

Open Internal Audit Actions Report



Generated Date	12-Sep-25
Action Criteria	
Project	Internal Audit

Housing Benefits					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3929	Low	We will continue to: <ul style="list-style-type: none">• Complete the update and migration of all Housing Benefit procedures into the new standardised format and template• Address any remaining gaps in procedures identified during the update process• Implement and follow a clear timeline to coordinate the completion of this work, using the central tracking spreadsheet to monitor progress	31 Mar 2026	31 Mar 2026	Description: Following the recent completion of the audit, the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses. Update Date: 12 Sep 2025
3930	Low	We will add a version history section to the Overpayment Policy that records the version number, date of revision, the person responsible for the update, and the approval details. This version control process will be applied to all future policy updates to ensure transparency and accountability.	31 Oct 2025	31 Oct 2025	Description: Following the recent completion of the audit, the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses. Update Date: 12 Sep 2025
3931	Low	Once parameters are input, both managers will sign the parameter record, and a scanned copy of the signature sheet will be held as evidence of this two-stage verification process	31 Mar 2026	31 Mar 2026	Description: Following the recent completion of the audit, the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses. Update Date: 12 Sep 2025
3933	Low	Management will consider if there is additional value to be obtained by viewing how the two individual processes (performance statistics via team and assessor) are aligned.	31 Oct 2025	31 Oct 2025	Description: Following the recent completion of the audit, the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses. Update Date: 12 Sep 2025
3934	Low	We will establish a process to ensure that feedback on errors is issued promptly and without unnecessary delays. This will ensure assessors are made aware of errors quickly, reducing the risk of repeated mistakes. Prompt feedback will also allow staff to discuss any additional support, training, or guidance they may require for improving their performance.	31 Oct 2025	31 Oct 2025	Description: Following the recent completion of the audit, the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses. Update Date: 12 Sep 2025
Recruitment and Retention					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3709	Medium	We will consider ways in which they can improve the completion rate of the Leaver Questionnaire.	31 Dec 2025	31 Dec 2025	Description: This is currently under review. Update Date: 11 Sep 2025
3711	Medium	We will report on recruitment KPIs to an appropriate forum or include recruitment KPIs within the Workforce Report.	31 Oct 2025	31 Oct 2025	Description: Head of HR currently in discussions around what appropriate forum should review KPI's Detail: Head of HR currently in discussions around what appropriate forum should review KPI's. Update Date: 03 Sep 2025
Data Quality and Performance Management					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3721	High	We will update the 2023 Performance Management Framework to reflect current practices and incorporate data quality into a single, integrated document. The new framework will: <ul style="list-style-type: none">• Document the target-setting process, including roles and data• Standardise expectations for Data Quality Templates• Clarify reporting timelines and responsibilities• Establish document ownership and review procedures• Be communicated to staff for consistent application	31 Oct 2025	31 Oct 2025	Description: Data Quality and Performance Management is under way, structure outline. Update Date: 10 Sep 2025
3724	Medium	We will establish a documented governance process which defines key steps in the annual target setting process. Each key step will outline responsibilities and expected outcomes, as well as what documentation needs to be retained for audit trail. The process will be reflected in the revised Performance Management and Data Quality Framework.	31 Oct 2025	31 Oct 2025	Description: This process has been drafted and included in the revised Performance Mang and Data Quality Framework, due to be presented to Service Managers Operational Board. Update Date: 10 Sep 2025
3725	Medium	A process will be implemented to double check that reported figures reflect what has been submitted by PI owners. If any changes have to be made due to late submission or any other reasons, then this needs to be documented and saved.	31 Oct 2025	31 Oct 2025	Description: With full recruitment in the team, this quality check process has already been implemented, and will be fully closed with the presentation of the Performance Mang Framework. Update Date: 10 Sep 2025
3726	Medium	A reminder should be issued to officers that information needs to be updated promptly in the relevant systems.	31 Oct 2025	31 Oct 2025	Description: No update provided. Update Date: 12 Sep 2025
3727	Medium	The Terms of Reference (ToR) for the Operations, Performance and Effectiveness (OPE) Board will be reviewed and updated to ensure it remains current and reflects the correct membership. Version control will be introduced to document any changes, and approval of any updates by the Corporate Leadership Team will be documented. The ToR will also confirm that services are responsible for the accuracy of performance data and must ensure appropriate representation at OPE meetings, where data is reviewed and any issues can be raised. In addition, an action log will be introduced to track all actions arising from meetings, with responsible officers, dates, and status recorded. Reviewing open actions will be a standing agenda item, with progress captured in meeting minutes to ensure consistent follow-up and accountability.	31 Oct 2025	31 Oct 2025	Description: Terms of Reference being Scoped Detail: August Operations, Performance and Efficiency Board discussed the revision to the Terms of Reference at their meeting in August. The governance of transformation has been approved by HOS and CLT with the shift of Delivery Board to a forward looking Transformation Board and the annual delivery of the Corporate Plan (Indicators, Actions and Projects within the Plan) now under the oversight of the Operations, Performance and Efficiency Board. Membership of the Board and Terms of Reference now being drafted to reflect this change in September. Update Date: 04 Sep 2025
3722	Low	Handover notes and the Corporate Reporting Process documents will be reviewed and updated to incorporate any new practices introduced since the original notes were made. The documents will be formalised as official Standard Operating Procedures, with clearly defined review cycles and designated owners.	31 Oct 2025	31 Oct 2025	Description: The Standard Operating Procedures have been reviewed to include handover notes and Corporate Reporting process. These are to be presented to Service Managers at Operational Board. Update Date: 10 Sep 2025
3723	Low	Process notes will be developed for 2025/26, or existing data quality templates will be enhanced, to clearly document the annual target-setting process for each performance indicator (PI). This should include details on the data to be reviewed for each PI, the key factors to be considered in setting the targets, and the required approvals before submission.	31 Oct 2025	31 Oct 2025	Description: This is in progress and the templates have been updated as part of the overall performance framework. Update Date: 10 Sep 2025
3728	Low	Performance reporting will be carried out in line with the agreed reporting schedule. Appropriate evidence will be retained to demonstrate that performance information has been presented and discussed as scheduled.	31 Oct 2025	31 Oct 2025	Description: This process has been implemented with the final step being presentation of the Performance Mang Framework and evidence to show completion being shared here. Update Date: 10 Sep 2025

Capital Programme					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3732	Medium	Management will define a formal process for in-year capital programme additions, including: <ul style="list-style-type: none">• A requirement for documented approval for all in-year additions, clearly specifying the authorising officer/body.• A defined communication protocol to ensure the Financial and Treasury Accountant is notified promptly of any approved additions.• Maintenance of a central register of in-year capital additions, including supporting documentation and approval evidence	31 Oct 2025	31 Oct 2025	Description: Not started, no update. Update Date: 03 Sep 2025
3733	Medium	Management will introduce a review and sign off of the draft annual Capital Programme to reduce risk of reporting errors	31 Dec 2025	31 Dec 2025	Description: Additional sign off process, alongside the current review processes. Detail: Finance will introduce a sign off process for the Capital Programme once it is complete, this will not require extensive set up procedures. The Capital Programme is not a stand alone report but forms part of the Budget and MTFS, and as such is already subject to the reviews of the Budget/MTFS that take place - management, budget managers, partners, Overview and Scrutiny, Cabinet, and Council. Update Date: 03 Sep 2025
3734	Medium	We will review and formalise the capital programme governance framework by: <ul style="list-style-type: none">• Updating The Financial Procedures (included within the Constitution) and Budget Process: A Guide for Budget Managers to reflect current practices, including the role of the Informal Cabinet in capital bid review.• Ensuring both documents are subject to formal approval and made readily accessible (e.g. via the Council intranet).• Developing comprehensive procedures that clearly outline the end-to-end capital programme process, including capital bid approvals, in-year amendments and monitoring procedures, record keeping and roles and responsibilities.	31 Dec 2025	31 Dec 2025	Description: This action will be taken forward by the new Head of Service. Update Date: 16 Sep 2025
3735	Medium	Management will establish a centralised repository for pre-project outline business cases and their respective approvals	01 Dec 2025	01 Dec 2025	Description: This aligns to the Transformation PMO audit action with the delivery of all projects requiring a business case to be completed that strategically aligns to Transformation vision and goals. The majority of capital bids projects will be included as part of this audit action. There are a few remaining that are BAU projects, generally in relation to annual funding provision processes, and these will be covered separately. Update Date: 10 Sep 2025
3731	Low	Management will consider developing and implementing a formal scoring or appraisal framework to assess capital bids against defined criteria, including alignment with the Corporate Plan.	31 Oct 2025	31 Oct 2025	Description: Update Detail: Not started, no update. Update Date: 03 Sep 2025
Council Tax					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3938	Medium	We will formalise and evidence the process of sample checking of refunds.	30 Sep 2025	30 Sep 2025	Description: Work has commenced and is on track. A procedure document has been created and is due to be implemented ahead of the target date. The agreed process will involve carrying out periodic reconciliations to ensure refunds are actioned in accordance with authorised limits. Update Date: 12 Sep 2025
3936	Low	Management will continue to: <ul style="list-style-type: none">• Complete the procedure index for Council Tax, ensuring all necessary procedures are included• Address any subsequent gaps in procedures identified• Update refund procedures to clearly document approval levels based on refund value• Implement a process to periodically review and update procedures	31 Dec 2025	31 Dec 2025	Description: This is a work in progress, work to complete in December. Update Date: 11 Sep 2025
3941	Low	Systems and Development Manager will ensure staff evidence that the 3C ICT report is signed and dated to evidence that it has been reviewed against the master data spreadsheet of system user accounts.	30 Sep 2025	30 Sep 2025	Description: Following the recent completion of the audit, the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses. Update Date: 12 Sep 2025
Procurement					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3738	Medium	We will update the draft Code of Procurement in line with the new Procurement Act 2023 and all procedures and forms affected by it.	31 Oct 2025	31 Oct 2025	Description: The Procurement Lead has began work to redraft the Code of procurement drafted, and has provided this to the Monitoring officer to review. Detail: Once the code of procurement is reviewed, it will be forwarded to members for approval. Once members have approved the Code of Procurement, it will be incorporated in the constitution. Update Date: 03 Sep 2025
3745	Medium	We will ensure the contracts register includes all payments over £10,000 as required by guidance.	31 Oct 2025	31 Oct 2025	Description: A system is being put in place to capture all the spend. Detail: Technology 1- new contract register linked to finance system being implemented to capture all third party spend. Update Date: 03 Sep 2025
3742	Low	We will update all new guidance documents that are adopted, and they will be reviewed by the Procurement Board.	31 Oct 2025	31 Oct 2025	Description: The Toolkit is undergoing redraft and review an dall new documentation is being reviewed by the Procurement Board. Update Date: 10 Sep 2025
Contract Management					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3752	Medium	Procurement will ensure the accuracy of the contract register.	31 Mar 2026	31 Mar 2026	Description: Work in progress Detail: Contract register being updated in collaboration with all stakeholder. Update Date: 03 Sep 2025

Transformation					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3756	High	The PMO will create a standardised project management toolkit, which will include including templates and guidance for consistent project management. This could be supported by training for Project Managers to ensure consistent application and continuous improvement of project management practices.	31 Mar 2026	31 Mar 2026	Description: The toolkit has started to be developed. The templates have been completed in draft ready for reflection with teams. The project category criteria shall be presented to Transformation bord in September. And the framework is being reviewed and will be presented in October for approval. Update Date: 10 Sep 2025
3757	Medium	Management will explore ways in which a project management system can be utilised to aid in the planning, tracking, and monitoring of all projects, which will aid in the standardization of project management within the Council. Options analysis should take place to understand potential benefits and risks.	31 Mar 2026	31 Mar 2026	Description: ICT are looking at Microsoft Accelerator solution, and HDC PMO will consider this as an option along with Smartsheets used by SCDC and CCity. We will be starting these conversations and development of requirements and solution comparisons end of September. Update Date: 10 Sep 2025
3758	Medium	The PMO will ensure that a business case is completed and formally approved prior to the initiation of a project where significant investment is required. The business case should clearly articulate the project's strategic alignment, objectives, expected benefits, costs, risks, and resource requirements.	31 Dec 2025	31 Dec 2025	Description: The project initiation phase documentations (business case and PID) have been finalised, and the PMO are planning how to develop and complete the business cases for all programmes, major projects and operational projects. Update Date: 10 Sep 2025
3760	Medium	The PMO will ensure that financial assessments are completed and signed-off by the Finance Business Partner prior to project initiation.	31 Mar 2026	31 Mar 2026	Description: This aligns to other audit actions in relation to completion of business cases and PIDS for active projects, and completion of business cases for capital projects and new initiatives. The templates will now include collaboration with Corporate Services, including financial services, and copies will be shared with Finance for comment before approval is sought. Update Date: 10 Sep 2025
3761	Medium	The PMO should ensure that a risk register is developed, maintained, and regularly reviewed for each project. The register should capture identified risks, their potential impact and likelihood, assigned risk owners, risk scores and mitigation or response plans.	31 Mar 2026	31 Mar 2026	Description: This has started with individual projects, and registers will be reviewed collectively once a central project solution is embedded. We have started the conversation regarding possible solutions for a central system. Update Date: 10 Sep 2025
3762	Medium	The PMO will ensure that regular progress reports are completed by all Project Managers.	31 Mar 2026	31 Mar 2026	Description: This has started. The PMO is now fully recruited, and the team are building relationships with teams across the Council. The initial request is for light progress updates being requested from Sept, with further development of full progress reports being expected once the project initiation document has been completed. Update Date: 10 Sep 2025
3764	Medium	The PMO will ensure that all Project Managers have completed a Benefits Realisation Plan, including benefit owners, measurable outcomes, and timelines for realisation.	31 Mar 2026	31 Mar 2026	Description: The templates for initiation phase have been updated and the PMO team are starting to use them, including the benefit realisation. this is currently on an individual basis and will be collectively managed once a new project solution has been implemented. Update Date: 10 Sep 2025
3765	Medium	The Transformation Team will consider ways in which a top-down planning approach can be incorporated into the Transformation Plan. This could include the development of a corporate-level project prioritisation and approval process to ensure that all projects are strategically aligned and governed consistently.	31 Dec 2025	31 Dec 2025	Description: This is in progress. The development of the Transformation Analysis Tool has been completed. The next steps is to share the information for reference with Service Managers and HoS for mid-year service planning review. The top-down analysis and ranking will be used once initial submission of service plans has been completed. Update Date: 10 Sep 2025
3766	Medium	The PMO will consider ways in which a live dashboard can be implemented to provide real-time visibility into all projects within the Transformation Programme to ensure continuous monitoring and accountability.	31 Mar 2026	31 Mar 2026	Description: The collation of progress updates for the Transformation Plan projects are now managed in MS Power Lists, and dashboards in MS Power BI have been created for Sept Transformation Brd. Update Date: 10 Sep 2025
3759	Low	The PMO should ensure that a project initiation document is completed prior to project initiation. The document should include planned aspects of the project, such as the scope, benefits, agreed milestones and tolerances, budget, risks and governance structures.	31 Mar 2026	31 Mar 2026	Description: The priority is to first address the controls and relevant documentation for active projects, then to promote the new PMO framework across the council, providing direct support for services and regular 'in the loop' sessions. This will help with the promotion of the support provided, and clear communication regarding expectations and process. Update Date: 10 Sep 2025
3763	Low	The PMO will ensure that each project has an identified Finance Business Partner and that areas of future financial implications and costs, such as efficiency savings are identified prior as part of the project planning process prior to project initiation.	31 Mar 2026	31 Mar 2026	Description: This aligns to other audit actions in relation to completion of business cases and PIDS for active projects, and completion of business cases for capital projects and new initiatives. The templates will now include collaboration with Corporate Services, including financial services, and copies will be shared with Finance for comment before approval is sought. Update Date: 10 Sep 2025

Code of Procurement Audit 24.25					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3375	High	Periodically, the Procurement Lead shall review a sample of higher value / strategic contracts previously awarded to understand how they are being managed post award, to include performance monitoring, compliance verification and issue resolution. (High-Red).	31 May 2025	31 Dec 2025	Description: Reopened: The Procurement Lead has been asked to arrange for a quarterly review of contracts, covering both high risk and and high value partnerships. The Procurement Lead has been asked to give consideration and planning for the following: - Confirming that service is monitoring KPIs and SLAs- Check that meetings with suppliers are taking place and issues are discussed and logged- Confirming that service has obtained required documentation and is up to date - Checking that financial obligations are being metDetail: Update Date: 16 Sep 2025
3371	Medium	<p>The Code of Procurement reform changes need to be expedited on the back of this audit and the Procurement Act 2023 updates due to happen in early 2025 to ensure effective and efficient procurement thresholds.</p> <p>The Procurement Lead with the support of the Monitoring Officer to document, review and update (as applicable) a full suite of Procurement documentation to include the Code of Procurement, the Procurement Aide Memoire and supporting procedure notes.</p> <p>Internal Audit recommends that this documentation is reviewed (and is subject to appropriate approval) once every 3 years, or when regulations change (if they change before 3 years).</p> <p>The procurement documentation will be updated by the Procurement Lead/team after discussions with the Monitoring officer and will be reviewed and approved by Director of Finance and Corporate Services. (Amber-Medium).</p>	28 Apr 2025	31 Dec 2025	Description: This date has been revised to reflect the necessary governance touchpoints of the Constitution Working Group, Corporate Governance Committee, and Full Council Approval. The Monitoring Officer also intends to engage the incoming Procurement Manager in the drafted of this chapter. Update Date: 11 Sep 2025

Committee Governance Structure 24.25					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3712	Medium	The Council will review and update the Constitution on a regular basis so that the governance document is fit for purpose. A frequency of formalreview and a cycle of this review process will be established and evidenced, including version and change control.	31 Mar 2026	31 Mar 2026	Description: The Constitution Review Working Group is established and last met on 4 September 2025. Chapters of the Constitution are scheduled for review by the group going forwards. Update Date: 04 Sep 2025
3714	Medium	The Council will review the meeting frequency of the Constitution Review Working Group.	30 Sep 2025	30 Sep 2025	Description: The frequency of the meetings was discussed by the Working Group at its meeting on 4 September 2025. The Group has agreed to schedule its meetings to take place in advance of Corporate Governance Committee and meetings of Full Council. Update Date: 04 Sep 2025
3715	Medium	Management will give consideration as to whether the Employment Committee should produce an annual report to self-assess its own effectiveness and delivery of its agreed terms of reference.	30 Sep 2025	30 Sep 2025	Description: At this point, Management are not recommending an annual report of the Employment Committee. The Terms of Reference of the Committee are set out in the Constitution and can be considered as part of wider Constitutional review work. Update Date: 04 Sep 2025
3716	Medium	The Constitution Review Working Group will evaluate the current scheme of delegation to identify gaps, ambiguities and areas where further detail is needed. This should include an assessment of roles, responsibilities, and authority at each level of the Council. Key stakeholders may need to be engaged throughout the process.Specific delegated authorities should be clearly defined within a clear, structured document. The authority, responsibilities and limits of decision making for each individual, committee or department should be clearly outlined. The delegation should include levels of financial authority, operational decisions and strategic responsibilities as appropriate.	31 Mar 2026	31 Mar 2026	Description: The Constitution Review Working Group is working with the Association of Democratic Service Officers who are currently undertaking a review of this chapter of the Constitution. Further engagement is planned with key stakeholders. Update Date: 04 Sep 2025
3718	Low	Management will ensure the TOR of governing forums are subject to formal and evidenced annual review and approval as part of annual Constitution update.	31 Mar 2026	31 Mar 2026	Description: This will be considered as part of the wider constitution review project. Update Date: 04 Sep 2025
3719	Low	Management to introduce a Constitution version control document to log Constitution versions, amendments, dates and approvals of amendments (for example whether they were approved by the Monitoring Officer or Full Council).	30 Sep 2025	30 Sep 2025	Description: Management have created an internal document to hold a record of Constitutional version control. Update Date: 04 Sep 2025

Commercial Estates Rent Review Processes and Invoicing 24.25					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3545	High	Head of Property and Facilities to draft a guidance document on the implementation of rent reviews. The guidance should provide a hierarchy of the types and values of rent reviews and who may complete / approve these. The guidance will be subject to appropriate approval (Director of Finance and Corporate Resources).	30 Sep 2025	30 Sep 2025	Description: Part drafted. Work in progress. Update Date: 09 Sep 2025

Operations Vehicle Maintenance 24.25					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
1754	Medium	Create a training matrix for each member of staff, including managers, within the service. Training matrix should list all training which has been completed internally and externally, when these skills need to be refreshed, and the data analysed to highlight any training gaps.	31 Jan 2025	30 Sep 2025	Description: Work still in progress. Update Date: 03 Sep 2025

Fuel Usage and Payments 22.23					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
1680	Medium	New Action - The Council should clarify as to whether the decision on the availability of the 50,000-litre tank is a CLT or departmental issue. Old Action - The need for the spare 50,000 litre tank will be reviewed in terms of cost and value, and the decision to continue or otherwise made at SLT. It will be made clear to SLT that only limited controls can be applied to this part of the fuel supply.	30 Sep 2023	30 Sep 2025	Description: Passed to CLT for a decision Detail: Passed to CLT for a decision. Update Date: 03 Sep 2025
Overtime 21.22					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
1625	Medium	The published policy for Expenses and Allowances (including Overtime) will be reviewed and updated to ensure that it is fit for purpose, and accessible to staff and managers. This will support working arrangements prior to a longer term, fundamental review of our policy.	31 Mar 2025	28 Feb 2026	Description: This action has been delayed due to work that has been carried out aligning contracts for all permanent members of staff' Detail: As per request from Head of HR, action has been moved to 28/02/2026. Update Date: 08 Sep 2025
Home and Hybrid Working 24.25					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3511	High	HDC will develop a formal Hybrid Working Policy and framework that sets out corporate expectations for teams and departments across the organisation. The policy framework should recognise there is 'no one size fits all' and allow for a degree of flexibility, in line with organisation risk appetite. The policy should provide guidance on roles and responsibilities for human resources, line managers and departmental heads.	31 Mar 2026	31 Mar 2026	Description: Hybrid working policy has been drafted and will be going to employment committee in October to be ratified. Update Date: 08 Sep 2025
3512	High	Once the corporate framework is defined, HR will issue clear, Council-wide communications outlining hybrid working expectations, office attendance policies, and department and team's variations. HR will also ensure that staff receive regular updates about any changes or clarifications regarding hybrid working and attendance.	31 Mar 2026	31 Mar 2026	Description: This is in progress, staff are being updated with the progress of the hybrid working policy. Update Date: 11 Sep 2025
3514	Medium	4/1 Management will conduct a review of IT equipment in the office locations so that all necessary technology is available and in proper working condition.	31 Dec 2025	31 Dec 2025	Description: An assessment has been (or is currently being) performed, and a revised process to expedite replacement equipment when it is found missing/faulty has been adopted. Update Date: 11 Sep 2025
3519	Medium	The Council will review the Flexible Working Policy and guidance following the introduction of the Hybrid Working Policy to ensure consistency.	31 Mar 2026	31 Mar 2026	Description: This will be started following the approval of the hybrid working policy. Update Date: 11 Sep 2025
3520	Medium	The Council consider an appropriate monitoring KPI to be reported to Employment Committee as part of the current reporting suite of documents.	31 Mar 2026	31 Mar 2026	Description: This will be agreed following approval of the Hybrid Working Policy at Employment Committee. Update Date: 11 Sep 2025
3692	Medium	Management will introduce a consistent organisational approach to planning and achieving optimum productivity levels. Guidance in this area will be provided to line managers and departmental heads to ensure that there is consistency and that optimal levels of employee performance are maintained. This approach could include a productivity plan per department that sets out the controls for monitoring productivity. This should define HDC's expectations for regular 121s. (Note - HR has confirmed that the need for performance management framework and regular 121's has been identified as part of the Workforce Strategy, and work is already underway to implement them.)	31 Mar 2026	31 Mar 2026	Description: Monitoring Framework for 121 completion implemented Detail: Consistency of 121s assured through 'My Conversation' training as part of the Management Development Programme in Q2. The 2025 staff survey will include question for all staff regarding 121 completion - outcome will be compared to last year to measure progress. Performance Appraisal forms include requirement to confirm 121s undertaken. Update Date: 04 Sep 2025
3767	Medium	A clear desk policy should be introduced to address potential GDPR breaches, ensuring that all documents are securely stored away. True hot-desking should be implemented to reduce desk 'ownership' and encourage staff to keep their workspaces clear. Teams requiring physical storage for paperwork should be provided with secure office cupboards or storage solutions to safeguard sensitive documents.	31 Jul 2025	31 Dec 2025	Description: Clear Desk Policy Detail: this policy was approved by Information Management Board in July 2025. Update Date: 22 Aug 2025
3522	Low	The Remote Working and Stress in the Workplace e-learning modules should be mandatory for all staff. Additionally, Positive Mental Health at Work for Managers and the Managing Remote Teams e-learning modules should be mandatory for Managers.	30 Sep 2025	30 Sep 2025	Description: This is being updated within the Learn system. Update Date: 10 Sep 2025
3523	Low	An additional e-learning session covering productivity in the workplace and when working remotely should be introduced for staff.	30 Sep 2025	30 Sep 2025	Description: This is being updated within the Learn system. Update Date: 10 Sep 2025