The Institute of Internal Auditors

Assurance that adds value to business transformations

Graham Pond
Transformation Confidence, PwC

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Discussion topics

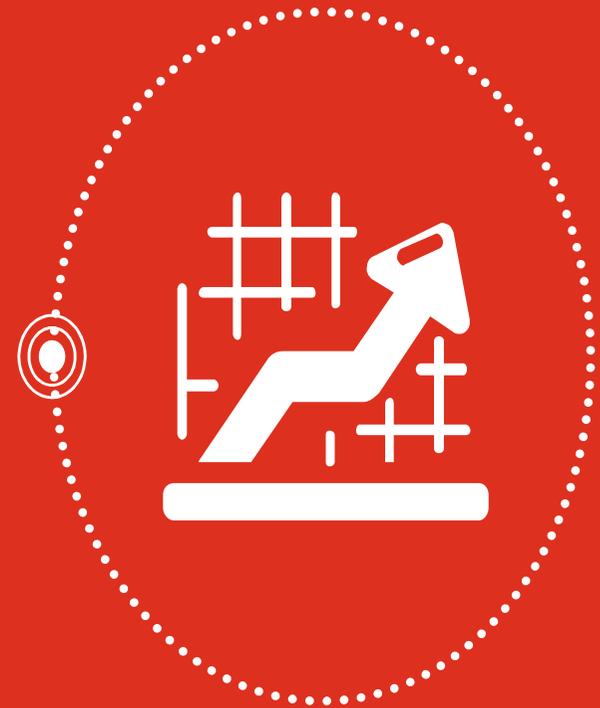How are organisations changing the way they deliver programs?

What should we worry about and what good program delivery often looks like?

How can assurance add value to transformation programs?

How are organisations changing the way they deliver programs?

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What we are seeing

How organisations are changing the way programs are delivered
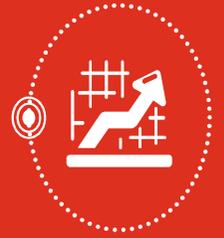
The rise of agile – for all types of projects	A shift towards more focus on end user experience
Crowdsourcing project delivery	Acknowledgement that more is needed to support organisational change

Why agile?

A recent survey of 50,000 projects around the world found that..

Agile projects are successful **3 times** *more often than non-agile projects**

49% *of businesses say most of their company is using Agile development**

Using agile for future projects has increased from 75% in 2013 to **94%** *in 2015**

*Standish Group 2015 Chaos Report

What should we worry about and what good program delivery often looks like?

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What good can look like

Common risks, controls and what good often looks like

⚠ Common risks	🛠 Typical program controls	👍 What good can look like
Solution not accepted	▪ Change mgmt plans ▪ Stakeholder engagement strategy ▪ Communication plans	▪ Ongoing engagement ▪ Prototypes/showcases ▪ Business / customer journeys defined
Benefits not achieved	▪ Benefits definition and approval ▪ Benefits realisation planning	▪ Benefits mapped to scope areas ▪ Accountable owners ▪ Benefit assumptions regularly reassessed

What good can look like

Common risks, controls and what good often looks like

⚠ Common risks	✂ Typical program controls	👍 What good can look like
Cost overruns	- Budget estimates - Contingency allocation - Tracking & reporting	- Managing scope to a cost envelope - Regularly reforecasting costs and managing expectations
Time delays	- Project plan / Gantt chart - Key milestone tracking & reporting	- Delivering highest value scope first - Contingency planning for key dependencies

What good can look like

Common risks, controls and what good often looks like

| ⚠ Common risks	✂ Typical program controls	👍 What good can look like
Scope not delivered	▪ Scope definition ▪ Requirements traceability	▪ Prioritised scope based on business value ▪ End-to-end solution design
Technology integration delays	▪ Detailed technology architectural design and plans	▪ Steel thread approach ▪ Data governance ▪ Integration simplification / APIs

How can assurance add value to transformation programs

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Adding value to programs

Engage early and frequently with the program
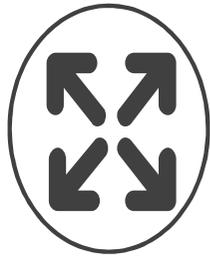
Engage early

Develop an integrated assurance plan

Keep current on program status

Engage early

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Adding value to programs

Tailor the review scope to key risk areas

Understand program stage and main risks

Tailor scope to program risks

Get skills that are needed in the team
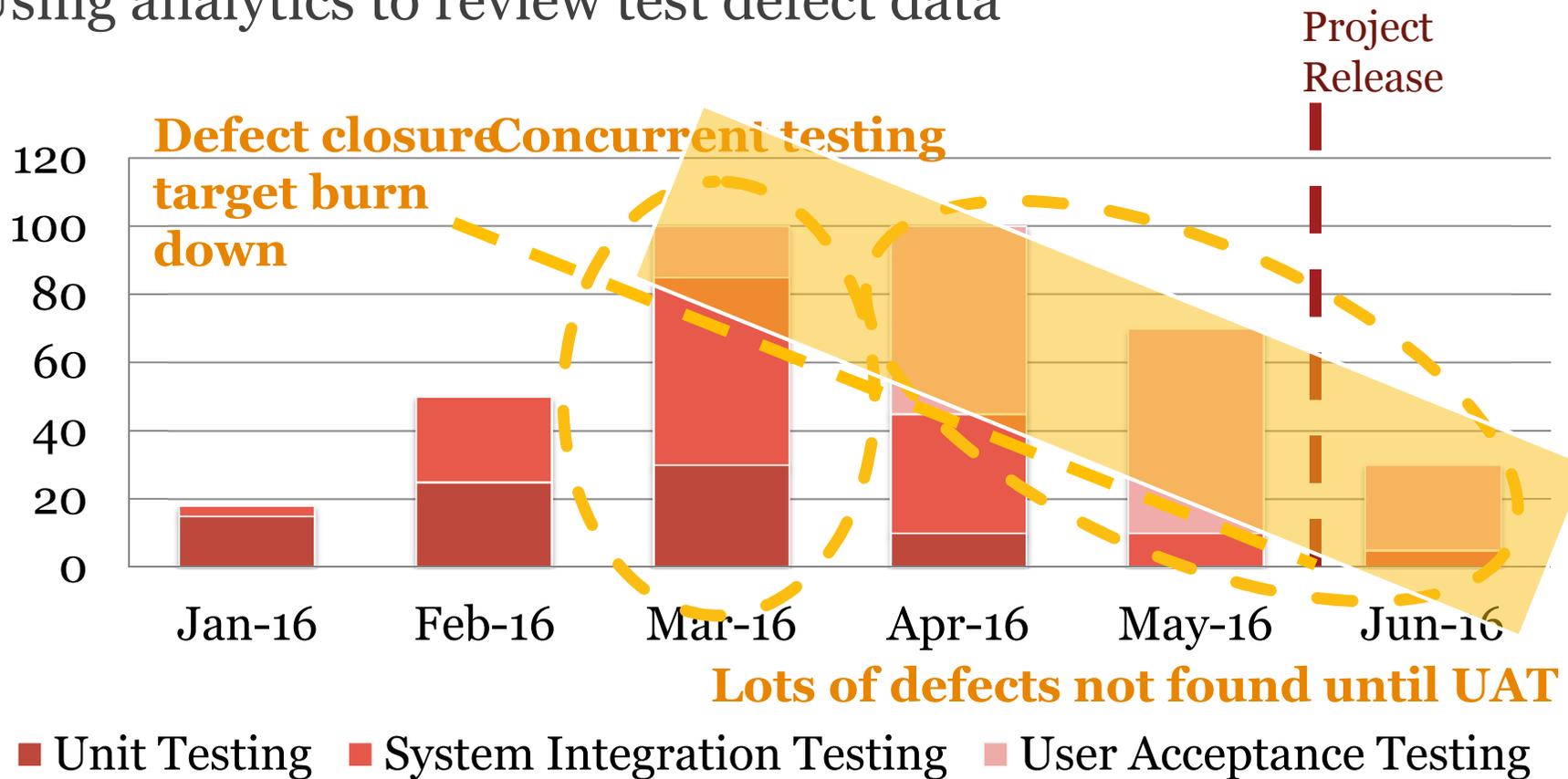
Re-assess defined scope prior to kick-off

Engage early

Focus scope

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Adding value to programs

Use data to bring to life observations

Using analytics to review test defect data

Defect closure **Concurrent testing**
target burn down

Project Release

Lots of defects not found until UAT

■ Unit Testing ■ System Integration Testing ■ User Acceptance Testing

Engage early

Focus scope

Use data

Adding value to programs

Use agile practices to deliver the internal audit

Hold daily 'stand ups' to track team progress and identify any challenges early

Test highest risk areas first to deliver insights as quickly as possible

Share findings with the program as you go, in real time

Regularly reflect on how to improve and seek feedback often

Engage early

Focus scope

Use data

Work agile

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Graham Pond
Transformation Confidence, PwC Australia
graham.pond@pwc.com / +61 2 8266 2688

References:
- PwC's 2016 Internal Audit insights report.
  https://expectmore.pwc.com.au/resources/IA-Insights-Report-2016.pdf
- Internal audit. Expect More. https://expectmore.pwc.com.au/