

Recommendations due beyond September 2020

Audit	Recommendation	Priority	Target date	Latest update	RAG rating	Owner
<i>Adults and Communities</i>						
Broker Placement - Provision of residential and nursing care	We recommend that the Assistant Director All Ages Commissioning ensures: <ul style="list-style-type: none"> • Negotiators of care placements receive appropriate training and supporting documented guidance • A uniform and consistent approach to agreeing costs with providers is implemented to tackle the above rate of inflation increases to control costs • The average fee paid should be evaluated to understanding why it significantly exceeds the usual standard fee. 	2	31/10/20	Fee reviews for 20/21 are completed. A new approach and mechanisms for setting fees and fully costed care plans were included in the commissioning work plan for 20/21.	Complete	Assistant Director, All Ages Commissioning
Local Enterprise Resources Team	We recommend that Head of Community Commissioning and Resources undertakes the following: <ul style="list-style-type: none"> • Determines the corporate objectives, Health and Wellbeing strategy and Talk Community deliverable the LERT service objectives should focus on • Approves the service objectives and plan • Identifies the key performance indicators to be measured both qualitatively and financial and verify the information captured is correct e.g. statistics for hate crime • Agree the frequency of monitoring for both service and staff once the service requirements are agreed • Provide support to the Local Enterprise Service Manager so the appropriate performance monitoring mechanism is set up. 	3	31/10/20	1. Agreed format for logging key information. Some returns from staff members outstanding. 2. Procedure for telephone box removal consultation drafted, awaiting input from governance support, prior to sign off. 3. Procedure for channel panel guidelines drafted, with some slight revisions needed to follow HC procedure template.	Green	Assistant Director - Talk Community Programme
<i>Economy and Place</i>						
Housing Provision: Capital Funding 2019/20	We recommend that the Strategic Housing Manager carries out: <ul style="list-style-type: none"> • a verification check on the Capital spreadsheet and ensure that schemes are cross-referenced between the current and previous worksheets; and • those having agreements in place should also be recorded. Where no agreement exists, projects should be discussed with Legal Services to establish whether the Council is able to renegotiate or withdraw funding. A 	2	31/12/20	All agreed actions have already taken place and additionally Verto have now created a page for the funding to be recorded which wasn't previously available. This allows the funding to be entered and if no longer required a reason can be recorded it also allows for	Complete	Strategic Housing Manager

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	timescale for completion of the project could be considered as part of the review.			reports to be run on the capital spend and commitments.		
Housing Provision: Capital Funding 2019/20	We recommend that Record of Officer Decisions are completed to cover all project expenditure over £50,000. These should be completed, signed and published on the Council's website before a project commencement. The Strategic Housing Officer should ensure that all members of the team are familiar with the Financial Procedure rules to guarantee compliance.	2	31/12/20	A RoOD is now completed for every scheme regardless of the value. This is now common practice in the team.	Complete	Programme Director, Housing and Growth
Housing Provision: Capital Funding 2019/20	We recommend that the procedure / guidance documents be reviewed and amended accordingly, in order to be compliant with the Herefordshire Policy Writing Procedures March 2018.	3	31/12/20	All policies have been amended in line with the Policy Writing Procedures.	Complete	Housing Policy & Development Co-Ordinator
Housing Provision: Capital Funding 2019/20	We recommend that service agreements with other Council teams should be signed by both parties, to demonstrate that they agree with all aspects detailed in the document and to clarify any ambiguity before the project starts. Property Services' agreement with Strategic Housing to carry out work for the Widemarsh Street project should be completed in full and signed to demonstrate that they accept the project management responsibilities, so both parties are clear on the requirements.	3	31/12/20		Green	Building Surveyor
South Wye Transport Package Phase 2 - Governance Review	We recommend that the Assistant Director Strategy ensures that where possible all projects are managed utilising the corporate project management system. In addition to this consideration is given as to how information recorded in other systems to manage projects feeds/links into the Councils Corporate Project management system.	2	31/12/20	Following an external review of how projects are delivered within the council, a new project management office (PMO) is being established which will oversee how projects are delivered to ensure consistency of process and the monitoring of progress. The new Head of PMO has been recently appointed and an implementation plan is in development. This includes revised systems and processes to mandate how projects are delivered and the use of the	Green	Assistant Director, Strategy

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				Corporate project system (VERTO)		
Home Point 2019/20	<p>We recommend that the Assistant Director Strategic ensures:</p> <ul style="list-style-type: none"> • structured minutes/action points are taken for all meetings held with an appropriate level of detail, • Project board and project team meetings are held at least at the frequency stated and reasons as to why meetings did not take should be recorded. <p>We recommend that Assistant Director Strategic considers:</p> <ul style="list-style-type: none"> • Whether a corporate format for minutes and terms of refence would be beneficial, • Whether revenue project meetings require an agenda. 	3	31/12/20	The terms of reference and effectiveness of project boards are part of the assurance function the new PMO. The new processes, procedures and assurance function will be implemented by Jan 2021.	Green	Assistant Director, Strategy
Home Point 2019/20	<p>We recommend that the Programme Director Housing and Growth in liaison with the Programme Manager: Digital and Technology ensures all governance processes are adhered to regarding decision making. Where changes in the project arise, appropriate approvals should be sought, and consideration given as to whether existing procurement arrangements are still appropriate. If governance advice is sought from the governance team, officers must ensure they outline the considerations in detail. Sufficient and appropriate documentation should be maintained in relation to decision making.</p>	2	31/12/20	As part of the implementation of the new PMO (programme management office), guidance and training for the use of VERTO will be developed and rolled out across the organisation in early 2021	Amber	Assistant Director, Strategy
<i>Corporate Services</i>						
Income Charging 2019/20	We recommend the Chief Finance Officer ensures a review of the current income charging principles is carried out including consideration as to whether a corporate Income Charging Policy Document/procedure document would be beneficial.	3	30/10/20	An income charging strategy has been written and approved by Cabinet. The income charging principles are currently being built into the base budget setting for 21/22.	Amber	Head of Management Accounting/Chief Finance Officer
Savings Targets 2019/20	<p>We recommend that the Chief Finance Officer ensures that all savings proposals are supported with a formal documented plan/proposal that includes:</p> <ul style="list-style-type: none"> • Detail as to how the savings will be achieved including financial rationale/calculation that has been validated by relevant officers 	2	31/10/20	The Verto reporting has been tested, the 21-22 savings need to be loaded into Verto as they are agreed and monitoring / reporting process needs to be embedded.	Amber	Head of Management Accounting

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	<ul style="list-style-type: none"> Costs that will be incurred to achieve the savings target, Responsible officer(s) and required officer sign off, Status of achievement of status including monetary achievement and reasonableness of achievement. 					
Savings Targets 2019/20	We recommend that the Chief Finance Officer reviews the current RAG categorisation used to report against performance of savings targets. When a method of categorisation is agreed upon officers should retain justification/rationale for categorisation and guidance should be available to staff relating to categorisation. Checks should be completed to ensure performance reporting is accurate and correct.	3	31/10/20	The Verto reporting has been tested, the 21-22 savings need to be loaded into Verto as they are agreed and monitoring / reporting process needs to be embedded.	Amber	Head of Management Accounting
Savings Targets 2019/20	We recommend that the Chief Finance Officer ensures a corporate process is developed to ensure savings targets that are identified as not being achieved are actioned/escalated. Non achievement or changes to savings targets should be reported with the quarterly performance report.	2	31/12/20	The Verto interface is complete.	Complete	Head of Management Accounting
Savings Targets 2019/20	We recommend the Chief Finance Officer ensures consistent regular monitoring of performance targets takes place across the directorates.	3	31/10/20	Quarterly reporting is completed, further links to the Verto reporting need to be developed.	Amber	Head of Management Accounting

Blue	Green	Amber	Red
Projects/programmes/activities that have been completed	Projects/programmes/activities that are progressing as planned and outputs will be delivered to agreed specification within agreed timescales.	Projects/programmes/activities that are experiencing obstacles that may prevent the delivery to agreed specification, timescales or costs but there is confidence that delivery can be brought back on target.	Projects/programmes/activities that are experiencing obstacles that are likely to prevent the successful delivery to agreed specification, timescales or costs and significant involvement is necessary to bring that project back in line with original expectations or revised plan for delivery is needed