

Appendix 1 – Property & Housing Audit Recommendations

Risk	Audit / Area	Recommendation	Target Date	Revised Target Date (FIP)	Appendix 1 – Finance and Commercial Internal Audit Recommendations Update and action plan to discharge recommendation	Link to Housing SIP Project	Evidence to submit ready?
HIGH	Temporary Accommodation	The Council will ensure that an up-to-date Housing Strategy and Homelessness Strategy is created.	31/10/2023	30/06/2025 & 31/07/2025 31/12/25	This recommendation relates to 2022/23; the previous Housing Strategy ran out in 2021. Campbell Tickell were commissioned and drafted an updated Housing Strategy in January 2024. Homelessness Strategy runs out 31/12/2024	Workstream 5	Y(partial)
					Action Plan		
					1. Review and finalise draft Strategy for Housing and draft strategy for Homelessness. Update – 12.06.25.		
					Draft Housing Strategy is still under review but delayed due to RSH inspection. Still in draft		
					Homeless strategy under review - due to staff changes target for completion now end July 25		
					2. Share with resident's board for feedback.		
					3. Seek permission to proceed to wider consultation or get permission to implement.		
					4. Aim for Cabinet sign off by end Q3 2025/26		

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HIGH	Rent Accounts	The Council will complete the stock reconciliations for 2018/19 2019/20, 2020/21, 2021/22 and 2022/23.	31/03/2024	31/12/2024 – Complete Next annual deadline in 31/07/2025	This recommendation relates to data that is submitted to government on an annual basis. We make the two government submissions that carry stock data, the Local Authority Data Returns (LADR) is associated with our rent calculation against stock the other the Local Authority Housing Statistics (LAHS) which gives a wider overview of Housing data. We can confirm data was submitted for 2019/20, 2021/22 and 2022/23. It was not submitted for 2018/19.	Workstream 2	Y
					Action Plan		
					1. We used the LAHS figures as we could not track down data to evidence the 2018/19 LADR submission and the LAHS figures matched for that year. Update – 12.06.25. Kevin Smith submitted annual LADR (stock and rent return) return May 2025. Goes to RSH – has been through their approval process and it has been signed-off by RSH. Completed LAHS (11 sections covering stock, disposals, evictions condition etc.) – Due to be submitted to RSH in July 2025. On track – completed 8 out of the 11 sections.		
HIGH	Rent Accounts	The Council will carry out dip sampling of tenancy terminations on a routine basis to ensure	31/03/2024	31/03/2025 30/06/2025	This was last done in 2023 for Housing Management (HM). No records of a Temporary Accommodation (TA) tenancies being sampled.	Workstream 1 & 2	Y(partial)

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		that they are processed appropriately.			<div></div> <div> Action Plan 1.Collate a full list of terminations from 1 Jul-31 Dec 24 for both HM & TA. Update – 12.06.25. 5 rent account terminations in 2024. One sampled in March 25 and processed appropriately, Head of service to sample further 3 in June 25 so 80% of eviction terminations sampled. </div> <div>2. We have assumed routine is quarterly and have added to our SIP to complete 20% by end of Q4, 2024/25</div> <div>3. Agree a checklist to clarify what to audit against the procedure</div> <div>4. We will conduct dip sampling of 20% of tenancy terminations every 3 months thereafter for HM & TA</div>		
HIGH	Rent Accounts	Ensure that the accounts are set up promptly on the Slough Housing system	31/03/2024	31/03/2025 30/06/2025	<div>Our current procedure states accounts should be set up within 48 hours and charges applied within 72 hours for HM & TA</div> <div> Action Plan </div>	Workstream 1 & 2	Y(partial)

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					<p>1. Commission report to provide weekly reports for all new tenancies on both HM & TA <i>Complete for TA.</i></p> <p>2. Compile list of all Historic cases for HM & TA Accounts from April 2024 <i>Complete for TA</i></p> <p>3. Extract data from various Housing systems Jigsaw, Northgate (NEC) Supplier invoices to produce complete list of accounts that should have been set up. <i>Complete for TA – NEC bulk uploads in December 2024 and February 2025.</i></p> <p>4. Cross reference data to produce list of missing accounts. <i>Partially complete – awaiting audit from PwC.</i></p> <p>5. Analyse and agree plan to set up rent accounts, apply charges, write to tenants, apply Housing Benefit by end Q4, 2024/25 <i>For TA – new process and training implemented from June 2025 i.e. TA team can now set up rent accounts as part of the TA placement process.</i></p>		
HIGH	Rent Accounts	Ensure that the system issues are resolved at the earliest to make the system workable, so that	31/03/2024	31/03/2025 31/09/2025	System issues are linked to the arrears escalation process and require NEC input	Workstream 5	N
					Action Plan		

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		it can support the various functions conducted for housing rents.			1. NEC to provide an upgrade/fix to ensure the rents system is workable by end of financial year. NEC did not provide an upgrade/fix by year end. Project added as an action for the Digital Data and Technology Team (DDaT) and Rents team		
					2. Monitored through NEC project teamwork		
HIGH	Rent Accounts	Tenancy Commencement and Sign-Up Policy will be reviewed and updated, including the removal of out-of-date references and processes. This review will also incorporate any significant amendments made to the Fact Sheets.	31/03/2024	31/03/2025 31/07/25	The Policy was reviewed as part of the NEC implementation but was not signed off or implemented. Need to review again and include TA sign up.	Workstream 1 & 2	N
					Action Plan		
					1. End to end process reviewed as part of Empty Homes Task force in Q3, 2024 Delay due to RSH inspection, Manager left – New Head of Service joined April – Policy under review		
					2. Procedures reviewed and amended for HM. Need to duplicate for TA		
					3. Cross reference against the fact sheets by end Q4. Capacity is an issue which needs to be factored in		
					4. Further work through NEC still to be refined / altered. E.g. definitions of void types. By end Q4		

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MEDIUM /LOW	Temporary Accommodation	The TA Team will design interim measures to ensure that tenants are interacted with through periodic calls to identify any issues with their accommodation (or other related matters).	30/11/2023	31/03/2025 30/10/2025	In May/June /July 2024, 600 visits were conducted to ensure tenants were interacted with. Focus was on high-risk cases, expensive accommodation etc. No process in place for BAU. Our Welfare officer is in contact with a proportion of TA but there is a resource / capacity issue, and it is not done on a regular or planned basis. Fraud completed visits to all hotels. List sent through with issues and team now working through the list of actions.	Workstream 1	Y (partial)
					Action Plan		
					1. Design longer term plan to ensure visits are conducted on a regular basis to carry out tenancy checks and ensure homes are safe and compliant as well as identify any tenancy fraud. Partially complete – compliance inspections taking place using new compliance officers. Seeking to recruit six new TA officers to undertake occupancy checks.		
					2. As part of HSIP, review TA structure and redesign service so checks are embedded and not an interim ad hoc intervention Partially complete - TA structure and redesign drafted. Part way through recruitment.		
					3. Produce quarterly reports to monitor issues arising and ensure appropriate action is taken.		

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					<p>Complete – weekly reporting to S151 officer in place since Feb 2025.</p> <p>4. Seeking TA floating support officers via commissioner in Adult Social Care) bid to submit a Business Plan to recruit three people - grant funding is available for this.</p> <p>Not being progressed</p> <p>5. On-track to have delivered the interim measures will be in place by 31/03/25.</p> <p>Partially complete – recruitment of backlog and BAU staff progressing slowly due to Matrix issues.</p>		
MEDIUM /LOW	Temporary Accommodation	The Council will develop a diversification strategy to engaging with private rented accommodation providers.	30/11/2023	30/10/2025	<p>Out of Borough Policy agreed at Cabinet. Top twenty suppliers identified and contacted to renegotiate costs with some reductions in costs made.</p> <p>Action Plan</p> <p>1. Strategy needs to be written and agreed.</p> <p>Complete</p> <p>2. Produce Temporary Accommodation Acquisition Policy and take to CLT for approval</p> <p>Partially complete – policy has been drafted but not signed-off.</p>	Workstream 1	Y (partial)

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					<p>3. .Conduct Equality Impact Assessment to allow us to implement Out of Borough Policy</p>		
					<p>4. Explore private sector solutions using private sector suppliers, Simply Phi, MB, Chalk Hill, Crom wood and others re. 12-month agreements with all providers. Will continue use B&B for short term i.e. where assessment is required. Although, no actual strategy paper has been produced the team is actively diversifying the TA stock.</p> <p>Partially complete - All 65 providers have been contacted about re-negotiating rates and compliance matters. Fifteen organisations invited to submit a proposal for long term leasing solution.</p> <p>5. Use Bed & Breakfast for short term i.e. where assessment is required. Until strategy paper has been produced the team is actively diversifying the TA stock.</p> <p>Complete – legitimate B&B use being closely monitored (weekly).</p>		

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MEDIUM /LOW	Housing Management – Health and Safety (Gas, Electrical and Legionella)	The September 2022 iterations of the Compliance Strategy and safety policies will be uploaded to the Council website. Subsequent iterations will be uploaded to replace these once annual reviews are completed.	31/01/2024	30/01/2025 30/06/2025	Policy etc. was on the website but much of it disappeared when website was updated in 2023. We are in process of re-instating . Gas policy has been re-drafted.	Workstream 1	Y(partial)
					Action Plan		
					1. Working on Electric & Legionella policies Partially complete - Both policies have been updated. Not published to the website yet.		
					2. Produce Temporary Accommodation Acquisition Policy Partially complete – in draft		
					3. Policies are completed – need to incorporate additional access process. On target to get policies on website by 30 Jan 25. Partially complete where applicable (e.g legionella. Delay due to RSH inspection will upload by end June 25		

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MEDIUM /LOW	Housing Management – Health and Safety (Gas, Electrical and Legionella)	Following the resolution of NEC system issues, the Compliance Coordinator will resume with reconciling RAMIS and NEC property records.	31/01/2024	31/12/2024	Compliance co-ordinator can provide evidence on blocks. Further work needed on individual properties and waiting for ICT to confirm issues resolved. Internal computer systems RAMIS and NEC reconciled on a weekly basis in place since Dec 24 Complete	Workstream 3	Y
					Action Plan		
					1. Pennington's commissioned to conduct health check on compliance function to cove the BIG '6' for General Needs & TA in Q2, 2024- accepted recommendations and timescales and overall good compliance. Complete		
					2. Recommendations on the BIG '6@ incorporated in Housing SIP Complete		

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MEDIUM /LOW	Housing Management – Health and Safety (Gas, Electrical and Legionella)	The Council will introduce additional forward planning for properties with previous access issues for Electrical Installation Condition Report (EICRs)	30/09/2023	30/04/2025	We are 95% compliant. Additional planning linked to 1) tie in with gas servicing and 2) do the checks in year 4 2025) to give 1 year contingency. Weekly update from Cardo on EICRs. Property certs now issued 1 year in advance. Now a breakdown of priority properties e.g. CAT 1 = 68 homes, two new steps – 1) if logging a repair and no EICR then book EICR at same time and 2) combine outstanding EICR with gas servicing visits	Workstream 3	Y(partial)
					Action Plan		
					1. Develop an additional forward plan activity to embed current working practices Complete e.g. have stopped responsive repairs if electrical and / or gas safety test outstanding.		
					2. To adopt the same approach for EICR as Gas assessments Partially complete – seeking clarity from HB Law on if we can get a warrant for an EICR in same way as we can for Gas Safety. At end May 25 we had 37 no access which represents circa 0.5% of homes. We are passing across to SBC enforcement team in batches.		

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					3. Produce list of difficult to reach tenants, carry outdoor knocking Complete – knocked on all doors, some success. 4. Engage Cardo to co-ordinate Resident Liaison Officer visits. Complete		
MEDIUM /LOW	Housing Management – Health and Safety (Gas, Electrical and Legionella)	The escalation procedure for EICRs will be reviewed and updated, notably to outline the action to be taken following the sending of reminder letters (replacing legal action). The actions in this procedure will then be followed (including the timeliness of actions) where no access is granted to complete EICRs.	30/09/2023	30/04/2025 30/06/2025	Procedure is reviewed annually. Action Plan 1. Drafting the escalation procedure - Legal advice sought Partially complete – waiting for legal advice on issuing warrant. Access gained to 3 properties following threat of legal action on May 25 2. Check escalation is compliant – as above 3. Cardo to provide regular updates on numbers. Complete	Workstream 3	Y(partial)

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MEDIUM /LOW	Rent Accounts	The Council will review the processes in place for the approval of key documents, considering the level of remote working currently undertaken. An approach will be agreed and shared across the organisation, introducing e-signatures or the use of email trails for approvals.	31/03/2024	30/06/2025	Review of processes took place in Q1, 2024 DocuSign was proposed as solution but was then abandoned.	Workstream 2	N
					Action Plan		
					1. Review previous solution and agree innovative approach. To agree innovative solution with transformation team so we have a council wide solution for document approvals.		
MEDIUM /LOW	Rent Accounts	We will maintain the starters forms for all users. We will ensure that the system will show the date when it was updated and the leaving date for the leaver.	31/03/2024	31/03/2025	Starter forms for new users should be uploaded to the system and updated on exit. This is for DDaT	Workstream 5	N
					Action Plan		
					1. Review current procedure and process to ensure starter forms are updated at start and end.		

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MEDIUM /LOW	Rent Accounts	Fact Sheets relating to rent accounts (including mutual exchanges) will be updated to reflect current processes and regulations, and these will be subject to appropriate approval. Target dates and responsible owners for the update of these fact sheets will be documented, and the updated guides will be disseminated to all relevant staff, including the Rent Accounts team.	31/03/2024	31/03/2025 31/08/2025	Fact sheets reviewed in 2023, some updated but work abandoned.	Workstream 2	N
					Action Plan		
					1. Collate full inventory of current fact sheets, agree ownership. Delay due to RSH inspection, Resignation of previous service lead. As part of Housing SIP, we are reviewing all fact sheets under new Head of Service		
					2. Neighbourhood leads to update and provide proof. Delay due to RSH inspection, Resignation of previous service lead. As part of Housing SIP, we are reviewing all fact sheets under new Head of Service		
MEDIUM /LOW	Temporary Accommodation	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	31/03/2024	31/03/2025 30/09/2025	Corporate Restructure completed in 2023/24, monthly KPI data produced, Jigsaw provides some reports for Government Homeless Case Level Information Collection (HCLIC) purposes. New Dashboard required	Workstream 1	Y (partial)
					Action Plan		
					1. New Dashboard commissioned in Q3, 2024 from NEC project team. Partially complete – first iteration of Dashboard published February 2025. Requirements for		

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					<p>second iteration have been submitted BUT no DDaT resource available to progress.</p> <p>2. Review of structure to be conducted in Q4 and Dashboard will be updated as necessary</p> <p>Delay due to ongoing data reconciliation and validation. PWC commissioned in May 25, ongoing work and then DDaT resource to be agreed to progress requirements once outcome of further in-depth work finalised.</p>		
MEDIUM /LOW	RMI Contract Management - Osborne	The Council will implement a checking mechanism to confirm repair target dates set by Osborne align to the timeframes defined within the RMI contract.	02/06/2022	30/01/2025	Monthly stats are sent in by Cardo (took over Osborne). These are checked and challenged. Ian Stone to provide evidence of challenge.	Workstream 3	Y (partial)
					Action Plan		
					1. Director to review and sign off		
					Partially complete – KPIs reviewed by Director monthly. However, not formally signed off.		
MEDIUM /LOW	RMI Contract Management - Osborne	The internal governance arrangements for the reporting of RMI contract performance will be agreed and include an appropriate level of scrutiny.	02/06/2022	30/01/2025	Oct 2021 KPI's were revised. Osborne contract Novated to Cardo 2023. Ian Stone to provide evidence of challenge.	Workstream 3	Y (partial)
					Action Plan		
					1. Review of Dashboard and KPI under review		
					Complete		

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					1. Director to review and sign off and included on HSIP Partially complete – agreed but not formally signed off.		
MEDIUM /LOW	Follow Up of Previous Management Actions	The Planning Manager will request for an electronic document management system/method to be put in place to securely retain PPA related documentation	05/09/2022	30/01/2025	There was no cost-effective way of doing this. With SharePoint now having been rolled out, the folder is being moved over to SharePoint with only Planning Officers being invited to the Cloud documents. This provides secure management with limited access to only appropriate officers. Complete Folder moved to SharePoint, so documentation is now retained securely.	Workstream 5	Y
					Action Plan		
					1. Director to review and sign off. Complete		
MEDIUM /LOW	Follow Up of Previous Management Actions	The Planning Team will add detail to the performance excel spreadsheet on why the Etos had been used for planning applications.	05/09/2022	30/01/2025	There was no cost-effective way of doing this. With SharePoint now having been rolled out, the folder is being moved over to SharePoint with only Planning Officers being invited to the Cloud documents. This provides secure management with limited access to only appropriate officers. Complete Folder moved to SharePoint, so documentation is now retained securely.	Workstream 5	Y

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					Action Plan 1. Director to review and sign off. Complete		
MEDIUM /LOW	Follow Up of Previous Management Actions -	The Council will update the Recharges Policy and Procedure document to reflect current practice. An agreed authority will then formally approve the document. Once approved, the document will be reviewed on an annual basis.	30/09/2021	31/03/2025 30/07/2025	Policy was partially drafted but never completed and agreed.	Workstream 2	N
					Action Plan 1. Update the Policy and Procedure for Recharges Delay due to RSH Inspection Previous service lead left and Head of Service will now lead.		
					2. Set up working group to meet monthly		
					3. Get ICT sign off to upload		
MEDIUM /LOW	Service Charges	The procedures relating to calculating estimated and actual leasehold charges will be updated to reflect the current	31/03/2024	31/01/2025	Procedures on estimates and calculations are in place and reviewed with finance on an annual basis	Workstream 4	Y
					Action Plan 1. Further work needed to check it reflects the current corporate structure and current practice and all costs are recharged to ensure no loss to HRA		

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		corporate structure and current practice, as well as including information on version control.			2. New procedures are in NEC which holds previous versions 3. Director to review and sign off The updated service charge procedures have been completed and are in line with the work practices of the new NEC system.		
MEDIUM /LOW	Service Charges	The Council will establish an accurate and reliable means of identifying costs associated with grounds maintenance and management fees.	31/12/2022	31/03/2025 30/09/2025	Review of costs began in 2023 but abandoned Action Plan 1. Review of all areas that receive grounds maintenance 2. Finance to apportion costs and Leasehold team to benchmark This work has not yet been completed. It falls under the estate services section, 70% of the work has been carried out and the remaining 30% is to be progressed shortly	Workstream 4	N
MEDIUM /LOW	Service Charges	As part of the annual billing process an exercise will be performed to ensure that all costs incurred relating to leaseholders are billed through service charge	31/12/2022	30/04/2025 30/12/2025	Link to above action- joint working with finance, due to go to Committee on 21/1/25 for sign off Action Plan 1. Joint working with finance underway in Q3/4 2024/25 to include the new rent service charges. Evidence will be a spreadsheet of before and after charges. It was agreed that the Home Ownership Section would calculate the service charges	Workstream 4	N

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					for tenanted properties (as well as the leasehold properties), to assist with uniformity and transparency, in 2024/25 finance calculated the service charge for tenants and HOS will take this over in 2025/25. The calculations were based on the old method of calculation which could be challenged at Leasehold tribunals. Home Ownership will calculate the service charges for tenants for the rent increase 2026/27 and ensure sign off is agreed.		
MEDIUM /LOW	Follow up of Previous Management Actions	The Council's Tenancy Management Workbook will be reviewed and updated to include updated fact sheets and next review date. Once approved, this will then be communicated to staff and implemented	30/11/2022	30/04/2025 30/09/2025	Work commenced in 2002 and abandoned.	Workstream 2	N
					Action Plan		
					1. Review the current workbook and include in HSIP. Delay due to RSH Inspection and service lead left. New Head of service working on the Strategy first and will amend TM Handbook afterwards.		
MEDIUM /LOW	Service Charges	The Council will update the leasehold charges webpage to include comprehensive information around major works and how the Council recharges these costs	30/09/2022	31/03/2025	Review and basic updates to website started in Q3, 2024/25	Workstream 4	Y(partial)
					Action Plan		
					1.Further in-depth review underway to update website pages The updated website information for Major works has been signed off 09.06.25, if the website has not already been updated it should be updated imminently (by Rebecca Elem in IT).		

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MEDIUM /LOW	Service Charges	The Council will establish a mechanism to ensure that the section 20 consultation process, including issuance of section 20 notices, is undertaken prior to Capital Works being started.	30/09/2022	30/01/2025	Work began in Q2 2024/25, can provide evidence of consultation and re-charge. Work underway on Procedure. There is a shared folder of consultation. Process map being developed.	Workstream 4	Y
					Action Plan		
					1. Complete process map and procedure		
					2. Director to review and sign off This was completed November 2025		
MEDIUM /LOW	RMI Contract Management - Osborne	The Council will implement a process for obtaining feedback from complainants to determine the clarity of responses received and satisfaction with these.	30/09/2022	31/03/2025	Complaints centralised as part of 2023 restructure and not started	Workstream 5	Y
					Action Plan		
					1. Complaints Task Force launched Jan 2025 Complete – Taskforce launched Jan 2025		
					2. Included as part of HSIP. Complete		