

Internal Audit Final and Draft Reports Issued in Quarter 3 2023/24

Appendix 2

- Eight final reports (excluding Places for London) were issued during the quarter.

Enterprise Risk	Directorate	Ref	Audit title	Summary of Findings	Conclusion
ER2 Attraction, retention, wellbeing and health of our employees	Chief People Officer	23 003	myJourney	myJourney is TfL's platform for career conversations, development, feedback, and performance and readiness reviews. It is widely available to TfL staff as a result of an effective communication strategy that accompanied its introduction in late 2021. This resulted in a take-up of the system, which is now an integral part of the talent strategy. While the system supports the performance, talent and development processes, and action has been taken to address issues identified with myJourney, there are areas where improvements can be made. myJourney's governance processes need to be improved to ensure that the system effectively supports TfL's Talent Strategy.	Adequately Controlled
ER2 Attraction, retention, wellbeing and health of our employees	Chief Customer and Strategy Officer	23 002	Attraction and Retention of Staff in Technology and Data	The most significant findings related to the need for Technology and Data to define and document its local attraction and reward roadmap, aligned with TfL policies and local initiatives. Further, Technology and Data needs to determine its resourcing model, clearly defining how each capability should be resourced (including improvements to local headcount planning and forecasting processes).	Memo
ER5 Efficient and high performing supply chains and effective procurement	Chief Finance Officer	23 008	SAP Ariba-Guided Buying	The considerable changes across Finance over the last few years have resulted in accountability and responsibility for SAP Ariba being spread across several teams. The management of the SAP Ariba (Guided Buying module) is working as efficiently as expected and allows effective control and monitoring of transactions. We will do a further audit of this area in 12 months' time once the use of SAP Ariba Guided Buying is fully embedded.	Adequately Controlled

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ER7 Financial resilience	Chief Finance Officer	23 011	Government Funding Conditions	We found that most of the monitoring controls for the Long-term Funding Settlement requirements and assumptions were adequately designed and operating effectively. To date, most requirements have been delivered in line with expected timescales. There are several initiatives still to be fully delivered and a need for continued monitoring of funding assumptions.	Adequately Controlled
ER7 Financial resilience	Chief Finance Officer	23 048	TfL Scorecard - Mid-year	There are adequate controls in place for the central coordination and local business unit procedures over the collection and processing of data for purposes of calculating and reporting on the TfL Scorecard 2023/24 measures. Some weaknesses have been identified within the local business processes which will be addressed.	Adequately Controlled
ER7 Financial resilience	Chief Operating Officer	23 014	Cycle Hire Bad Debt Recovery	Improvements need to be made to central oversight and accountability over cycle hire for debt management and recovery processes. This has resulted in a lack of assurance as to their effectiveness in management and mitigation of associated risks.	Poorly Controlled
ER10 Governance and controls suitability	Chief People Officer	23 019	Our TfL Programme (OTP)	OTP is a large and complex portfolio of initiatives covering all of TfL. There are considerable challenges to ensure that the OTP is successfully implemented. We found that, to date, controls and processes are in place to cover the various aspects of programme management. We concluded that these processes are adequately controlled. There are risks to the success of the OTP which the team is aware of and action is being taken to address them. The programme will continue to require management liaison between different TfL teams to ensure its success.	Adequately Controlled
ER10 Governance and controls suitability	Chief Finance Officer	23 033	Documentation and records management for procurements and contracts	Effective records management supports efficient information access. It is important that procurement and contract records are readily available to ensure prompt response to any external challenge. Records management responsibility is not clearly defined across Procurement and Commercial, and there is not a clear view of the procurement and contract documentation held	Requires Improvement

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			across systems and drives. SAP Ariba is not consistently being used as the single repository for all procurement and contract records.	