

Open IA Report



Generated Date	Nov-25
Action Criteria	
Project	Internal Audit

Capital Programme					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
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: The capital programme spreadsheet is not complete yet. Sign off will be actioned once spreadsheet is complete, likely November/December Further Information: Update Date: 28 Oct 2025 Description: Additional sign off process, alongside the current review processes. Further Information: 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: • 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: The existing document The Budget Process 2026/27 A Guide for Budget Managers, will be enhanced to include further detail on the capital programme process. The role of informal Cabinet in the bid approval process is already covered but will be reviewed to ensure that it is sufficiently detailed. Further Information: Update Date: 12 Nov 2025 Description: This action will be taken forward by the new Head of Service. Further Information: 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: The PMO service is redesigning its processes, documentation and procedures to align to other internal audit and maturity review actions. This includes the completion of business cases for capital projects plus all major projects and programmes. This work has commenced, but the overall additional work activity may push back the completion date from 1 Dec 25 to 1 Mar 26. Further Information: Update Date: 14 Nov 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. Further Information: 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: A significant amount of work has been undertaken by the Procurement Team over the last few months to refine the Contract Register. The Contracts Register has now been launched on specialist software. This will enable accuracy with automatic alerts sent to Contract Manager/Procurement Officer periodically in advance of key extension/expiry dates to ensure action is taken to update the system and re-procure contracts where necessary. Further Information: Update Date: 11 Nov 2025 Description: Work in progress Further Information: Contract register being updated in collaboration with all stakeholder Update Date: 03 Sep 2025

Council Tax					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3936	Low	Management will continue to: • 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: Work is progressing on the action, and on track to complete Further Information: Update Date: 04 Nov 2025 Description: This is a work in progress, work to complete in December Further Information: Update Date: 11 Sep 2025 Description: Not started Further Information: Update Date: 11 Sep 2025

Creditor Payments					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
4178	High	With regards to the setup of new suppliers, management will: •Ensure supporting documentation (letterheaded paper or invoice) is always retained. •Update the New Supplier Form to record the phone number used and how it was validated. •Require the New Supplier Form to be fully completed or formally allow emails where they capture the same information. •Consider requiring verification by someone other than the New Supplier Form signatory to strengthen	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4179	High	With regards to changes made to supplier standing information, management will: •Ensure supporting documentation (letterheaded paper or invoice) is always retained. •Require the SAF to be fully completed or formally allow emails where they capture the same information. Consider requiring verification by someone other than the SAF signatory to strengthen independence. •Ensure the correct amendment form is used in all cases. •Ensure amendment form aligns with procedure notes. •Where Experian checks are inconclusive, ensure additional verification steps are documented.	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4170	Medium	Management will undertake a review of creditor procedure notes, including supplier setup and amendment guidance, to ensure they are complete, accurate, and up to date. As part of this review, management will: -Consolidate all guidance into a single, central location accessible to both accounts payable and non-accounts payable staff -Remove duplication and outdated versions and apply clear version control -Address gaps in coverage, including documenting payment run approval responsibilities, providing further guidance on credit notes for both accounts payable and non-accounts payable staff -Introduce a process for periodic review and update of the suite of procedure notes	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4171	Medium	Management will: •Develop and maintain a formally documented scheme of delegation and financial approval register, setting out the authorised approval limits for each role. •Ensure the document is approved by senior management, reviewed periodically, and updated where changes occur, with all amendments documented and approved. •Share the approved register with Heads of Service so they can confirm staff limits are appropriate for their teams	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4172	Medium	Management will develop and document a list of valid exceptions where retrospective ordering is acceptable and ensure AP staff understand and apply it consistently so that invoices are processed correctly and urgent but valid cases are paid on time. In addition, management will document payment types which do not require a purchase order and the corresponding approval process.	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4173	Medium	The Head of Finance will introduce regular monitoring reports in TechOne comparing invoice date to PO approval date and review the results. Exceptions will be escalated to the Corporate Director (Finance and Resources), who will present them to CLT for review. CLT will be responsible for challenging services and reinforcing compliance with the No PO No Pay policy. In the meantime, communications will be issued to services advising staff that retrospective ordering is not permitted under the No PO No Pay policy and that this will be monitored and reported to CLT.	31 Mar 2026	31 Mar 2026	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025

4174	Medium	Management will: •Save instruction emails from the Revenues & Benefits Recovery Team Leader authorising Council Tax and NNDR payments in a shared network folder or directly into TechOne to ensure there is a clear and accessible audit trail. •Enhance the process for Payment Request Forms to obtain independent evidence of approval. Either the approver will be copied into the submission email to AP team, or a separate approval email will be obtained and saved in a shared network folder or directly into TechOne.	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4175	Medium	Management will ensure that payment run authorisations are signed and dated at the point of approval, with the signed BACS Transmission Document and supporting reports consistently retained in the designated folder.	30 Nov 2025	30 Nov 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4176	Medium	We will strengthen the credit notes process by communicating to services the requirement to include the original invoice reference on credit notes and ensuring AP staff consistently record invoice references within TechOne, so that each credit can be traced back to the related payment.	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4177	Medium	We will work with system administrators to explore options for making authorisation details visible in TechOne. If this is not possible, a process will be introduced to ensure authorisation evidence is approved via email and uploaded to TechOne.	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4181	Medium	As part of the wider review of procedure notes, as well as including expectations for the approver's review and sign-off, management will also set out the required documentation to be retained for each payment run. The Accounts Payable team will ensure the agreed documents are consistently saved in the designated folder to provide a complete audit trail.	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025
4180	Low	Management will investigate the replacement of the inactive external user account with a dedicated system account, removing the dependency on a legacy login and ensuring that all active accounts accurately reflect current users.	31 Dec 2025	31 Dec 2025	Description: Following the recent completion of the Creditor Payments audit (28/10/2025), the resulting action has now been uploaded for monitoring. Updates will be provided by the assigned owner as the action progresses Further Information: Update Date: 30 Oct 2025

Housing Benefits					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3929	Low	We will continue to: • 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: Work is ongoing and in progress as planned Further Information: Update Date: 30 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 Further Information: 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: This action can only be carried out as part of the annual billing processes in March 2026. However, annual billing procedures have already been updated in advance to include this action. No further updates to this audit action will be applied until the action has been completed in March 2026. This has been agreed with Internal Auditor and Monitoring Officer: Update Date: 07 Nov 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 Further Information: Update Date: 12 Sep 2025

Payroll					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3974	Medium	The Council will finalise and approve the Claiming Additional Hours and Overtime guidance, incorporating clear procedures for claim submission, authorisation, thresholds, and TOIL agreements, and ensure it is effectively communicated to all staff.	31 Mar 2026	31 Mar 2026	Description: Update provide by Head of HR & OD - 'policy is being drafted to be endorsed at February employment committee' Further Information: Update Date: 06 Nov 2025
3977	Medium	The Council will assess the feasibility of completing payroll reconciliations on a monthly basis and implement a formal process for independent review and sign-off to ensure appropriate segregation of duties.	31 Dec 2025	31 Dec 2025	Description: Currently implementing a payroll reconciliation process that can be completed on a monthly basis. Further Information: Update Date: 28 Oct 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 Dec 2025	Description: As per below comments, due date has been moved with agreement from Interim S151 Officer Further Information: Update Date: 11 Nov 2025 Description: This action duplicates action number 3371 which has the target date of 31/12/25; please could the target date for this action be amended to align with 3371. Officers are continuing to work on updating the Code of Procurement. As discussed at the Corporate Governance Committee at their meeting in September 2025, the Head of Democratic Services has appointed a new Procurement Manager, who will be joining the organisation on 1 December 2025. The new Procurement Manager will be tasked with taking this work forward. It will be taking through the appropriate governance touch points in due course. Further Information: Update Date: 23 Oct 2025 Description: Code of procurement drafted and send to the Monitoring officer to review. Further Information: 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 Description: Code of Procurement updated to reflect changed in the procurement Act 2023. Further Information: 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: All payments against contracts are now linked to the contract record on TechOne. There is still a risk that a high value PO could be raised for a supplier that is not on the Contract Register and this has been discussed with the Systems and Transactional Accountant. Changing the TechOne system to enable Procurement to review PO/Invoices that are not linked to a contract may be possible however there would be cost implications to this. Further Information: Update Date: 23 Oct 2025 Description: System being put in place to capture all the spend. Further Information: 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: This action is on track and ongoing. The Interim Procurement Manager is undertaking an extensive review and refresh of the existing guidance documents. Updating documentation will continue to go to the Procurement Board for approval. Further Information: Update Date: 23 Oct 2025 Description: The Toolkit has been review and update being dne. Further Information: Update Date: 10 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: No further progress at this point Further Information: Update Date: 04 Nov 2025 Description: This is currently under review Further Information: Update Date: 11 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: Templates available for use, and being implemented for Business Case and PID creation, Project categorisation approved at transformation Board and training being arranged for team to create a consistent baseline knowledge. Further Information: Update Date: 11 Nov 2025 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 board in September. And the framework is being reviewed and will be presented in October for approval. Further Information: Update Date: 10 Sep 2025 Description: Staff now recruited in the team to support delivery Further Information: A Programme Manager has now been recruited in the team and started early Aug. The planning around the audit actions will commence from Sept 25. Update Date: 22 Aug 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: Reviewing requirements on the back of ICT Audit report. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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: Business case audit and creation ongoing. BA team to be engaged to support. Further Information: Update Date: 11 Nov 2025 Description: Assessment of all major Projects currently under way is ongoing - PMO team will support in creation of BC if not in place currently. At a minimum for all Major Projects. Further Information: Update Date: 29 Oct 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. Further Information: 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: Business cases (subject of other action) will contain clear financial impact, review and sign/Off from Finance Business partner. This is ongoing and on track as per other action. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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: Standardized risk register is drafted, and will be promoted for use with revised SharePoint site. risk is also looking to be standardised and reported at Transformation Board on Programs and Major projects. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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: Process in place to report on Major Projects and programs. PMO team alignment to Major Projects and Programs in place, with 1-2-1 relationships. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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: Benefits are clearly articulated within the Business case and updated project flow now contains a benefits realisation phase to monitor and review benefits against Business Case when implementation completed. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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: Service plan collection ongoing and expected to completed mid Nov for analysis and reporting back on alignment against transformational strategy / targets. Further Information: Update Date: 11 Nov 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. Further Information: 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: Transformation Board Dashboards continue to evolve to report at a Program and major Project level. These will then also be used to allow instant update on a single project or program if required. New Service plan will enable risk and benefit reporting within the dashboards once available. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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: Ongoing Audit of BC and PID, focus is to provide BC initially to ensure consistent information available for PID creation based upon clear business case. PIDs will be in place for all Major Projects as a minimum. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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 will be captured as part of the Business case Action and is progressing on plan. Further Information: Update Date: 11 Nov 2025 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. Further Information: 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: This action remains on track. The Procurement Team continue to engage with services and collate contract documentation for the Council's top contracts by value. The incoming permanent Procurement Manager will be engaged going forwards on this work. Further Information: Update Date: 11 Nov 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 metFurther Information: Update Date: 16 Sep 2025 Description: processes in place and recommendations fully implemented Further Information: Fully implemented Update Date: 03 Sep 2025 Description: To be implemented now more resource in available in the team Further Information: Update Date: 01 Jul 2025

3371	Medium	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. 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. 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). 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).	28 Apr 2025	31 Dec 2025	Description: As discussed at the Corporate Governance Committee at their meeting in September 2025, the Head of Democratic Services has appointed a new Procurement Manager, who will be joining the organisation on 1 December 2025. The new Procurement Manager will be tasked with taking this work forward in consultation with relevant stakeholders and the Monitoring Officer . A refreshed Code of Procurement will be taken through the appropriate governance touch points in due course. Further Information: Update Date: 11 Nov 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. Further Information: Update Date: 11 Sep 2025 Description: The Code of procurement hs been revised and updated to reflect the change in the Procurement Act 2023. This will need to be approved by members and incorporated in the Constitution. Further Information: Updated and on target Update Date: 03 Sep 2025 Description: First draft prepared to be reviewed with newly appointed Monitoring Officer Further Information: Update Date: 01 Jul 2025
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Committee Governance Structure 24.25

Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
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 continues to work 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. This will be presented to the Working Group in due course. Current draft has been provided by ADSO for further review internally with SLT and HoS Further Information: Update Date: 11 Nov 2025 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. Further Information: Update Date: 04 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: Policy has been approved at Employment Committee and work is now being undertaken on implementation Further Information: Update Date: 04 Nov 2025 Description: Hybrid working policy has been drafted and will be going to employment committee in October to be ratified Further Information: 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: Staff continue to be updated in line with progress of policy and any key changes towards it Further Information: Update Date: 04 Nov 2025 Description: This is in progress, staff are being updated with the progress of the hybrid working policy Further Information: 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: Reopened: Action Assignee requested for the action to be re-opened as IT have advised that further work needs to be done Further Information: Update Date: 12 Nov 2025 Description: Confirmation that all available desks in Pathfinder & Eastfield House are now fully populated with equipment and ready to use. Caretakers are holding stock on both sites of keyboards, mice and cables. Sweeps will be carried out every evening in Pathfinder House with all desks being checked and replenished if necessary. Sweeps in EFH will be carried out by a caretakers every Mon, Weds & Fri with an additional sweep being carried out by 3CICT on Tuesdays. Further Information: Update Date: 07 Nov 2025 Description: Backfill of Eastfield House 95% complete as of 05/11/2025 and Pathfinder House still to start. Task still on track for December completion. All reliant on availability of 3CICT staff to carry out the task. Further Information: Update Date: 06 Nov 2025 Description: Equipment ordered for PFH & EFH on ticket SR00253228. This has been delivered and stored. New ticket SR00256604 raised for ICT to install on desks in PFH & EFH to ensure maximum number of functional desks. Further Information: Update Date: 17 Sep 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. Further Information: 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: Policy updates are being worked on Further Information: Update Date: 04 Nov 2025 Description: This will be started following the approval of the hybrid working policy Further Information: 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: Work not started on this as other actions in relation to this take priority Further Information: Update Date: 04 Nov 2025 Description: This will be agreed following approval of the Hybrid Working Policy at Employment Committee Further Information: Update Date: 11 Sep 2025 Description: Action due date not agreed as depending on action 3517 Further Information: Action due date not agreed as depending on implementation of action 3517. Selected currently to match the due date of action 3517 as 31/03/2026 however this is likely going to be changed at later stage Update Date: 07 May 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: Ongoing work on this. 121s now rolled out across HDC and Service Plans are in place for all service areas to capture key items of work and relevant measures of productivity. Services are also working up Team Charters that will identify how teams work within the aims of the Policy, to be rolled out in Q4 as part of the the implementation of the Policy Further Information: Update Date: 05 Nov 2025 Description: Monitoring Framework for 121 completion implemented Further Information: 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 Description: Scoping Underway, draft scheduled for officer review in October, implementation in Q4 so metrics and indicators are formally tracked and reported quarterly as management information from 1st April 2026. Further Information: Approaches for a productivity plan framework by department is underway with a draft framework to be proposed at the end of September. Guidance on 121s including format and frequency has been rolled out to managers through the manager's forum a standard template is now in use and linked directly to the performance management (pay and reward) of officers. Update Date: 04 Sep 2025 Description: Audit completed, fed back to CLT and HOS, Action Plan in Place Further Information: The Audit on Home and Hybrid working has been concluded with the findings presented for Heads of service to consider in the way they manage their teams. The draft action plan is attached with key actions set for monitoring the completion of 121s and also the requirement for service level productivity planning to be proposed and in place by March 2026. the timing is linked to the formal adoption of a Home Working Policy across the Council Update Date: 29 Aug 2025 Description: Incorrect date shown Further Information: Update Date: 19 Jun 2025
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Key Financial Controls 24.25					
Reference	Priority Level	Action Detail	Original Target	Revised Target	Update Details
3381	High	The finance team should engage with Tech 1 to agree on a clear resolution plan, including a timeline for when and how the issue will be resolved. If Tech 1 fails to offer a satisfactory outcome within the agreed timeframe, senior management involvement may be necessary to escalate the matter and ensure a prompt resolution.	31 Mar 2025	31 Jan 2026	Description: As per below comments, due date has been moved to January 2026 with agreement from Interim S151 Officer Further Information: Update Date: 11 Nov 2025 Description: T1 support have run process that proved transactions have posted correctly and no transactions are missing which may have been part of the issue. They closed the case in September and advised that we would have to use AMS to check the configuration of the system. I have contacted REDACTED at T1 as she has advised that the upgrade to the next version of T1 in November 2025 may help the reconciliation process. Bearing this in mind, can the target date be amended to 31 January 2026. Further Information: Update Date: 28 Oct 2025 Description: TechOne is continuing to work on resolving the differences and identifying the root cause. At Management's request, the action due date has been extended to 31/10/2025. Further Information: Revised timeline agreed by RSM and sighted by the Head of Audit. Update Date: 05 Sep 2025 Description: T1 are still working on the differences Further Information: Need to review the variable date to 30 October 2025 Update Date: 29 Aug 2025 Description: Meeting with T1 support 1 August 2025 Further Information: T1 are going through April to June 2025 differences. July differences were identified as £505.10, of which 3 transactions did not transfer correctly and have now been posted. Debtors to look at nine 10p transactions to identify if corrections are required. These are receipts that have been transferred or dishonoured Update Date: 04 Aug 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: Policy being drafted Further Information: Update Date: 04 Nov 2025 Description: This action has been delayed due to work that has been carried out aligning contracts for all permanent members of staff Further Information: As per request from Head of HR, action has been moved to 28/02/2026 Update Date: 08 Sep 2025 Description: To be considered by Employment Committee on 15 July 2025 Further Information: Update Date: 01 Jul 2025 Description: As per CGC 29.01.2025 Further Information: There has been a changeover of Strategic HR Manager since the revised date was agreed who has been reviewing some wider policy aspects taking account of external factors relating to pay across the local government sector. As a result, this action will be carried out in April / May 2025 and revised policy will be taken to the first Employment Committee of the new civic year for approval and then communicated to managers. This fits with the overall Heads of Service restructure that the Chief Executive has conducted and the training / development approach that is being implemented to support the Heads of Service. Revised target date proposed to be 31 June 2025 Update Date: 12 Mar 2025 Description: Policy will not be updated until March 2025 as per time scales Further Information: Due to other associated work the Pay policy will not be updated until other actions have taken place, this will be at least 18 months away Update Date: 02 Oct 2023