

**PROGRESS MADE IN RESPECT OF IMPROVEMENTS IDENTIFIED THROUGH THE REVIEW OF  
THE ANNUAL GOVERNANCE STATEMENT 2019/20**

CIPFA/SOLACE Principle	Improvement	Owner	Target Completion	Status Update June 2021	Status Update January 2022
<b>D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>	Review service and financial planning timetable	Head of Finance	June 2021  <i>Revised Date September 202</i>	<b>Underway</b> The service planning timetable is currently being reviewed ahead of the annual budget process. It will be implemented in September 2021.	<b>Complete</b> The service planning and financial planning timetable has been incorporated into the annual budget process.
<b>E: Developing the entity's capacity, including the capability of its leadership and the individuals within it</b>	Review the effectiveness of the current arrangements for managing assets	Head of Customer Services, Corporate Property and Assets	September 2021  <i>Revised Date September 2022</i>	<b>Underway</b> The critical elements of the improvement work have been actioned. Due to the loss of the team manager (and impending recruitment) plus the proposed accommodation changes, we have paused further significant development work until the changes have been completed. This will give the opportunity to consider the services and resources we need to run the service in its new guise following these major changes. This will be commenced as part of the accommodation work, which at present is programmed to complete in Summer 2022.	<b>Underway</b> The approach to management of assets has been agreed in principle as the authority moves to a 'single landlord' model. This approach will be formalised and actioned through the J2SS process and progress will be reported throughout 2022.

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<b>F: Managing risks and performance through robust internal control and strong public financial management</b>	Develop organisational requirements for benchmarking of services <i>(carried forward from 2018/19)</i>	Head of HR and Organisational Development	March 2021  <i>Revised Date September 2021</i>	<b>Underway</b> The work of the performance team has been affected by the COVID-19 pandemic, and the team were seconded to other roles during much of 2020, which has caused a delay in progressing this action.  During 2021 the performance monitoring has restarted and reports have been presented to the Corporate scrutiny committee and Cabinet. The performance indicators used in those reports have been reviewed by the Corporate Leadership Team and as part of the consideration included the potential for comparisons with other organisations. A revised Council Delivery Plan has been considered by the Corporate Scrutiny Committee, and this will progress to Cabinet in July and Council in September 2021.	<b>Underway</b> Benchmarking of services has now been incorporated into the J2SS process which will undertake a series of service reviews based upon an initial budget book benchmarking exercise.  The initial exercise will be completed by March 2022 and a timetable of full reviews will be established,  Performance and financial benchmarking will be incorporated into all service reviews.  Progress will be reported throughout 2022.
	Develop and implement anti-fraud awareness raising programme <i>(carried forward from 2017/18)</i>	Head of Finance	March 2021	<b>Complete</b> Anti-fraud online training rolled out to all staff. At time of writing, 90% of all staff had undertaken the training and passed the assessment which was part of the training.	<b>Previously completed</b>
	Procure new finance system <i>(carried forward from 2017/18)</i>	Head of Finance	March 2021	<b>Complete</b> Project has commenced and new finance system will 'go live' in April 2022.	<b>Previously completed</b>