

2021/22 High and Medium rated actions outstanding

APPENDIX A

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
21/22	Medium	2.21/22 - Children Missing Education - Minimal	Upon update of the Elective Home Education webpage, the Council will additionally include consideration over: <ul style="list-style-type: none"> •Exams. •Guidance around curriculum building. •Reintegration into schools and college. 	Anjali Sidhu	31/01/2022	Not due	To be reviewed and implemented by January 2022- contents for webpage will be extracted from approved Elective Home Education Policy and Guidance documents
21/22	High	2.21/22 - Children Missing Education - Minimal	The Team will develop a comprehensive list of children not receiving suitable education, with this monitored by an appropriate individual/forum. This will include active monitoring over how the Council ensure that the education provision is improved.	Anjali Sidhu	30/11/2021	Overdue	Recording and reporting mechanisms have been revised on the Capita system in order to generate EHE reports i.e.. Elective Home Education (EHE) Register, Education Provision RAG status etc. Education Teachers commissioned to undertake assessment of education provision for EHE children- SLA in place with Littledown RAG status established to measure suitability of education (adequate/inadequate) The EHE process checklist and flowchart provides detailed staff guidance on action required in response to the outcome of education provision. All action taken will be evidenced within staff's communication and activity log on Capita

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21/22	Medium	2.21/22 - Children Missing Education - Minimal	<p>The CME Team will complete a review of the Attendance Service's webpage to ensure comprehensive information and guidance is in place for stakeholders. This will include:</p> <ul style="list-style-type: none"> •Clear information around how a referral can be made and the instances where referrals should be made. •How CMEs can be defined (for example, CME, tracked and home educated). •The responsibilities of local authorities, parents, safeguarding partners and schools in relation to CME. •References to relevant legislation and guidance; and •Updated points of contact. 	Anjali Sidhu	31/01/2022	Not due	<p>Recording and reporting mechanisms have been revised on the Capita system in order to generate EHE reports i.e.. Elective Home Education (EHE) Register, Education Provision RAG status etc.</p> <p>Education Teachers commissioned to undertake assessment of education provision for EHE children- SLA in place with Littledown</p> <p>RAG status established to measure suitability of education (adequate/inadequate)</p> <p>The EHE process checklist and flowchart provides detailed staff guidance on action required in response to the outcome of education provision. All action taken will be evidenced within staff's communication and activity log on Capita</p>
21/22	Medium	4.21/22 - Rent Arrears Recovery - partial	<p>Following the exercise to review the reports prepared detailing housing services performance, a decision will be made as to how and where these reports will be presented and scrutinised. This will include consideration for the monthly housing</p>	Chris Boylett	31/03/2022	Not due	<p>Actions re-assigned to Chris Boylett</p>

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			performance and rents reports.				
21/22	Medium	5.21/22- IT Business Continuity - Advisory* Critical	The Council will update the Business Impact Analysis template to cover areas such as: <ul style="list-style-type: none"> •Recovery Point Objective (RPO); •Maximum Tolerable Periods of Disruption (MTPD); •quantitative/qualitative impacts; and •process prioritisation in the event of an incident. Following this, it will be ensured that BIA's are fully completed prior to sign off.	Anthony-Mario Montana	31/12/2021	Not due	
21/22	Medium	5.21/22- IT Business Continuity - Advisory* Critical	The Council will document a formal “lessons learnt” process for IT business continuity and disaster recovery. This will include the use of a template report and action plan.	Alexander Cowen	31/12/2021	Not due	
21/22	Medium	5.21/22- IT Business Continuity - Advisory* Critical	The Digital & Strategic IT Business Continuity Plan will be updated to cover areas such as: <ul style="list-style-type: none"> •backup staff for staff in key roles; •task lists according to scenario with timeframes, responsible staff and backup staff; •arrangements in place for diverting telephone calls 	Alexander Cowen	31/3/2022	Not due	

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			<p>as required;</p> <ul style="list-style-type: none"> •contact details of department specific contractors and suppliers; •critical periods/dates; •minimum equipment and supplies required to carry on functioning; •logging of decision making (time, what the decision was, who made this etc.); <p>As part of this update, the Council will also review the Recovery Plan for Digital and Strategic IT to ensure consistency and prevent overlap.</p>				
21/22	Medium	5.21/22- IT Business Continuity - Advisory* Critical	The Council will outline the key responsibilities of each area of The Incident Hub as part of the IT Business Continuity Plan. In addition, roles and responsibilities will be formally defined in relation to Disaster Recovery and training will be introduced for relevant staff accordingly.	Alexander Cowen	31/3/2022	Not due	
21/22	High	5.21/22- IT Business Continuity - Advisory* Critical	<p>The Council will document a Disaster Recovery (DR) Policy, independent of the DR Plan, covering areas such as:</p> <ul style="list-style-type: none"> •aims/objectives/principles; •relevant legal and regulatory requirements (if 	Alexander Cowen	31/3/2022	Not due	

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			<p>relevant);</p> <ul style="list-style-type: none"> •roles and responsibilities and ownership of the policy, including who can declare and escalate/de-escalate a disaster; •what constitutes a disaster; •governance arrangements (including a dedicated forum for overseeing disaster recovery arrangements); •testing requirements i.e. how often the plan is to be tested (should be at least annually), and what will actually be tested as a minimum (or a schedule of tests). This should include testing of backups; •training requirements; •the use of an applications list, including prioritising applications in terms of order of recovery following a disaster; •process for carrying out and approving Business Impact Analyses (BIA)s which include RTO's (Recovery Time Objectives) and RPO's (Recovery Point Objectives) for each application. This should inform backup arrangements; 				

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			<ul style="list-style-type: none"> •multiple contact details of relevant staff; and •where the plan and emergency contact information is to be made available (on-site, off-site, online, offline etc.); and •review frequency and version control (the policy should be reviewed at least annually, and each time there is a major change or incident at the organisation). 				
21/22	Medium	5.21/22- IT Business Continuity - Advisory* Critical	The Council will ensure that a central register of all applications is retained with priority of recovery for applications, either individually or by group.	Alexander Cowen	31/3/2022	Not due	
21/22	Medium	5.21/22- IT Business Continuity - Advisory* Critical	The Council will implement a formal approach/schedule for the testing of IT business continuity and disaster recovery, including the testing of data backups. This will be undertaken on at least an annual basis.	Alexander Cowen	31/3/2022	Not due	
21/22	Medium	6.21/22 - Schools Audit - Pippins School - Partial	We will liaise with the Council's finance and procurement teams to identify the specific rules and expectations for schools when procuring high value goods/services. The manual will then be	Katie O'Dwyer - School Business Manager	30/11/2021	Overdue	Action is in progress - manual is being updated - due for completion by March 2022

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			updated with clear guidance based on the Council's response. The School Business Manager will review high value expenditures. when placing orders and paying invoices to ensure appropriate approvals have been obtained				
21/22	Medium	6.21/22 - Schools Audit - Pippins School - Partial	The School Business Manager will ensure that timely approval for purchase orders is obtained prior to the placing of orders. This will include ensuring approval from the Headteacher is obtained for any orders exceeding £3,000	Katie O'Dwyer - School Business Manager	30/11/2021	Overdue	Approval for orders over £3,000 is obtained, process for the purchase order being generated is being developed and will be implemented by March 2022
21/22	Medium	6.21/22 - Schools Audit - Pippins School - Partial	The School Business Manager will ensure that the asset register is fully updated and completed following the inventory check to be completed by the IT contractor. This will be checked on an annual basis	Katie O'Dwyer - School Business Manager	31/05/2022	Not due	
21/22	Medium	6.21/22 - Schools Audit - Pippins School - Partial	The School Business Manager will ensure that an annual inventory check is completed once the asset register is fully updated. This will include maintaining a record of the checker, reviewer,	Katie O'Dwyer - School Business Manager	30/07/2022	Not due	

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			completion date and outcomes of investigations for identified discrepancies				
21/22	Medium	6.21/22 - Schools Audit - Pippins School - Partial	We will investigate whether the suite of performance management related policies have been updated by the former Headteacher and that these can be accessed. The policies (either the existing policies or those accessed from the previous Headteacher) will then be subject to review and update, in line with current practice, expectations and regulations. Once reviewed, the policies will be formally approved for use and shared with staff	Maninder Jalaf - Headteacher/Governors	30/07/2022	Not due	
21/22	Medium	6.21/22 - Schools Audit - Pippins School - Partial	We will implement a practical and consistent process for performance management appraisals, beginning with identifying, agreeing and setting SMART objectives/targets for individual staff	Maninder Jalaf - Headteacher/Governors	30/07/2022	Not due	
21/22	Medium	8.21/22 Business Continuity and Disaster Recovery - Minimal	Testing schedules will be agreed upon for emergency incidents and included as part of the Major Incident Plan. Once the plan has been	Anthony-Mario Montana	31/12/2021	Not due	Once the plan has been finalised and agreed, testing of the plan and its protocols will commence after which the testing schedule would be drawn out. This will include <ul style="list-style-type: none"> • Communication Testing

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			finalised and agreed, testing of expected processes will commence in-line with the schedule. Outcomes of tests will be noted, and appropriate updates made to the plan				<ul style="list-style-type: none"> • Table Top Testing • Live Exercise • Performance, resilience, flexibility and ease of use of the Plan during an emergency, would routinely be utilised as a testing mechanism.
21/22	Medium	8.21/22 Business Continuity and Disaster Recovery - Minimal	The Emergency Planning and Business Continuity Lead will complete an exercise to update BIAs in conjunction with area leads to ensure these are reflective of the Council's corporate structure.	Anthony-Mario Montana	31/3/2022	Not due	Dependent on completion of IT disaster recovery plan to inform the BIA for each service
21/22	Medium	8.21/22 Business Continuity and Disaster Recovery - Minimal	Once the roles and responsibilities for emergency planning and business continuity matters have been formally agreed and assigned, the Council will review the current skills and knowledge of its workforce in light of these expectations. Where training needs are identified, the Council will ensure that training is administered to relevant individuals to ensure that staff have the necessary understanding and capability to appropriately undertake their duties.	Anthony-Mario Montana	31/3/2022	Not due	

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21/22	Medium	8.21/22 Business Continuity and Disaster Recovery - Minimal	<p>The Council will develop, agree and implement a testing schedule in order to assess the effectiveness and robustness of the preparations outlined in the plan for ensuring business continuity. The following will be considered as part of the development of testing schedules:</p> <ul style="list-style-type: none"> •Paper walk-through testing, which involves working through the plans and identifying areas that have been overlooked or processes that may not work; •Component testing, which involves testing different sections or stages of the plan for practicableness, such as restore procedures, backup procedures and contacting stakeholder; •Full testing, which involves running through the plan in its entirety so as to assess its effectiveness in recovering lost information and continuing business as usual; •The intervals at which the above types of testing will 	Anthony-Mario Montana	31/12/2021	Not due	Updated in draft plan

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			be conducted; and •The reporting of outcomes and lessons learned.				
21/22	Medium	8.21/22 Business Continuity and Disaster Recovery - Minimal	The draft major incident plan will be completed, with all updates made including the finalisation of the 'Contact Lists', the 'Cascade call out' and the addition of contact numbers for individuals/ teams involved in the major incident response process. The plan will also include consideration over the debrief process when the plan is enacted. The plan will then be subject to appropriate formal review, followed by the Executive Management Team. Review will occur at least every two years. This plan will be shared with relevant staff members via the Resilience Direct Portal, digitally and in hard copy.	Surjit Nagra	31/12/2021	Not due	<ul style="list-style-type: none"> • The debrief document has been completed, • Other report forms that would inform the cold debrief and corporate debrief have also been completed • The forms will be submitted as evidence of completion
21/22	High	8.21/22 Business Continuity and Disaster Recovery - Minimal	The Council's Business Continuity Plan will be updated to reflect the Council's restructure, the Council's relationship with Slough Children First, with all sections of the plan	Anthony-Mario Montana	28/2/2022	Not due	The contract with the Slough Children's First will be reviewed and actions implemented accordingly

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			completed. Following update, the plan will be submitted for formal approval, before being made available to relevant members of staff.				

2020/21 High and Medium rated actions outstanding

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Debtors Management (25.20/21)	The new finance training manual will be introduced in April 2021 and all staff using Agresso self service finance functions are to undertake relevant training, with completion rates reported to an appropriate forum. Exception reports of staff who have not completed the training will be forwarded onto managers with an instruction for relevant staff to complete the trainings.	Medium	A Adewumi	31/10/2021	Overdue	<p>Work on the medium to long term review of Agresso Finance Related items has been pushed back to allow the current external Agresso Support consultants to finalise a project plan for HR & Payroll Development, Documentation & Knowledge Transfer to SBC.</p> <p>This is being reviewed by the AD – People Services with a view to it being commissioned by the end of November with a worst-case scenario completion date of 31st January 2022.</p> <p>Once this project is commissioned it will only require weekly milestone monitoring thereby freeing up resources to work on the framework for systems review and development of the Finance module of Agresso and this will be incorporated.</p> <p>It will be sub optimal to deal with this item individually as it could give rise to duplication of resources and effort.</p> <p>A more feasible end date will be 31st March 2021 with monthly updates on items as they are dealt with as part of the overall plan.</p>
Debtors Management (25.20/21)	The Council will complete a review of parked invoices on a periodic basis, validating the reasons for	Medium	A Adewumi	31/10/2021	Overdue	The detail per the response on Debtors Management (28.19/20) covers this point per the new

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	<p>parking amounts through the issuing of a parked debt report to relevant cost centre managers.</p> <p>The outcome of the reviews will be reported to the Service Lead Finance and escalated as appropriate.</p>					<p>process.as highlighted.</p> <p>The review of the data has commenced but due to staff changes its proven difficult to validate the balances by cost centre so the emphasis will now be on confirming invoices that are still required to be parked with a valid basis.</p> <p>The current procedure will also be centralised so that the parking of invoices is work flowed to be approved by the AR Manager.</p> <p>This position will then have the responsibility for the monitoring & periodic reporting on the outstanding balance on Parked invoices.</p>
Debtors Management (25.20/21)	The Council will complete the Income Collection and Debt Recovery Policy which will be subject to formal review and disseminated to relevant staff, including the Accounts Receivable team.	Medium	A Adewumi	31/10/2021	Overdue	The document is being reviewed and the process will be completed with the finalised document disseminated to all by the 31st of December 2021
Debtors Management (25.20/21)	<p>The dates that reconciliations have been reviewed by the Group Accountant will be recorded within the reconciliation spreadsheet.</p> <p>In addition to this, where hard copy reconciliations are unable to be signed off a digital signature will be applied to the reconciliation spreadsheet once it has been reviewed by the Group Accountant.</p>	Medium	A Adewumi	31/10/2021	Overdue	This is work in progress due to staff changes in the Corporate Finance function, a more realistic date for finalising this process will be 31st December 2021
Treasury Management (33.20/21)	The Group Accountant-Corporate (Capital, Treasury & SUR) will liaise with Logotech to produce a report including	Medium	K Ind	31/10/2021	Overdue	Report commissioned from Logotech wef 1/12/21

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	forecasted and actual cashflows. This report will then be monitored to identify significant variances.					
Treasury Management (33.20/21)	We will review the level of training offered to Councillors with regards to treasury management, with a focus on ensuring this is provided to members of the Cabinet Commercial Sub-Committee as a minimum requirement.	Medium	K Ind	31/10/2021	Overdue	Treasury Management training to be provided to Councillors Jan/Feb 2022, and included as part of a programme of regular training for Members.
Temporary Accommodation Strategy (29.20/21)	In line with current plans, the Council will ensure that an up to date Housing Strategy is created. Additionally, progress against the action plan will be periodically monitored by an appropriate forum.	Medium	Richard West – Executive Director Customer and Community	01/09/2022	Not Due	Action to be led by Associate Director - Place Strategy and Infrastructure. Periodic monitoring could be by the Customer & Community Scrutiny Panel
Temporary Accommodation Strategy (29.20/21)	Following completion of the corporate restructure, a new performance mechanism will be developed to reflect the new service. This will include periodic consideration of Temporary Accommodation related performance indicators.	Medium	Ian Blake - Group Manager - Accommodation	30/09/2022	Not Due	Directorate restructure is taking place Feb/Mar 2022. Interim line management arrangements currently exist. TA service is being rebuilt from the bottom up to include determination of performance mechanism and KPIs
Temporary Accommodation Strategy (29.20/21)	The timeliness of homelessness decisions will be included within the monthly Housing performance reports. Time periods exceeding 56 days will be highlighted and appropriately reviewed by either the TA Team or the Housing Demand Team.	High	Ian Blake - Group Manager - Accommodation	31/12/2021	Not Due	Report is generated. GM Accommodation monitors report and intervenes as necessary. Evidenced in monthly 1 to 1s
Health & Safety (22.20/21)	Directorates will ensure that health and safety self-audits are completed across all service lines on an annual basis. The completion of these audits will be reported to the health and safety team and a log of self-audits completed will be maintained	Medium	Vicki Swift - Health & Safety Professional Vijay McGuire - Associate Director - Business Services	31/12/2022	Not Due	Audits are not currently occurring due to COVID as team risk assessments are the priority for highlighting the change of operation. Risk assessments are being reviewed by the Health & Safety (H&S) team as part of Workforce Safety Group. H&S

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						Team looking at an alternative format to auditing Health & Safety.
Asset Management (19.20/21)	<p>The Principle Asset Manager will ensure periodic reconciliations are performed around:</p> <ul style="list-style-type: none"> • The reconciliation between the Land Registry and the Asset Register; and • Legal notices and the Asset Register. 	High	Stuart Aislabie – Principal Asset Manager	31/12/2021	Not Due	In progress - 80% complete
Asset Management (19.20/21)	<p>The Group Accountant Corporate will fully document the verification / valuation process performed on Council assets. This will include documentation around the frequency with which various asset classes are verified / revalued, roles and responsibilities of key individuals as well as any other asset verification processes.</p>	Medium	Peter Worth	31/01/2022	Not Due	This will be progressed as part of the work related to the Council's Statement of Accounts
Section 106 Funds (38.20/21)	<p>A terms of reference will be developed for the monitoring group to document the remit of the group, including details such as;</p> <ul style="list-style-type: none"> • Required members of the group • Roles and responsibilities of the group (including the review and assessment of the s106 process, receiving reports of all new developments and assess these against the legislated criteria and development of SMART remedial actions) • Required meeting frequencies • Reporting requirements of the group (including updates on the level of funds and key fund movements). 	Medium	Daniel Ray - Group Manager - Planning	31/12/2021	Not Due	The terms of reference are in progress, and will encompass a greater amount of information to assist in other audit actions including a fuller protocol on how s106 should be managed from start to finish.

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Section 106 Funds (38.20/21)	The Planning Department will review the developer guidance documents made available on the SBC website and update where required taking account of recent changes in requirements as a result of the Covid-19 pandemic and the Infrastructure Funding Statement, with updates reported to the Planning Committee.	Medium	Pippa Hopkins – Group Manager – Place Strategy	31/03/2022	Not Due	<p>An action from a recent S106 meeting : I have booked in a meeting for Education spaces specialist to talk with inhouse risk specialist about how to plan for education standards against Slough Central; update to Transport and highways elements is in progress.</p> <p>Development Manager GM produced a paper setting out the evidence base process needed should Members or officers want to realign current S106 contributions. More discussion about that needed once current work pressures from finances and restructure have eased.</p> <p>e.g. A request to increase changes to affordable housing will need investment in an independent viability study to show there is affordability to provide affordable housing at lower thresholds (e.g. in line with NPPF), and respond to new requirement to deliver subsidised housing 'First Homes' on new housing development.</p> <p>Noted re IFS and reports to Planning Committee</p>
Section 106 Funds (38.20/21)	We will ensure that a timeframe is developed for the invoicing of s106 funds following completion of agreements and a formal s106 monitoring officer will be assigned with the responsibility of overseeing the s106 function.	High	Pippa Hopkins – Group Manager – Place Strategy	31/12/2021	Not Due	<p>With Development Management GM or AD to negotiate a member of staff in the DM team to establish a monitoring officer.</p> <p>At present the role is carried out by a Special Projects Planner as extra to</p>

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						<p>the role, in regular contact with specialist Finance officer.</p> <p>The staff time is not funded or recharged at present.</p> <p>Agreement at S106 meeting that cost efficient/can make savings on staff if move this to DM Validation officer team, and fund from S106.</p> <p>Discussion needed how to re allocate action to Development Management GM or AD but Policy team can continue to support in interim.</p>
Section 106 Funds (38.20/21)	Discussions will be held between Finance and Planning to agree how the monitoring function will operate, however this will include in-year reporting of the total number of invoices expected to be sent and the total number of invoices that have been sent, as well as the monetary values associated with both. (This will be incorporated into the review of Funding Statements as per action six).	Medium	Pippa Hopkins – Group Manager – Place Strategy	31/12/2021	Not Due	<p>Regular S106 meeting set up to address action.</p> <p>Monitoring and review happens at present with officer team between Planning Policy and finance.</p> <p>Agreement at S106 meeting that cost efficient to move this to DM Validation officer team.</p> <p>Discussion needed how to re allocate action to Development Management GM or AD but Policy team can continue to support in interim.</p>
Section 106 Funds (38.20/21)	We will ensure that guidance is reviewed within Infrastructure Funding statements and the Council will take appropriate action to ensure the level of funds are kept under regular review and the Funding	Medium	Pippa Hopkins – Group Manager – Place Strategy	31/03/2022	Not Due	<p>Regular S106 meeting set up.</p> <p>Development Management GM or AD to negotiate how this can operate within the DM team. Discussion needed if/how to re allocate to</p>

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	Statements will be reviewed by the Planning committee. This will include monitoring of invoices expected to be sent and those actually sent for the year.					Development Management as decision was to hold S106 in DM and Validation officer team, and withdraw input from Planning Policy team. Policy team can continue to support in interim. Noted re IFS and reports to Planning Committee
Follow Up Quarter 3	Conflicts of Interest - The establishment list utilised within the Declarations of Interest Monitoring spreadsheet will be escalated to CMT where responses are not received.	Medium	Surjit Nagra - Service Lead People	31/03/2022	Not Due	
Council Subsidiary Companies Review- James Elliman Homes - JEH	Gross Rental Income - Conduct a budget profiling exercise to ensure accurate alignment between budget and actual outturn.	High	C Booth	31/10/2021	Overdue	Information to support all rental income is provided by the Council to JEH. The performance of the SLA (between the Council and JEH) is being reviewed by the Council's team.
Council Subsidiary Companies Review- James Elliman Homes - JEH	SLA For Support Staff - Conduct a budget profiling exercise to ensure accurate alignment between budget and actual outturn.	Medium	C Booth	31/10/2021	Overdue	The JEH Board meeting to sign a new SLA was postponed until new Directors have been appointed. This will be signed at the next meeting scheduled for December/January
Council Subsidiary Companies Review- James Elliman Homes - JEH	Review all properties rented to ensure that rental income is maximised, and rates are in line with the Business Plan, and where a shortfall is identified, consideration should be given for additional funding requirements from the Council to meet the plans.	High	C Booth	31/03/2022	Not Due	All rental rates for JEH properties are agreed with the Council in advance - these rates are not in line with the original Business Plan. There are more rentals below market rates than originally anticipated in 2018 which is due to the demand profile for properties. An Options Review has been commissioned which will consider the future strategy for JEH – this is due

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						<p>to report back at the end of January 2022.</p> <p>An Options Review has been commissioned which will consider the future strategy for JEH – this is due to report back at the end of January 2022.</p>
Council Subsidiary Companies Review- James Elliman Homes - JEH	Review the bad debt provisions to ensure these are in line with forecasts within the business plan and undertake corrective action to align with the plan.	High	C Booth	31/12/2021	Not Due	<p>The Council provides a range of services to JEH (as set out in a SLA agreement). The Council is undertaking a review of its services including tenancy management, debt recovery, maintenance and other key services to improve the efficiency and effectiveness of its services.</p> <p>An update is expected in Q4. It is anticipated that some of the key findings may also be incorporated into the Options Review. Issues in relation to the SLA may have an impact on the ability to dispose of all/part of JEH's properties.</p>
Council Subsidiary Companies Review- James Elliman Homes - JEH	Management should develop a Scheme of Delegation and accompanying set of Standing Financial Instructions based upon information contained within the ToR's, SLA, Articles of Association and Financial Procedure Note.	Medium	C Booth	31/03/2022	Not Due	<p>Not prioritised now – to be considered after the Options Review. The majority of transactions are processed via the Council's housing mgt system.</p>
Council Subsidiary Companies Review- James Elliman Homes - JEH	Management should update the risk register to ensure this is reflective of current operating conditions to enhance risk assessment and mitigation.	Medium	C Booth	31/12/2021	Not Due	<p>To be discussed with the JEH Directors – two new directors appointed. These risks are primarily in relation to services provided by the Council – to be discussed with the</p>

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						Council's team (part of the SLA review outlined above).
Council Subsidiary Companies Review- James Elliman Homes - JEH	Review the current reporting arrangement to ensure this remains reflective of the Councils information needs.	High	C Booth	31/12/2021	Not Due	All Company reporting to be reviewed and updated – following the outcome of the Options Review.
Subsidiary Companies Review - DISH (Development Initiative for Slough Housing Company)	Tenant Bad Debt Provision - Review bad debt provision and increase if necessary – JEH set at 2% per annum.	Medium	C Booth	31/10/2021	Overdue	The collection of all DISH rents, the management of tenancies, and the calculation and setting of the bad debt provision is all managed by SBC and should follow the same policies as applied to the Council's HRA properties.
Subsidiary Companies Review - DISH (Development Initiative for Slough Housing Company)	COVID Bad Debt provision - Review bad debt provision and increase if necessary – JEH set at 2% per annum.	Medium	C Booth	31/10/2021	Overdue	
Subsidiary Companies Review - DISH (Development Initiative for Slough Housing Company)	Management should develop a Scheme of Delegation to clarify the financial authority delegated to key members of DISH such as the Company Secretary and Board of Directors.	Medium	C Booth	31/12/2021	Not Due	Local Partnerships undertook a review of all housing companies and identified a series of common themes across all companies in relation to decision making, role of directors, SLAs and risks. These have not been prioritised for DISH in Quarter 2 but will be followed up with Directors and management in Q3/4. This will also include closing down dormant DISH companies.
Subsidiary Companies Review - DISH (Development Initiative for Slough Housing Company)	Management should develop a set of Standing Financial Instructions to complement the Scheme of Delegation and to ensure financial transactions are compliant with the Councils objectives regarding DISH.	Medium	C Booth	31/12/2021	Not Due	

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Subsidiary Companies Review - DISH (Development Initiative for Slough Housing Company)	The Council would benefit from a formal risk register to identify specific risks, assess, prioritise and develop corresponding responses / mitigations associated with the 54 properties.	Medium	C Booth	31/10/2021	Overdue	
Subsidiary Companies Review - DISH (Development Initiative for Slough Housing Company)	The Council should develop an SLA which includes the support services provided to DISH and the methodology for attributing cost.	Medium	C Booth	31/12/2021	Not Due	
Subsidiary Companies Review - DISH (Development Initiative for Slough Housing Company)	The Council must identify a suitable replacement for the role of DISH Company Secretary to ensure governance activities are carried out in line with the Articles of Association.	Medium	C Booth	31/12/2021	Not Due	

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
20/21	Medium	Business Continuity and Emergency Planning (8.20/21)	The business continuity plan will consider the following for Slough Children's Services Trust: <ul style="list-style-type: none"> •The process for contacting and communicating with key personnel upon the occurrence of an event; •The provision of resources upon the 	Surjit Nagra	31/07/2021	Overdue	This has been superseded with the formation of Slough Children First – currently the SLA is being signed off as part of the new contract

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
			occurrence of an event; and <ul style="list-style-type: none"> •The impact scores for the Trust's services, ensuring that these are ranked with Council services rather than separate. 				
20/21	Medium	Business Continuity and Emergency Planning (8.20/21)	The Council will develop/finalise a disaster recovery plan to include the following: <ul style="list-style-type: none"> •The recovery time objective and recovery point objective; •An inventory of all hardware and software and identification of sensitive/essential data; •The back-up solutions for all data; •Disaster recovery key contacts and staff communication plan; •The disaster recovery sites; •A third-party contact list, including hardware vendors, software vendors and data centres; and •Network diagrams and directions, including standard procedures to be adhered to in emergency instances. The coverage of the plan will extend to the Slough Children's Service Trust and will be reviewed and approved by an appropriate forum.	Alexander Cowen	31/03/2022	Not due	A draft Business Continuity /Disaster Recovery (BC/DR) audit was signed off 7/9/21 which has provided up to date timescales for the actions here relating to BC/DR. IT currently engaging with GM's and service managers to update business impact assessments relating to IT requirements.
20/21	Medium	Business Continuity and Emergency Planning (8.20/21)	All parts of the business continuity plan will be updated and finalised following the return of all service business impact assessments, the return of all service recovery plans and the management restructure. The plan will then be subject to appropriate formal review and approval, both when first finalised and as per an agreed frequency.	Surjit Nagra	31/03/2021	Overdue	Due to the pandemic and ongoing impacts of restriction, a revised target completion date is being developed

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
20/21	Medium	Business Continuity and Emergency Planning (8.20/21)	<p>The Council will develop, agree and implement a testing schedule in order to assess the effectiveness and robustness of the preparations outlined in the plan for ensuring business continuity. The following will be considered as part of the development of testing schedules:</p> <ul style="list-style-type: none"> •Paper walk-through testing, which involves working through the plans and identifying areas that have been overlooked or processes that may not work; •Component testing, which involves testing different sections or stages of the plan for practicableness, such as restore procedures, backup procedures and contacting stakeholder; •Full testing, which involves running through the plan in its entirety so as to assess its effectiveness in recovering lost information and continuing business as usual; •The intervals at which the above types of testing will be conducted; and •The reporting of outcomes and lessons learned. 	Surjit Nagra	31/07/2021	Overdue	<p>A new plan is being developed and it will contain a testing procedure.</p> <p>Two incidents have occurred during the last year – floods and evacuation of a building with COVID implications – both managed well with no issues.</p>
20/21	Medium	Business Continuity and Emergency Planning (8.20/21)	<p>The draft major incident plan will be completed, with all updates made including the finalisation of the 'Contact Lists' (section four of the document). The plan will then be subject to appropriate formal review, first by the Health and Safety Manager/Emergency Planning and Business Continuity Manager, followed by CMT. Review will occur at least every two years. This plan will replace the outdated plan and be shared with relevant staff</p>	Surjit Nagra	31/07/2021	Overdue	<p>Currently the Major Incident Plan is being revised and updated. On completion, sign off and exercising the plan, this and all other aspects will be addressed.</p> <ul style="list-style-type: none"> • The update of the Draft plan has started and various aspects are being worked on. • The roles and responsibilities for emergency planning and business continuity would be

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
			members either via the Resilience Direct Portal, digitally or hard copy.				<p>fleshed out in the under review Major Incident Plan.</p> <ul style="list-style-type: none"> • After the each service have completed their BC Plans then the roles and responsibilities will be identified.
20/21	Medium	Council Tax (17.20/21)	The Revenues Manager will undertake a review of current Council Tax arrears cases in order to identify cases where debts cannot be chased. These cases will be recommended for write off.	Jacqueline Adams	31/03/2022	Not due	A project has commenced to complete this activity once this is done the service will be in a position to complete this review
20/21	Medium	Creditors - 23.20/21	The Council will introduce a process for logging amendments made to supplier accounts. This may include: <ul style="list-style-type: none"> •Maintaining a separate record of changes made; •Enabling the amendment logging function on Agresso; •Restricting supplier account changes to specific individuals; or •Requiring evidence to be uploaded onto Agresso for all changes made. 	A Adewumi	31/10/2021	Overdue	<p>Work on the medium to long term review of Agresso Finance Related items has been pushed back to allow the current external Agresso Support consultants to finalise a project plan for HR & Payroll Development, Documentation & Knowledge Transfer to SBC.</p> <p>This is being reviewed by the AD – People Services with a view to it being commissioned by the end of November with a worst-case scenario completion date of 31st January 2022.</p> <p>Once this project is commissioned it will only require weekly milestone monitoring thereby freeing up resources to work on the framework for systems review and development of the Finance module of Agresso and this will be incorporated.</p> <p>It will be sub optimal to deal with this item individually as it could give rise to duplication of resources and effort.</p>

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
20/21	High	Council Tax (17.20/21)	The Council will undertake an investigation into the £2,516,195 unreconciled difference identified via the Council Tax Direct Debit reconciliations, in order to identify reasoning for this. The Council will also ensure that all variances are completed and investigated within a timely manner and completed reconciliations are shared with Finance.	A Adewumi	31/12/2021	Not due	<p>This account has not been reconciled since 2017 due to the inadequate handover and transition of the process from the previous outsourced team to the inhouse team.</p> <p>The entire process is being reviewed with the aim of fully documenting the current systems workflows to establish effective controls in the current financial year.</p> <p>This will then provide an efficient basis for reconciling balances that relate to previous accounting years.</p> <p>A realistic completion date is the 31st of March 2022.</p>
20/21	Medium	Our Lady of Peace Catholic Primary School (12.20/21)	The Business Manager will ensure that an annual inventory check is completed via the 'scan and trace' method, with a record maintained of the checker, reviewer and date of completion. The outcomes of the inventory checks will then be included within the Premises Report to be shared at the Leadership and Management Committee.	Linda Shoard	31/03/2021	Overdue	Ongoing - Experienced a technical problem with the Asset Management software; unable to complete the check. Full annual check to be undertaken by 30/11/2021 with report update emailed to the F&P committee and reported to the FGB 02/12/2021
20/21	Medium	Risk Management (6.20/21)	<p>Training sessions will be provided to SMT (made up of Directors and Service Leads) periodically. The sessions will focus on the following areas:</p> <ul style="list-style-type: none"> •Risk descriptions and consequences; and •Residual and target risk scoring. 	Clare Priest	30/11/2021	Overdue	Review of training options has been undertaken and a report went to Risk and Audit board on 9th September. Agreed to implement solution on Cornerstone which has been purchased and installed. Work with HR/OD is being undertaken to ensure it aligns with the Council's risk management strategy. Module is being quality reviewed in December for launch in January

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20/21	Medium	9.20/21 - Safety Advisory Group	Following the review of core membership (Action 1), members will be reminded of their duty to attend/send representation to all SAG meetings. In instances of unavoidable absence, members will be asked to submit points for consideration to the Chair. Where continuous non-attendance is noted, the Chair of the group will liaise directly with the core member to resolve the issue.	Kate Pratt	31/03/2021	Overdue	Due to the reorganisation and the lack of events taking place due to Covid this action was put on hold but has now been resurrected.
20/21	Medium	9.20/21 - Safety Advisory Group	The information provided on the Slough Borough Council website will be updated to cover the following: <ul style="list-style-type: none"> •The process of organising events, including the advanced notice to be provided to the Council and the timescale of the SAG process; •Links to the SAG Policy; and •Access to event booking form, event plan and risk assessment templates. 	Kate Pratt	31/03/2021	Overdue	SAG and all events were cancelled in 2020 due to COVID and is now being restarted to respond to requests to hold community events. Further updates will be received once the group re-forms
20/21	High	31.20/21 - Discretionary Business Grants	In the event that the LADGF is reopened, the Council will devise a points-based system to prioritise applicants and fairly disseminate available funds based on a formally agreed criteria.	Karen Ind	31/03/2022	Not due	
20/21	Medium	31.20/21 - Discretionary Business Grants	Owners of active grant funds will be reminded of their responsibilities in relation to compliance with the corporate standard. In particular, to respond to communications within ten working days.	Karen Ind	31/12/2021	Not due	
20/21	Medium	Creditors - 23.20/21	An exercise will be completed to review and remove all potential duplicate supplier accounts as identified via our data analytics testing.	A Adewumi	31/10/2021	Overdue	This will be incorporated in the medium-term review of Agresso Finance which will be addressed once the Payroll & HR development projects are agreed.

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
20/21	Medium	Creditors - 23.20/21	<p>The Council will ensure that the handbook is updated to reflect current processes by the Agresso Team and to provide step-by-step instruction for raising requisitions and receipting goods.</p> <p>This will be then be uploaded onto the intranet and staff informed of its location via all staff email.</p>	A Adewumi	31/10/2021	Overdue	<p>Work on the medium to long term review of Agresso Finance Related items has been pushed back to allow the current external Agresso Support consultants to finalise a project plan for HR & Payroll Development, Documentation & Knowledge Transfer to SBC.</p> <p>This is being reviewed by the AD – People Services with a view to it being commissioned by the end of November with a worst-case scenario completion date of 31st January 2022.</p> <p>Once this project is commissioned it will only require weekly milestone monitoring thereby freeing up resources to work on the framework for systems review and development of the Finance module of Agresso and this will be incorporated.</p> <p>It will be sub optimal to deal with this item individually as it could give rise to duplication of resources and effort.</p> <p>A more feasible end date will be 31st March 2021 with monthly updates on items as they are dealt with as part of the overall plan.</p>
20/21	Medium	Creditors - 23.20/21	<p>Slough Borough Council will ensure that the Agresso Finance and Procurement training is updated and made available to staff.</p> <p>Furthermore, a training register will be introduced to monitor all Agresso training completed. Where training is overdue, this will be communicated to</p>	A Adewumi	31/10/2021	Overdue	<p>Work on the medium to long term review of Agresso Finance Related items has been pushed back to allow the current external Agresso Support consultants to finalise a project plan for HR & Payroll Development, Documentation & Knowledge Transfer to SBC.</p>

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
			line management to ensure training is completed by staff.				<p>This is being reviewed by the AD – People Services with a view to it being commissioned by the end of November with a worst-case scenario completion date of 31st January 2022.</p> <p>Once this project is commissioned it will only require weekly milestone monitoring thereby freeing up resources to work on the framework for systems review and development of the Finance module of Agresso and this will be incorporated.</p> <p>It will be sub optimal to deal with this item individually as it could give rise to duplication of resources and effort.</p> <p>A more feasible end date will be 31st March 2021 with monthly updates on items as they are dealt with as part of the overall plan.</p>
20/21	Medium	General Ledger (21.20/21)	<p>The Council will review the password functions within Agresso to ensure that they:</p> <ul style="list-style-type: none"> •Require changing on a periodic basis; and •Acceptable passwords will be subject to rules (certain lengths and unique characters to strengthen them and minimise the possibility of a security breach. 	A Adewumi	31/10/2021	Overdue	<p>This has been delayed by the Single Sign on Project which is part of the ongoing Agresso Project Development.</p> <p>Capita the vendor that's responsible for hosting the Agresso environment has held up the process by not providing a project manager to facilitate the process.</p>
20/21	Medium	General Ledger (21.20/21)	<p>The Group Accountant will date and sign the Control Account Reconciliations (including the clearing of the suspense account) within the reconciliation spreadsheet to evidence that they have been reviewed.</p> <p>The reconciler, the Accountancy</p>	A Adewumi	31/10/2021	Overdue	<p>This is work in progress due to staff changes in the Corporate Finance function, a more realistic date for finalising this process will be 31st December 2021</p>

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
			Assistant, will also sign and correctly date the reconciliations. A digital signature will be applied when hard copy reconciliations are not possible.				
20/21	Medium	General Ledger (21.20/21)	The Financial Systems Accountant will correct erroneous journals identified as part of this audit, where both capital and revenues codes have been used for the same transaction. Following this, on a monthly basis a report of such journals will be produced, with these rectified in a timely manner. This activity will also be included within the Month-end Closedown Timetable.	A Adewumi	31/10/2021	Overdue	<p>Work on the medium to long term review of Agresso Finance Related items has been pushed back to allow the current external Agresso Support consultants to finalise a project plan for HR & Payroll Development, Documentation & Knowledge Transfer to SBC.</p> <p>This is being reviewed by the AD – People Services with a view to it being commissioned by the end of November with a worst-case scenario completion date of 31st January 2022.</p> <p>Once this project is commissioned it will only require weekly milestone monitoring thereby freeing up resources to work on the framework for systems review and development of the Finance module of Agresso and this will be incorporated.</p> <p>It will be sub optimal to deal with this item individually as it could give rise to duplication of resources and effort.</p> <p>A more feasible end date will be 31st March 2021 with monthly updates on items as they are dealt with as part of the overall plan.</p>
20/21	Medium	General Ledger (21.20/21)	The Agresso Project Team will agree the timescales regarding the General Accounting Handbook's review and will monitor the progress of this.	A Adewumi	31/10/2021	Overdue	Work on the medium to long term review of Agresso Finance Related items has been pushed back to allow the current external Agresso Support consultants to finalise a

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
			<p>The Handbook will be updated to remove outdated references to arvato, outdated positions (following the restructure) and will include the process and rules relating to the setup, amendment and removal of budget codes</p> <p>After completion, the handbook will become available to staff via the Council's e-learning site and its location will be communicated to all staff.</p>				<p>project plan for HR & Payroll Development, Documentation & Knowledge Transfer to SBC.</p> <p>This is being reviewed by the AD – People Services with a view to it being commissioned by the end of November with a worst-case scenario completion date of 31st January 2022.</p> <p>Once this project is commissioned it will only require weekly milestone monitoring thereby freeing up resources to work on the framework for systems review and development of the Finance module of Agresso and this will be incorporated. It will be sub optimal to deal with this item individually as it could give rise to duplication of resources and effort.</p> <p>A more feasible end date will be 31st March 2021 with monthly updates on items as they are dealt with as part of the overall plan.</p>
20/21	Medium	James Elliman Homes (11.20/21)	The chair of the JEH Board will ensure that the SLA is formally signed by authorised representatives from the company and the Council.	C Booth	31/12/2021	Not due	The SLA has been produced and is operational – it has not been signed by a Director. The SLA will be reviewed and updated as part of the forthcoming Options Review.
20/21	Medium	James Elliman Homes (11.20/21)	Where JEH Directors are unable to attend Board meetings, they will provide any opinions or comments to attendees via email before the meeting dates.	C Booth	31/12/2021	Not due	Will be communicated to Directors and will form a part of the new Director specification/responsibilities.
20/21	Medium	Leaseholder Service Charges (16.20/21)	The Council will complete an exercise to ascertain whether costs associated with major works to leasehold properties are recharged to leaseholders.	Liz Jones	31/03/2022	Not due	This will be considered as part of the Options Review. The original Business Plan refers to the requirement for Council

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
							"top-up" payments to JEH (to be reviewed).
20/21	Medium	Leaseholder Service Charges (16.20/21)	The Council will establish an accurate and reliable means of identifying costs associated with grounds maintenance.	Liz Jones	31/03/2022	Not due	This will be considered as part of the Options Review. The original Business Plan refers to the requirement for Council "top-up" payments to JEH (to be reviewed).
20/21	Medium	Leaseholder Service Charges (16.20/21)	A formal policy with regards to the apportionment of service charges will be developed. This will include a clear methodology for the apportionment methods to be utilised and when they should be used.	Liz Jones	31/03/2022	Not due	This will be considered as part of the Options Review. The original Business Plan refers to the requirement for Council "top-up" payments to JEH (to be reviewed).
20/21	Medium	Leaseholder Service Charges (16.20/21)	The Council will agree a means of monitoring levels of service charge recovery. This will include periodic review of recovery levels, with action taken as appropriate to rectify any issues identified.	Liz Jones	31/03/2022	Not due	This will be considered as part of the Options Review. The original Business Plan refers to the requirement for Council "top-up" payments to JEH (to be reviewed).
20/21	Medium	Leaseholder Service Charges (16.20/21)	As part of the annual billing process (September 20), an exercise will be performed to ensure that all costs incurred relating to leaseholders are billed through service charges.	Liz Jones	31/03/2022	Not due	This will be considered as part of the Options Review. The original Business Plan refers to the requirement for Council "top-up" payments to JEH (to be reviewed).
20/21	Medium	Planning – Statutory Response Times (36.20/21)	Guidance will be issued to the Planning Department, advising them of what correspondence and information should be retained via the shared network drive. Sample checking of retained files will also be carried out by the Group Manager – Planning periodically, with evidence of this maintained.	Daniel Ray	31-Dec	Not due	Advice has been given to all planning officers on what information should be stored and where, periodic checking is yet to take place so the action is not yet closed down.
20/21	Medium	Planning – Statutory Response	The Council will complete a review of their planning consultation methodology, with this including consideration over the	Daniel Ray	30-Sep	Overdue	This has not taken place as of yet, the Council has continued to fulfil its consultation exercise in accordance with government and legal requirements

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
		Times (36.20/21)	communication lines in place between internal and external consultees.				however as restructuring is currently taking place with teams being moved (e.g. highways in to planning) this needs to be completed. Due to be complete by March 2022 in line with the restructure
20/21	Medium	Planning – Statutory Response Times (36.20/21)	The Planning Team will develop a register of EoT usage. This will be used to track where EoTs are utilised, including an explanation over why the EoT was used.	Daniel Ray	28/02/2022	Not due	A report has been established that identifies the number of EOT's and this is reported to the planning manager each month. The reason for almost every EOT (following discussion with team leaders) is due to needing to amend schemes to make them acceptable or officer workload. This needs to be formalised as an audit action
20/21	Medium	Planning Performance Agreements (28.20/21)	<p>A procedure document will be prepared to outline the expected processes to be followed when preparing PPAs and resourcing agreements. This will include, but not be limited to, the following guidance:</p> <ul style="list-style-type: none"> •The information required from applicants in order to prepare agreements; •The Council services that may need to be contacted and involved, including example situations; •External consultants that may need to be contacted and involved, including example situations; •The agreement of fees and meeting schedules; and •The process for making amendments to agreed terms, including bringing forward or pushing back planned presentation at the Planning Committee. <p>Once finalised the document will be shared with the Planning Team.</p>	Daniel Ray	30-Sep	Overdue	This is delayed, a new template has already been completed that simplifies the process with the first ones using this template awaiting AD sign off. Once signed off the procedure document shall take its cue from the new template. To be completed by 1st Feb 2022

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
20/21	Medium	Rent Accounts (30.20/21)	The Group Accountant will ensure that an investigation is completed to identify the reason for the stock reconciliation variance. The relevant system(s) will be updated to reflect the outcome of the investigation.	Benedict Falegan	31/03/2022	Not due	Stock variance to be reported on Monthly Housing Report and any variance pursued by the Group Manager Accommodation.
20/21	Medium	Rent Accounts (30.20/21)	The Tenancy Commencement and Sign-Up Policy will be subject to review and update, including the removal of out-dated references and processes. This review will also incorporate any significant amendments made to the 'Fact Sheets' (as per finding two). The updated policy will then be approved by an appropriate committee following the restructure and then disseminated to all relevant staff, including the Rent Accounts team.	Liz Jones	31/03/2022	Not due	Reassigned to Liz Jones
20/21	Medium	Rent Arrears Recovery (14.20/21)	Periodic updates will be made to both CMT and the Neighbourhoods and Community Services Scrutiny Panel with these outlining levels of current and former arrears, supporting narrative as well as relevant KPIs.	Jacqueline Adams	31/10/2021	Overdue	Reporting to the Customer and Community Scrutiny panel with further clarification on the information being reported - meeting planned for January 2022
20/21	Medium	Rent Arrears Recovery (14.20/21)	The Council will develop an approach to monitoring and managing former tenant arrears case which are below £3,000 in value.	Jackie Adams/David Asquith	30/11/2021	Overdue	The team have been systematically going through all pre 2017 tenancy end cases , and those over six months old where death was the reason and assess the chances of getting repayment and put for `write off` those with little chance of success. This was partially successful in reducing cases and debt. The Service lead monitors all arrears over £2500`s while the FTA officer (30 hours) concentrates on the lower debt. The process of write offs is also under review - see benefits and Council Tax

Year	Rating	Issue	Way Forward	<u>Who</u>	When	Status	Latest Status update
							<p>above and a process will be in place in the next 6-8 weeks</p> <p>There are a number of issues around temporary housing, given the large turnover of occupants many of whom do not go on to permanent housing , arrears for a much smaller group of properties are disproportionately high.</p>

Previous years High and Medium outstanding actions

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
16/17	High	Business Continuity Planning Arrangements	<p>The Council will establish and maintain a documented process for undertaking business impact analysis and risk assessments at Service, Directorate and Council-wide level that;</p> <ul style="list-style-type: none"> • Establishes the context of the assessment and defines the criteria for evaluating the potential impact of a disruptive incident; • Takes into account legal and other commitments; • Includes systematic analysis and prioritisation of risk treatments; • Defines the required output from the business impact analysis and risk assessment; and • Specifies the requirements for this information to be kept up-to-date. The business impact analysis will include; • Identifying activities that support the provision of services; • Assessing the impacts over time of not performing these activities; • Setting prioritised timeframes for resuming these activities at a specified minimum acceptable level (RTO - Recovery Time Objective), taking into consideration the time within which the impacts of not resuming them would become unacceptable (MTPD - Maximum Tolerable Period of Disruption); and • Identifying dependencies and supporting resources for these activities, 	Surjit Nagra	31/07/2021	Overdue	This action will be addressed by the most recent Business Continuity and Emergency Planning audit in 2021/22

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
			<p>including suppliers and outsource partners.</p> <p>The risk assessment will include;</p> <ul style="list-style-type: none"> • Identifying risks of disruption to the Council's prioritised activities and the processes, systems and resources that support them; • Systematically analysing risks in line with the Council's risk management methodology; • Evaluating which risks require treatment/mitigation; and • Identifying treatments/mitigations in line with business continuity objectives and the Council's risk appetite. <p>The processes will be documented within the Council's overarching Business Continuity Management Policy.</p> <p>risk appetite.</p> <p>The processes will be documented within the Council's overarching Business Continuity Management Policy.</p>				
16/17	High	Business Continuity Planning Arrangements	<p>The Council will develop an overarching Business Continuity Management (BCM) Policy covering the framework for BCM in the organisation. The policy will set out;</p> <ul style="list-style-type: none"> •Scope, aims and objectives of BCM in the Council; •The Council's commitment to BCM; •The activities that will be required to deliver these; and •Roles and responsibilities of staff in relation to BCM. •Version control to state approval details and next planned review date. 	Surjit Nagra	31/07/2021	Overdue	This action will be addressed by the most recent Business Continuity and Emergency Planning audit in 2021/22

Year	Rating	Issue	Way Forward	Who	When	Status	Latest Status update
			Once finalised, the policy will be subject to ratification by CMT and communicated to staff.				
17/18	Medium	Management of Housing Stock	The Tenancy Strategy and Policy will be reviewed and updated to ensure it is aligned to the strategic priorities set out within the Five Year Plan. The strategy will then be issued to CMT and Cabinet for approval, and subject to the required consultation. Once finalised, it will be updated on the Council website and then reviewed annually thereafter.	Liz Jones	31/03/2017	Overdue	Tenancy Strategy and Policy as been revised and will be ratified by March 2022
18/19	Medium	Housing Revenue Account (40.18/19)	The Council will ensure that a review of the HRA Business Plan is undertaken to review current practices, including reference to the HRA Asset Management Strategy. Following review, the business plan will be presented to Cabinet for formal review and approval	Benedict Falegan	31/03/2021	Overdue	The review of the HRA business plan is taking place to take effect from 2022/23
19/20	Medium	Debtors Management (28.19/20)	The Council will explore the possibility of adding approval requirements to the Agresso system when parking and unparking invoices. In lieu of this, access to park invoices will be the sole responsibility of the Accounts Receivable team. Staff requiring invoices to be parked will contact the team and a decision will be made as to whether this is a valid request or if additional information/approval is required.	A Adewumi	31/10/2021	Overdue	<p>The review of the data has commenced but due to staff changes its proven difficult to validate the balances by cost centre so the emphasis will now be on confirming invoices that are still required to be parked with a valid basis.</p> <p>The current procedure will also be centralised so that the parking of invoices is work flowed to be approved by the AR Manager.</p> <p>This position will then have the responsibility for the monitoring & periodic reporting on the outstanding balance on Parked invoices.</p>