

Wiltshire Council Outstanding Actions 22.01.2021
Non Schools

Director ICT, Digital and Organisational Innovation							
Digital Transformation (Audit Report Issued 5th April 2019)							
Reference Number	Recommendation	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
40975	We recommend that the Interim Director: Digital Transformation & IT ensures that the ICT Disaster Recovery Plan is updated in line with changes under the transformation programme.	2	Outstanding	30-Jun-19	28-Feb-21	Director Digital, Data & Technology	The need for this work is fully acknowledged and a thorough approach is planned, this will incorporate the transformation programme and Recovery work to date. Grant funding from DHCLG has been secured and a tender document for consultancy services is completed. Legal and Procurement have been engaged and an agency has been appointed to assist, work has commenced as of the 18th Jan 2021.

Interim Corporate Director Resources

Deferred Payments (Audit Report Issued 10th September 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39503	We recommend that performance indicators relating to Deferred Payment Agreements are fed into both the Executive Director with responsibility for Finance and the Executive Director with responsibility for Adult Social Care's scorecards to ensure that there is sufficient reporting and oversight so that the figures can be challenged. Furthermore, the Section 151 Officer and Adult Care Directors should receive regular, at least quarterly, information on the current debt position for Deferred Payment Agreements.	2	Outstanding	31-Oct-19	31-Mar-21	Head of Finance, Adults	As the Council has committed to moving to paying providers Gross of client contributions, rather than Net, and taking on the responsibility for collecting client contributions, this now has an increasing priority, and forms part of a wider project that has just started. Part of that includes debt reporting at both a micro level and directorate level. As this is a more fundamental review than originally envisaged, it will take longer to implement - revised target is 31st March 2021.

Supply Chain Management (Audit Report Issued 17th January 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39455	We recommend that exit strategies are tailored to corresponding contracts.	3	Outstanding	30-Jun-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.
39495	We recommend that Procurement documentation is updated to state a requirement for a current and periodically tested business continuity plan for each supplier.	3	Outstanding	30-Jun-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.

39509	We recommend that the Council requests that Cyber Attack response is covered in its suppliers' business continuity plans with evidence of periodic testing.	3	Outstanding	30-Jun-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.
39510	We recommend that the storage of contract documentation is reviewed to consider ease of location and review.	3	Outstanding	30-Nov-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.
39653	We recommend that a written contingency plan is outlined for all contracts. This should be proportionate to the criticality of the supplier and the service provided.	3	Outstanding	31-Dec-19	30-Jun-20	Head of Procurement	The new Head of Procurement is currently reviewing all process and a programme of improvements is underway. This Action will be considered as part of the review and improvements.

Pension Fund Key Control Review (Audit Report Issued 6th October 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
44215	We recommend that the Head of Pensions Administration and Relations ensures that the Data Officer is set up with the access required to the Docmail system and inducted on its use as required.	3	Outstanding	31-Oct-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.
44260	We recommend that the Head of Pension Administration and Relations liaises with the Head of Pension Fund Investment to ensure that a review of the member contribution issues raised in our finding is undertaken promptly, to future-proof the processes used and ensure appropriate efficiencies are made.	2	Outstanding	21-Dec-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.

44232	<p>We recommend that the Head of Pensions Administration and Relations ensures that the Altair workflow for processing death grants is updated to include the check of the NI database on notification of death at the beginning of the process. This is to ensure efficiency by the Fund acting accordingly where it is identified that the member has an alternative pension fund of higher value than that held with WPF.</p>	3	Outstanding	20-Nov-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.
44174	<p>We recommend that the Governance and Performance Manager: Reviews the current DPIA procedure and standard DPIA template to ensure they consistently reflect the procedures, are clear and easy to follow, and to provide risk scoring methodology and assessment guidance. The above documents should then be re-communicated to relevant staff and managers and their feedback invited, to ensure they have a good understanding of the procedures to be used.</p>	3	Outstanding	31-Dec-20		Governance and Performance Manager	An update on the status of this action is currently being sought.

44252	<p>We recommend that the Head of Pension Administration and Relations: Completes a review of the Docmail system's DPIA, to ensure that any all risks relating to the processing of personal data have been captured and appropriately mitigated to the satisfaction of the Fund.</p> <p>Ensures that all staff and managers with specific responsibilities for the completion of DPIAs receive any further training required to complete the procedure effectively.</p>	2	Outstanding	31-Dec-20		Head of Pensions Administration and Relations	An update on the status of this action is currently being sought.
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Pensions (Audit Report Issued 30th April 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
41018	We recommend that a full reconciliation be undertaken between Altair and SAP Payroll. This Action is carried over from last year's audit report.	2	Outstanding	01-Dec-19	31-Dec-20	Head of Pensions Administration and Relations	Officers are still working on this as a high priority. This is proving even more complex than first envisaged. This action has now been increased to a Priority 2.
41020	We recommend that the Improvement Plan be put in place, as intended, to prioritise the workflow and reduce the backlog of work.	2	Outstanding	31-Mar-20	31-Dec-20	Head of Pensions Administration and Relations	Officers are still working on trying to resolve this issue. It is proving difficult to fix and more resource is being sought to help improve the situation.

Contract Management (Audit Report Issued 13th February 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42990	We recommend that the Strategic Procurement Hub liaise with Human Resources to document contract management responsibilities in the relevant job descriptions to ensure Officers are recruited with the required skills to effectively manage contracts for the Council.	3	Outstanding	31-Dec-20		Head of Procurement	An update on the status of this action is currently being sought.

Accounts Receivable (Audit Report Issued 19th January 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42722	We recommend that Accounts Receivable continue to develop and seek approval of the draft procedural guides that would allow for clear guidelines across all service areas.	3	Outstanding	29-Feb-20	31-Mar-21	Corporate Income and Admin Manager	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
42723	We recommend that all credit notes should have authorisation, and documented reasoning, attached in SAP in order to show clear segregation of duties. This should be enacted across all service areas - this will be incorporated within a different Action to ensure that one main procedural guide is created.	3	Outstanding	30-Jun-20	on-going	Corporate Income and Admin Manager	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
43132	We recommend that invoices are raised with sufficient information, and in a timely manner, in order to ensure that the process for the customer, those chasing the debt, and those answering enquiries, is as easy and efficient as possible.	2	Outstanding	29-Feb-20	on-going	Corporate Income and Admin Manager.	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.

42724	We recommend that a procedural guide is written by Accounts Receivable which instructs the daily tasks involved within the Accounts Receivable department. This guide should amalgamate and update all written guides currently in existence into one document, which can be circulated to new starters and used for reference.	3	Outstanding	31-Oct-20		Head of Revenues and Benefits	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
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Accounts Payable (Audit Report Issued 25th February 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43212	We recommend that Accounts Payable cleanse the data held on the P: Drive in line with Wiltshire Council's guide 'Records Management - Cleansing your information - deciding what to keep and what to delete' and GDPR guidance. A list of our findings has been provided to the Accounts Payable Manager.	3	Outstanding	30-Jun-20	31-Mar-21	Head of Procurement	There is an ongoing audit by Meridian Recovery Audit, which has focused on recovering duplicate payments, and as such we have needed to refer to past data. The examination of parts of the P drive will therefore take place once the Recovery Audit has been completed.
43188	We recommend that the Procurement Manual/Delegated Authorities Matrix, the Authorised Signatories list, and the Financial Regulations are aligned to ensure clear guidance. The Authorised Signatory list should be in line with the Council's Schemes of Sub Delegation.	3	Outstanding	31-Dec-20		Head of Corporate Finance	An update on the status of this action is currently being sought.
43366	We recommend that a wider data cleansing exercise of SAP is undertaken prior to the move to a new ERP system to ensure that the migrated data is in line with Data Protection legislation.	3	Outstanding	31-Oct-20		Head of Corporate Finance	An update on the status of this action is currently being sought.

Main Accounting (Audit Report Issued 11th June 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43449	We recommend that the roles allocated to SAP System Users are reviewed to ensure that they only have the permissions required for their job role.	3	Outstanding	31-Dec-20		Head of Corporate Finance	An update on the status of this action is currently being sought.

Corporate Debt Management Management (Audit Report Issued 24th June 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42809	We recommend that the Council should ensure that all services are equipped with the knowledge of the available payment methods as well as costs relating to the differing methods to enable them to make appropriate decisions when choosing methods of payments for the services they provide. The Council should also ensure that services are offering all forms of payment available to the service in order to maximise income.	3	Outstanding	30-Sep-20	31-Mar-21	Head of Corporate Finance	A draft Income and Debt Management policy has been written. Consideration of how this will be rolled out across the organisation is underway and a plan will be set out by the end of the financial year alongside other financial control processes.
43750	We recommend that the Council investigate whether SAP could be altered to provide more accurate and sufficient aged debt reporting to enable appropriate monitoring and facilitate effective decision making. If it is deemed that the current SAP Financial Management System does not and have this capability, then consideration should be made by the ERP project group to ensure that it is a requirement of the new ERP system.	2	Outstanding	30-Oct-20		Finance Systems Manager	An update on the status of this action is currently being sought.

Programme Management (Audit Report Issued 4th October 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
42099	We recommend that the existing framework is developed to capture all projects and programmes being delivered across the whole Council so there is consistency of approach and a clear corporate wide view.	2	Outstanding	30-Nov-19	31-Mar-21	Interim Corporate Director Resources	The paper 'Programme Brief Establishing a P30' taken to CLT in September 2020 recommended that the programme SRO would collate all transformational work and programs/projects into one large portfolio to enable clarity and prioritisation of transformation
42100	We recommend that a process is developed to capture the benefits to be realised from the start of a project. This should be continually reviewed throughout the life of the project to ensure the benefits set out at the project initiation stage have been realised and to identify improvement opportunities or the opportunity to halt/alter the project.	3	Outstanding	31-Dec-19	31-Mar-21	Interim Corporate Director Resources	Benefits register in progress.
42101	We recommend that the lessons learned processes are reviewed and a set of key themes developed.	3	Outstanding	31-Dec-19	31-Mar-21	Interim Corporate Director Resources	Not yet recorded centrally. Will be part upcoming review.
42102	We recommend that the Project Initiation Document (PID) is amended to include a Quality Management section. Furthermore, the Quality Assurance strategy should be reviewed to ensure quality is reviewed throughout the life of, and at the end of, each project.	3	Outstanding	30-Nov-19	31-Mar-21	Interim Corporate Director Resources	Governance strategy has been drafted.

42344	We recommend that Governance Gateway Reviews are completed throughout the project to ensure it is still aligning with the benefits as set out initially.	3	Outstanding	31-Mar-20	31-Mar-21	Interim Corporate Director Resources	Will be part upcoming review.
42345	We recommend that there is a clear framework developed to ensure that lessons learnt are shared across the Council and all SRO's follow a consistent process.	3	Outstanding	31-Mar-20	31-Mar-21	Interim Corporate Director Resources	Will be part upcoming review.

Director Education & Skills

Traded Services with Schools (Audit Report Issued 6th March 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39704	We recommend that the Council review the position of Traded Services with Schools and the roles and responsibilities of the service itself to ensure clear accountability & governance at all levels to include oversight, scrutiny and decision making.	2	Outstanding	31-Jul-19	04-Jul-21	Director of Education and Skills Traded Services Manager	With the outbreak of COVID-19 the priority for all our traded services has been to support schools throughout the period and there has been no respite during the period. This has meant preserving service delivery and adapting offers to an online market place as a matter of urgency. Reporting back to Children's Select for April 2021 has been scheduled with a view to engaging Democratic Services to agree future reporting and scrutiny with Senior Leadership and Member participation. Future review date to be set for July 2021 for the start of the process being mindful of the pandemic landscape and Education Rresponse to national guidance and restrictions.

Director Housing & Commercial**Housing Repairs (Audit Report Issued 23rd June 2020)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43373	We recommend that the Responsive Repairs Manager ensures that processes and procedures for the Service are agreed and documented. The documents should then be made available to all relevant officers to ensure processes are undertaken correctly and consistently.	3	Outstanding	31-Dec-20		Responsive Repairs Manager	An update on the status of this action is currently being sought.

Director Communities & Neighbourhood Services**Passenger Transport (Audit Report Issued 8th October 2018)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39374	We recommend that management resources are identified to carry out the periodic monitoring of contracts to ensure adequate performance during the contract term, including best value reviews.	2	Outstanding	28-Feb-19	16-Nov-20	Head of Passenger Transport	A revised business case is with Director for Economic Development and Planning awaiting confirmation , further discussion.

Director Commissioning

Adult Social Care Contracts (Audit Report Issued 21st June 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
41379	We recommend that the Commissioner – Community Services ensures clear performance measures are put in place, and actively monitored, which can both measure and capture planned benefits and savings. This should include KPIs for the providers and internal support services.	2	Outstanding	30-Dec-19	01-Mar-21	Commissioning Programme Lead – Community Services	HTLAH QA framework: Main document is finished. Appendices being edited to align with final amendments in the main document. Director sign off of document bundle by 29.01.21 enabling final comments from HTLAH board to be included in published version. Cohorts for increased monitoring and review have been risk rated and identified. Communications prepared to all HTALH provider in w/c 01.02.21. This introduces the framework and gives 4 weeks' notice to providers and planning the first cohort of Contract Monitoring reviews, allowing for 4 weeks' notice to the providers. Revised monitoring and review arrangements commence as of 01.03.21.
41414	We recommend that the Commissioner – Community Services ensures a supplier management framework is developed which identifies key suppliers in terms of capacity and capability. Business continuity plans and contingency plans should also be put in place for key suppliers.	2	Outstanding	31-Dec-19	31-Mar-21	Commissioning Programme Lead – Community Services	Providers currently submit monthly performance data which includes staffing and capacity. This is augmented by 365 data from performance for a rounded view of HTLAH activity submitted through POG dashboard returns for scrutiny at Directorate level. From March 2021, the HTLAH POG dashboard will be revised to include top 20 providers by spend, package volumes and monitoring and review risk ratings – as informed by the new monitoring and review (QA) framework.

Director Legal & Governance**Corporate Complaints (Audit Report Issued 3rd July 2018)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
38485	We recommend that a policy is implemented that informs all staff of the processes and procedures for dealing with a complaint, including guidance on when to pass the complaint to the Corporate Complaints department.	3	Outstanding	02-Jan-19	01-Apr-21	Public Law & Compliance Manager	A proposed new complaints procedure and supporting guidance is being developed as outlined to the Standards Committee. This will be considered by CLT, ELT and the Constitution Focus Group before consideration by the Standards Committee and final approval by full council.
38659	We recommend that all Council staff are trained in the corporate complaints process, the information that may be required of them, the timescales involved and the importance of sticking to these timescales.	3	Outstanding	02-Jan-19	01-Apr-21	Public Law & Compliance Manager	A proposed new complaints procedure and supporting guidance is being developed as outlined to the Standards Committee. This will be considered by CLT, ELT and the Constitution Focus Group before consideration by the Standards Committee and final approval by full council.

Officers Declarations of Interest, Gifts & Hospitality (Audit Report Issued 31st October 2018)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
36283	We recommend that declaring potential conflicts of interests, gifts & hospitality is covered during induction training for all staff.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36284	We recommend that there a formal process of regular communication to remind staff and managers of the need to record potential conflicts of interest and the offering/acceptance of gifts & hospitality.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.

36285	We recommend that Close Personal Relationships should be reported through the online register of interests. Policy and guidance should be updated accordingly.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36286	We recommend that assessment procedures should include an email to the manager to advise when a potential conflict of interest has been registered.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36287	We recommend that the compliance team develop procedures to advise managers which members of their team have a current active declaration. This could be via an annual email or perhaps via a flag on a SAP/HR record.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36288	We recommend that the Managers are provided with guidance on how they can find out about existing declarations of interest.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36289	We recommend that archive policies and procedures should be developed. Consideration should be given to length of time to keep records of former officers and any records that are no longer current/accurate.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36290	We recommend that procedures are put in place to ensure the register entries is kept current.	3	Outstanding	31-Mar-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
36385	We recommend that guidance should be updated to include advice on the level of detail that should be included and of any mandatory information (such as estimated value and date hospitality received). It could also advise a minimum threshold for a declaration.	3	Outstanding	31-Dec-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.

42389	We recommend that specific groups of staff to be required to make annual declarations of interests and these be reviewed by Heads of Service.	3	Outstanding	31-Dec-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.
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Data Breaches (Audit Report Issued 31st May 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
40431	We recommend that policy documentation is reviewed and updated where appropriate.	3	Outstanding	30-Jun-19	31-Dec-20	Head of Legal Services	This will now be developed as part of the Organisational Recovery Programme.

Director Economic Development & Planning**Community Infrastructure Levy & S106 Agreements (Audit Report Issued 18th October 2019)**

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
39741	<p>We recommend that evidence of a robust checking process is kept, to ensure that all planning applications are routinely assessed for CIL liability, so none are missed. This would include retention of records showing planning applications reviewed, with decision taken and by who, with regular random checks carried out by another experienced Officer to ensure a consistent approach, completeness of application coverage and accuracy in determination of whether liable or not.</p> <p>Also, to ensure a consistent approach and reinforce the checking process the procedures should be documented.</p>	3	Outstanding	31-Aug-20	30-Nov-20	Performance Delivery Manager	<p>Ongoing. Currently records are being checked and processed manually, however with the implementation of the new IT system, monitoring reports will be available (March 2021). The Go Live has been delayed to an issue with the GIS which is currently being worked on by ICT and the third parties involved. Suggest that this comes off the Audit log when the system goes live in March 2021. nb The Infrastructure Funding Statement has been produced and is available on the website.</p>

Director Access & Reablement

Court of Protection (Audit Report Issued 13th February 2019)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
40680	We recommend that the Court of Protection Team Manager gives consideration to the most cost effective and efficient manner of document storage for the service.	2	Outstanding	31-Aug-19	30-Sep-21	Court of Protection Team Manager	The current pandemic has increased the priority need for this issue to be resolved (team have been unable to completely work remotely and have had to maintain a presence at County Hall), although we are dependent on the provider's timelines. Due to the global pandemic and certain technological delays by the owners of Trojan, the roll out of Caspar Cloud was put on hold. The restructured development plan is now underway and Trojan are looking at having a beta version of Caspar Cloud out in the field in May/June 2021. Extensive testing of both the application and platform will then take place over a couple of months with an expectation that Caspar Cloudv1 will be made available in the third quarter of 2021. Wiltshire COP team are meeting with Trojan 26/01/21 to discuss costings, including possible reduction in price if Wiltshire agree to be part of the beta testing. A Business Case will then be set out. The priority of this action has been increased to a 2.

Director Learning Disabilities & Mental Health

Adult Social Care - CTPLD Pop Team Review (Audit Report Issued 6th March 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43177	We recommend that further testing is undertaken to ensure that the data reports from LiquidLogic are accurate and can be fully relied upon. This will increase efficiency and resilience as separate spreadsheets will not need to be maintained by a single person within each team. In addition, correct reporting structures should be embedded within the system.	2	Outstanding	01-Jun-20	30-Dec-20	Head of Service - CTPLD	<p>The Head of Service for CTPLD is continuing to work closely with the Head of Quality and Performance to ensure that any issues are rectified.</p> <p>The business operations officer started on 01/11/2020 as detailed in the previous update. Since being in the the business operations office has started to audit the cases on LAS to ensure that it is accurate. In addition they have been working closely with the Wiltshire Council performance, outcomes and quality assurance team to ensure that the reporting structures are accurate. This is starting to improve the accuracy of liquid logic but further work is still required.</p>

Director Highways and Environment

Waste Management Contract (Audit Report Issued 6th July 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43482	We recommend that, for Lot 2, resolution and agreement of the outstanding financial model is obtained through receipt of the required information from the Contractor to ensure that the appropriate sums can be paid to the Contractor.	3	Outstanding	31-Aug-20	01-Mar-21	Head of Service – Waste Management	A number of outstanding issues have been agreed and new Financial Model has been received 22 Jan to deal with these. The element involving haulage remains outstanding though both parties have agreed to programme activity in an effort to resolve by end of March 2021.

43485	We recommend that the Council seeks the required Open Book data from the Contractor to ensure that all financial models can be substantiated. If the Open Book data is not received the Contractor should be considered in breach of contract and appropriate actions taken to resolve.	3	Outstanding	06-Jul-20	Ongoing	Head of Service – Waste Management	The contractor has raised a number of formal Dispute Resolution Notices in respect of the Lot 1 and Lot 5 contracts. The council has continued to engage by sharing further position statements informed and supported by Legal Services. The council is awaiting updates as to whether these issues will be further progressed by the contractor through the formal Dispute Resolution procedure.
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Director HR and OD

Workforce Planning - Employee Engagement (Audit Report Issued 27th May 2020)

Reference Number	Action	Priority	Status	Original Target Date	Revised Target Date	Responsible Officer	Management Update
43093	We recommend that the Council explores having location based EPIC groups that collectively meet every 6 months to ensure those who cannot travel to County Hall are not negatively impacted.	3	Outstanding	31-Dec-20		HR Consultant - Employee Engagement OD & Change	An update on the status of this action is currently being sought.
43491	We recommend that HR & OD further consider how to actively increase engagement in the lower scoring areas to ensure that corporate priorities are achieved. Consideration should be made to encourage management in lower scoring areas to undertake the Employee Engagement add on module to the Leadership and Management course. Furthermore, Directors and Heads of Service should be encouraged to have a presence at Team EPIC meetings to ensure that management are championing employee engagement.	3	Outstanding	31-Dec-20		HR Consultant - Employee Engagement OD & Change	An update on the status of this action is currently being sought.

43367	We recommend that the action plan is RAG rated to clearly show which actions are complete or overdue in order to assist with prioritising the actions.	3	Outstanding	31-Oct-20		Acting Head of HR & OD Strategic Delivery	An update on the status of this action is currently being sought.
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