Appendix 1a
Summary of progress on audit report recommendations

Resources Directorate

Resources - Contracts Register Review					
No.	Recommendation	Priority	Original Implementation Date	Revised Implementation Date	Progress update July 2026
1	Contract Management Policy A Contract Management Policy and associated standards and guidance toolkit should be developed to ensure that all contracts are managed in a consistent and compliant manner. This should be available to all contract managers.	High	30 April 2024 March 2026 June 2026	October 2026	A new Head of Procurement took up position towards the end of January 2026. In addition to picking up day-to-day BAU responsibilities he has picked up momentum with regards to reviewing the target operating model of the service, updating of processes post implementation of the Procurement Act and improving the links and working relationships with all Departmental stakeholders. An equally high priority to date and moving forward has been the seeking out of evidence against the reported position of previous audit recommendations. With regards contract management, it is understood that the drafting of Contract Management Policy and procedures commenced in 2025. These require a status review, if they are in existence, followed by completion, sign-off and roll out. It should be noted that the Procurement function is not responsible for contract management following contract mobilisation. It must however take responsibility for providing contract managers with the tools and guidance in advance of contractual go-live dates. The Procurement function in addition, as per recommendation 3 should take responsibility for inducting / training Departmental “contract managers” either directly or via a

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Resources - Contracts Register Review					
No.	Recommendation	Priority	Original Implementation Date	Revised Implementation Date	Progress update July 2026
					combination of both direct training and a third party. The third party may include a software element to support contract management KPI tracking and activity / reporting. The role of Head of Procurement is now Assistant Director, Procurement, Contract Management and Social Value. The post holder will commence mapping for contract management across the Council prior to further actions related contract management in this audit report
2	ProContract- Delegated Decisions and Approvals It is recommended that a review of the ProContract monitoring facility is conducted to ensure that each contract that requires a delegated decision or approval has the necessary report added to the attachments.	High	30 April 2024	Complete	Complete The original 'Pre-Procurement Approval Form (PPAF)' has been replaced by the 'non-complex procurement sourcing strategy' document for procurements >£30k.
3	Contract Management Training The Procurement Team, in conjunction with Organisational Development should source, either via eLearning or in-house, comprehensive training courses developed for all contract managers to provide assurance of competence in contract management roles.	Medium	30 April 2024 March 2026 June 2026	November 2026	See Recommendation 1

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Resources - Contracts Register Review					
No.	Recommendation	Priority	Original Implementation Date	Revised Implementation Date	Progress update July 2026
4	Measuring Performance It is recommended that the Procurement Team review the utility of ProContract with a view to implementing robust contract management processes. These processes will enable the team to consistently measure performance and value for money in line with the Council's objectives and savings targets.	Medium	30 April 2024 March 2026 Junes 2026	October 2026	Partially complete (Pro-Contract functionality option was reviewed and considered to be unsuitable) Alternative contract management software options are to be explored and implemented by October 2026 as described above in Recommendation 1
5	Customer Feedback Customer Feedback from suppliers, key stakeholders and colleagues should be recorded in order to help assess the financial and operational performance of contracts.	Medium	30 April 2024 March 2026	June 2026	This will be picked up as part of Recommendation 1.
6	Contracts missing from the Register A data matching exercise should be conducted between the contracts register and data held by legal and directorates to ensure that all contracts are recorded on the register.	High	30 April 2024	March 2026	Complete
7	Resource Planning	Medium	30 April 2024	Complete	Complete

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Resources - Contracts Register Review					
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	The Procurement Team should place less reliance on a master spreadsheet during the resource planning process and explore other, more robust, means of recording workflows, e.g., Pipeline.				
8	Contract Register Values The contracts register should be reviewed to ensure all data and relevant fields have been populated including contract value.	Medium	30 April 2024	March 2026	Complete
9	Data Management – Sharepoint Arrangements for the retention and storage of procurement documentation on SharePoint should be reviewed to ensure a standardised approach is adopted.	Medium	30 April 2024	March 2026	SharePoint site established, four procurement categories opened: • Adults and Children • Construction and Highways • Corporate and Environmental • ICT Data population required

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Resources - Recruitment					
No	Recommendation	Priority	Original Implementation Date	Revised Implementation Date	Progress update July 2026
1	The Payroll and HR Service should consult with the Head of Education Support Services and HR colleagues to agree a procedure for the collection and storage of a central record of statutory pre-employment checks, including DBS checks. (The recommendation has been duplicated in the 2024/25 Fundamental Financial Systems – Payroll Review)	High	June 2025	Complete	Complete. A new process has commenced from January 2026 where schools will send evidence of mandatory pre employment checks along with new starter forms. In addition all LAE schools have been asked to send in evidence of Single Central Record for audit. This is saved to electronic personal files to evidence compliance.
2	Strengthen the employee vetting process by ensuring that incomplete or ambiguous reference checks, such as "no comment" responses, are thoroughly reviewed and escalated for further investigation before proceeding with hiring decisions.	High	February 2025	Complete	This was discussed and addressed at the time of the audit.
3	Implement stricter protocols for reviewing DBS checks to ensure that all relevant information, including any criminal history, is made available to the recruiting Manager during the recruitment process. A formalised checklist should be created for vetting purposes with evidence provided to the recruiter prior to recruitment interviews.	High	March 2025	Complete	Complete but subject to continual review For roles requiring a DBS this information is on the application form and available to recruiting managers. DBS's are processed through CBS and if concerns are raised these are first raised with the individual and then with the manager.

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Resources - Corporate Performance Management					
No	Recommendation	Priority	Original Implementation Date	Revised Implementation Date	Progress update July 2026
1	Verification of KPI Data Submission of KPIs should be alongside supporting Data, or on a formal template providing assurance that data is accurate and complete, and confirming that the figures provided and reported to Scrutiny Boards are reliable. Services should retain a record of the information and sources utilised in compiling their KPIs. A statement should be included within the submission form for the service manager to confirm that data is true and accurate.	High	As of Q1 reporting of 2025/26 cycle	Complete	Update as at 23 June 2026 A rolling programme of engagement with Departmental Management Teams is now in place as an opportunity for services to scrutinise the data and confirm that the data is reliable. A comments section is available for service managers to confirm their data and provide any supporting narrative.
2	Business Plans A policy should be drafted to implement a formal monitoring process to ensure all services submit	High	Late 2025.	December 2026	Update as at 23 June 2026 Work is progressing in relation to the development of a corporate assurance portal so

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Resources - Corporate Performance Management					
No	Recommendation	Priority	Original Implementation Date	Revised Implementation Date	Progress update July 2026
	their business plans in line with established guidance and timelines. Non-compliance should be addressed through specific measures to support consistent performance management.				that services can submit business plans. This will mean that we can quickly identify where business are in place and where they may still be required, so that Executive Directors and Directors can take appropriate management action.
3	KPI Reporting A clear process of selecting which KPIs are reported to the Overview and Scrutiny Board should be drafted, ensuring that the narrative for KPIs is consistent and provides a clear picture of service performance that aligns with the Corporate Plan.	High	September 2025	December 2026	Update as at 23 June 2026 Work is progressing in relation to the development of a corporate assurance portal so that services can submit their performance information. Regular engagement sessions now take place with Directorates to keep the selection of KPIs under review.
4	Performance Reporting System A CorVu replacement should be sought out and implemented as soon as possible, to ensure that oversight of the Council's performance management function is robust and meets organisational needs.	High	September 2025	December 2026	Update as at 23 June 2026 Work is progressing in relation to the development of a corporate assurance portal so that services can submit their performance information. Engagement with Directorates is taking place with a showcase of the proposed

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No	Recommendation	Priority	Original Implementation Date	Revised Implementation Date	Progress update July 2026
					system, so that feedback can be incorporated to meet organisational needs.
5	Performance Reporting Policy A policy should be drafted and communicated to managers in order to support services submitting KPIs in their service area.	High	September 2025	Complete	Update as at 23 June 2026 The current Corporate Performance Reporting guidance has been widely shared and communicated to managers.
6	Completeness of KPI Records All KPI data should be collated and reported ensuring that they are reported to scrutiny board. Unreported KPIs by the service should be escalated to senior management.	High	September 2025	Complete	Update as at 23 June 2026 The Performance Improvement Team has a regular cycle of engagement meetings with Directorates so that any unreported KPIs can be addressed by the Executive Director. This approach ensures greater compliance with performance reporting.