

APPENDIX B – Outstanding High-Priority Recommendations

Audit & Year	Priority	Recommendation	Responsible Officer	Due Date	Revised Due Date	Latest Response
2024/25 Arrangements for managing contracts	H	Asset Management team to work with Procurement to review contracts held and have own contracts register to monitor terms, KPIs and performance. Strategic procurement monitor contracts over £25k.	Director – Asset Management	30/07/25	TBA	1. Strategic Procurement hold a consolidated contract register which is compiled from two main sources, SAP and Liquid Logic. The consolidated contracts register is published quarterly on the Council's intranet. HPCS does have contract management functionality, but this is very limited and may not provide the management information required to effectively monitor contract performance. However, as an interim measure, HPCS could be used to manage and monitor contracts, until HPCS is replaced. HPCS is to be replaced within the next 12 months with a e-procurement system that will have contract management and performance capability. With effect from July 2025, Strategic Procurement should now be collating and storing contract data for all contracts above £25k in HPCS in line with the Procurement Act. 2. Asset Management will work with Strategic Procurement to implement their own Contracts Register using the data held on HPCS in the interim until this is replaced, at which point the new system will be used for this purpose.

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2024/25 Responsive Repairs	H	KPI evidence and plan to reduce backlog	Director - Repairs & Compliance Housing Repairs & Compliance Housing	31/10/25	30/09/26	This recommendation is partially complete as per the following: 1. A formal plan was agreed to reduce the open and overdue repairs, which has decreased from 19,753 to 10,773. 2. Targets to reduce the total were agreed and progress is monitored at the Repairs Board, chaired by the Director of Housing and Assistant Director of Repairs & Compliance. 3. A new approach to gathering monitoring current numbers and data by the management team is in place as part of the re-organisation of the management structure, which has supported the overall reduction. 4. Source data is produced from Service Connect and we are looking at how this can be proceduralised and independently validated.
2025/26 Contract Management1	H	The Council should: 1. Introduce an indicator on the contract register to confirm that a signed contract is in place; 2. Introduce periodic sample testing to confirm that signed contracts are centrally stored and accessible; 3. Establish formal agreement for Contract 4400025238 immediately, ensuring appropriate interim documentation is	Procurement Policy and Sustainability Manager)	30/05/26	TBA	1. Procurement Policy and Sustainability Manager) to investigate options - Options being explored under the ERP solution 2. Procurement Policy and Sustainability Manager) to implement monitoring – Covered in CM & Quality Assurance Framework reporting requirement. Not sure how SP can implement monitoring? Resources & system will be required. 3. Procurement Policy and Sustainability Manager) to follow up with service - We can investigate this

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		also recorded if services continue while the formal contract is under legal review.				by 30/04/26 but delays might be due to legal capacity
2025/26 Governance over and Delivery of Savings	H	Management should: 1. Carry out an urgent review to strategically assess the viability of the current savings target. This should include reviewing all savings plans to assess their feasibility and identify any associated risks to delivery. 2. Embed formalised monitoring/governance framework across savings delivery with clearly documented roles and responsibilities for services, FBPs, Corporate Finance, Directors and CLT. Communicate the framework across the organisation to enforce 3. Ensure that Corporate Finance play a proactive role in challenging savings assumptions and supporting services in identifying alternative options where delivery is at risk. 4. Consider more frequent monitoring of savings that are deemed high risk.	Corporate Director of Finance and Resources	30/6/26	31/12/26	A new savings tracker has been developed and implemented to strengthen the monitoring and reporting of savings delivery. Whilst compliance with reporting requirements remains inconsistent, Finance has introduced a revised operating structure and a Finance Service Offer that clearly defines roles, responsibilities, and expectations across services.
2025/26 Governance over and	H	Management should:	Corporate Director of	30/6/26	31/12/26	A new savings tracker has been developed and implemented to strengthen the monitoring and

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Delivery of Savings		1. In addition to the recommendations above (issue 1), formally assign named senior officers (e.g., Directors or Assistant Directors) to each major savings initiative, with responsibility for delivery oversight, and reporting progress and risks. 2. Ensure that savings delivery and risks are a standing item on the agendas of both CLT and the SFRG. This should include: • Review of current savings performance against targets • Discussion of risks and mitigation strategies • Escalation of underperforming savings initiatives 3. Work with the Data and BI team to develop a high-level dashboard that consolidates savings performance across directorates, highlighting: • RAG status of each savings initiative • Delivery confidence levels • Financial impact on the Medium-Term Financial Strategy (MTFS) This dashboard should be reviewed monthly by CLT and quarterly by Cabinet and Audit Committee to ensure transparency and accountability	Finance and Resources			reporting of savings delivery. Whilst compliance with reporting requirements remains inconsistent, Finance has introduced a revised operating structure and a Finance Service Offer that clearly defines roles, responsibilities, and expectations across services.

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2025/26 Use of Data and Business Intelligence	H	LBH should: 1. Focus on the use of data itself including the engineering and management of data to make it more usable and to provide more insight. 2. Enhance awareness of BI capabilities by organising targeted workshops and regular liaison meetings with service leads, aimed at improving communication, showcasing practical use cases, and demonstrating the support available from the Data and BI team. 3. Carry out a lesson learned exercise on the application of BI across the Council and whether it is working as expected. Following this, an action plan should be designed to address the areas where improvement is needed.	Strategic Data and BI Lead	12/01/25	TBA	We acknowledge the need to strengthen engagement between the Data and BI team and service departments. Since the restructure, we have been actively working to embed a culture of data-driven decision-making across the Council. As this report notes, we are starting from a low baseline so it will take a while for the new approach and capabilities to deliver tangible outcomes, but we do expect the organisation to become rapidly more mature with data over this next year. The Council is facing financial constraints, and any large-scale engagement activity needs to be seen through that lens.