meets the needs of managers better. Our service delivery is improved by having a clearer report as the messages we wish to convey are not lost, and managers spend less time reading the reports.

The partnership arrangements at SWAP help maintain a culture of togetherness and we are still regarded as an internal service, as opposed to an external service provider. This is further enhanced through recognizing the value of staff continuity, which ensures existing knowledge and understanding about the organisation is not lost. We have found that this approach has led to good levels of interaction between client managers and SWAP staff, with service delivery benefiting as a result.