

Guildford Borough Council: Improvement Plan

Key: Completed/in place, On track, Not Started Delayed

Strategic Direction: Establish a clear strategic direction and values for the Council, providing a basis for performance management and continuous improvement						
Objectives	Actions and status	By when?	SOLACE Para	Owner	Governance Mapping	RAG & progress update
1. Coordinate all improvement activity relating to the themes of this Corporate Improvement Plan, including all SOLACE report's recommendations.	1.1 Draft an improvement plan, for which the Chief Executive and CLB will be accountable.	May 2024	6.2, 6.8	Chief Executive	CGSC 15 May Full Council 23 July	First 6 monthly update – Dec 2024
	1.2 Corporate Governance and Standards Committee to scrutinise the Plan and Full Council to adopt plan, with progress reported to Council six monthly for three years.	July 2024	6.8	Chief Executive	Full Council 3 December	
	1.3 Appoint a Head of Business Improvement to lead on developing and coordinating actions at pace to deliver the plan.	May	6.8	Head of Business Improvement	n/a	
2. Develop a corporate approach to continuous improvement to ensure it is resourced and treated as business as usual by all services.	2.1 Appoint an Independent Improvement and Assurance Panel to provide a critical friend function.	Completed	6.9	Chief Executive	CGSC 15 May Full Council 23 July Council: 3 December for first report	Year 1: Monthly meetings since August 2024 Year 2 & 3: quarterly meetings Terms of reference agreed.
	2.2 Carry out an initial restructure of JLT to address governance and finance capacity and capability.	Completed	4.4, 7.14		Head of Paid Service	
	2.3 Propose new structures to be agreed by Executive as part of 2025/26 Budget process following options appraisal of capacity and capability.	Budget to be approved February 2025	4.4, 7.14		Budget process dates (5.5)	
	2.4 Arrange a peer review for 2025/26	Summer 2025	6.3		n/a	Agreed with LGA: May 2025
	2.5 Carry out peer review	May 2025	6.3	Chief Executive	TBC Council	Initial conversations with LGA Autumn 2024
	2.6 Create a refreshed Annual Governance Statement template to ensure it is used as an improvement document. Provide training for staff developing the statement.	August 2024	6.4	Strategic Director of Finance (\$151)	n/a	
	2.7 Annual Governance Statement to be prepared by Finance, consulted on with Executive and O&S and owned by CLB, prior to formally being taken to Corporate Governance and Standards Committee for adoption and review mid-year.	Draft AGS by September 2024	6.4	Statutory officers	Executive Briefing 11 September CGSC 26 September Next: May 2025 TBC	Document has been used as an improvement document, with input from different teams. Internal audit on AGS Autumn 2024. Use findings (& WBC Findings) to improve AGS 24/25. AGS working group created.
3. Produce and embed a strategic framework (including strategies, policies, risk and performance management approaches) and set of	3.1 Develop and publish corporate strategy	July 2024	7.13i 7.13ii	Assistant Director of Strategy & Corporate Services	O&S 10/11 July Executive 15 July Full Council 23 July	Link to Corporate Strategy Engagement events – external and internal planned for Autumn/Winter 2024.

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values that articulate the Council's vision and priorities, and provide a golden thread through service delivery and performance management	3.2 Develop and publish corporate values	May 2024	7.13iii, 9.12		Internal only – By the Wey May 2024	Values were published in May internally to staff and added to Intranet. Posters around GBC sites.
	3.3 Communicate the new strategy, values, challenges of the Council and the Improvement Plan.	July 2024	7.16		Comms plan shared with Executive 19 July.	Live comms plan in process. External webpages of Improvement Plan and Corporate Strategy being refreshed: Autumn 2024
	3.4 Review the range of strategies and policies, identify gaps, clarify timescales and ensure resources in place, starting with people strategy, IT strategy and procurement strategy.	Review: July 2024 Ongoing	7.15		New strategies will run through committee process.	People Strategy and Procurement Strategy in development.
Value for money: Ensure we provide the best value for money by embedding effective finance practices with sufficient capacity, and alignment between the organisation's priorities and its use of resources, including procurement and contract management.						
Objectives	Actions and status	By when?	SOLACE Para	Owner	Governance Mapping	RAG & progress update
4. Establish and embed effective finance and budget policies and procedures with sufficient permanent capacity and resource to create accountability of budget holders .	4.1 Redesignate the S151 officer as a Strategic Director, reporting to the Chief Executive.	Completed	7.4	Chief Executive		
	4.2 Appoint a permanent Section 151 Officer, reporting directly to the Chief Executive	Completed	7.3			
	4.3 Revised and implement financial and budget policies and procedures for consistency and clear ownership, with a clear plan for regular review.	Completed	7.5,10.3 10.11	Strategic Director of Finance (S151)	Financial Procedural Rules: Full Council July 2024	
	4.4 Ensure capacity and capability of the finance team through recruitment of permanent staff. Recruitment of permanent staff launched, to replace some of the interims.	Ongoing	10.11		TBC	Finance structure will be reviewed. Joint Away Day with GBC & WBC finance colleagues – August 2024
	4.5 Finalise the Budget book and implement to improve finance knowledge and ensure ownership by the budget holders. Relaunch Budget monitoring reporting processes. Finalise all budgets and ensure sign off by s151 officer.	Budget book issued Expenditure report published May 2024	10.3 10.11		n/a	Budget books - Guildford Borough Council
	4.6 Implement improved budget planning and processes that are documented and reviewed regularly.	Completed and ongoing	10.3 10.11		n/a	Progress commenced earlier this year with reporting starting in July 2024.
	4.7 Regular review of approved and provisional capital programme to ensure continued relevance and prioritisation of spend	First iteration completed Autumn 2023, ongoing.	10.7		<ul style="list-style-type: none"> Strategic Programmes & Project Board Executive Working Group: ongoing Revenue & Capital Outturn Report 23- 	Ongoing review of the capital programme.

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					24: Executive 3.10.24 <ul style="list-style-type: none"> Capital and Investment Strategy 2025-26 to 2029-30: Council 5 Feb 2025 	
5. Ensure accountability to the public purse through revised contract award and management controls, and alignment with the priorities of the Council.	5.1 Renew Procurement Strategy and pipelines	New Procurement Strategy in Summer 2024	7.15		Executive: Pipelines Procurement Strategy TBC	Procurement Pipelines report has been approved at Executive 3.10.24, a further paper discussing awards will come later. Procurement Strategy went to Joint Leadership Team 6/11 for feedback.
	5.2 Implement appropriate controls around contract awards and management, with robust monitoring and a new reporting regime.	New reporting being developed	8.12 9.11	Strategic Director for Legal and Democratic Services Strategic Director of Finance (\$151)	TBC likely to be part of procurement reporting to committee	Procurement purchasing cloud-based contracts database for Autumn 2024. Contract management training being procured.
	5.3 Recruit Head of Procurement.	Spring 2024	7.15	Strategic Director of Finance (\$151)	n/a	Commenced June 2024
	5.4 Emphasise accountability to the public purse, and value for money, through the Corporate Values.	May 2024	9.9 10.12	Strategic Director of Finance (\$151) Chief Executive	Internal – Corporate values	Corporate Values adopted – VFM included.
	5.5 Commence Budget and MTFP processes in the summer. This will align with the Corporate Strategy.	MTFP review started in July 2024	9.9 10.12	Strategic Director of Finance (\$151)	<ul style="list-style-type: none"> Update report – Resources O&S 9/7, Council 23/7 MTFP Update - Resources O&S 10/9 Council 8/10 MTFP Update - Resources O&S 12/11 Council 3/12 Potential MTFP Update: January 25 Budget Setting - 14/1/25 Resources O&S, 23/1/25 Executive, 5/2/25 Council 	Budget scrutiny training delivered 10/9 to O&S.

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	5.6 Put together service review programme with in-depth reviews into services which procure large contracts in order to identify any issues that might exist.	September 2024	11.10			Budget challenge sessions completed for every service. Challenge packs have included budgets, establishment, bids, savings, income and contract information	
	5.7 Replenish the Council's reserves position which has been depleted in recent years, becoming an adverse indicator on OFLOG finance indicators.	September 2024	NEW		Budget updates to Committees	VAT return of Circa £3.5m received. £17.450 of usable and £17.961 of legally ringfenced. Review completed and some reserves moved and closed.	
6	Implement regular reviews and reporting arrangements which ensure value for money and best use of public money.	6.1 Corporate Governance and Standards Committee to consider formal action and/or a formal response to the External Auditors in respect of the Value for Money matters it raised in September 2023. The issues raised have been addressed through the Financial Recovery Plan.	Formal response to be presented at CGSC Cttee meeting	10.13	Strategic Director for Legal and Democratic Services Strategic Director of Finance (\$151)	Corporate Governance and Standards Committee	VFM response complete and will go to CGSC 29/9
		6.2 Ensure regular review of arrangements for managing the property portfolio and report to committee.	Review to be commissioned Summer 2025	10.7	Strategic Director of Finance (\$151) Strategic Director of Economy, Planning & Place	Fund Report is an appendix of annual Capital & Investment Outturn Report	
Governance: Implement effective governance across the organisation, so decisions are made at the right level, with accountabilities and responsibilities clear. Decision-making will be open and transparent, supported by evidence and a committee system that provides constructive challenge.							
Objectives	Actions and status	By when?	SOLACE Para	Owner	Governance Mapping	RAG & progress update	
7	Increase officer and member awareness of the Best Value Duty , and improve quality of challenge between members and officers.	7.1 Member and officer development programmes to be revised and relaunched	September 2024	6.7, 8.18	Strategic Director for Legal and Democratic Services	Councillor Development Steering Group, CGSC	Joint Member Development Programme presented to Councillor Development Steering Group 14.10.24
		7.2 Briefing session on Best Value duty to be carried out for all staff and all members	Autumn 2024 October: Councillor training November: officer training	6.7		n/a	Delayed due to external trainer availability. Training to councillors: 17/10, SS will do follow up training to all officers in November/December.
		7.3 MO briefing note on Best Value duty will follow the briefing sessions.	June 2024	6.7		n/a	To mitigate the delay in 7.2, SS sent out a briefing note out to all councillors 01.07.24

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	7.4 Finance training to be provided to all members of Overview & Scrutiny Committee in advance of budget scrutiny	January 2025	9.3	Strategic Director of Finance (\$151)	n/a	External training delivered 20 June. Training offered before each O&S (resources)
	7.5 Review and update our member / officer relationship protocol, including training for councillors and staff	March 2025	NEW	Strategic Director for Legal and Democratic Services	Full Council 23 July 2024	Training took place: Councillors on 8th July 25 July for officers (2 sessions) & 24 September
8	Ensure decision-making happens in the right places with clear accountability .	8.1 Review and update the Council's constitution through JCRG, underpinned by a programme of training, followed by regular monitoring. (The Joint Constitutions Review Group is in operation, reviewing and updating the constitutions.)	Complete Constitution review by September 2025	9.13		Joint Constitution Review Group Councillor Development Steering Group 14/10: training to be scheduled on the new Council, Procedure Rules (Mock Council meeting, Scheme of Delegation & decision-making).
		8.2 Joint Constitutions Review Group to include review of scheme of delegations, followed by regular review of schemes of delegation and decision-making protocols.	June 2024	8.20		Full Council 23 July 2024 Minor amends to Scheme of Delegations – MO delegated authority Revised joint scheme of delegation approved, minor amends will be ongoing. Scheme of Authorisation for services - to be published on website
		8.3 Ensure process of monitoring the exercise of officers' delegations.	Develop process by July 2024.	8.12		Officers delegations were approved in July 2024, and the process of monitoring these was due to be commence in Autumn 2024.
		8.4 Ensure that all decisions are evidenced and recorded following good principles of public law. The development of the new Corporate Values emphasises the importance of evidence-based decisions, and cost-benefit analysis to deliver value for money.	Corporate Values adopted May 2024	9.14	Strategic Director for Legal and Democratic Services Strategic Director of Finance (\$151)	
	8.5 Implement revised and ongoing member and officer development programmes, training for officers on decision-making. Review capacity and training to ensure cost-benefit analyses underpin decisions.	Development programme relaunch September 2024	6.7	Strategic Director for Legal and Democratic Services	Councillor Development Steering Group, CGSC	Regular training for officers on decision-making Member officer development programme
	8.6 Implement regular meetings of statutory officers with appropriate agendas and minutes, focusing on strategic issues, performance and risks, rather than on operational matters, including regular meetings with external auditors.	Completed	8.7 8.9	Chief Executive	n/a	Monthly meeting Terms of reference agreed and standing agenda. Minutes taken.
	8.7 Officer decision-making will be reviewed to ensure decisions are made at the right level, with a decision	Completion September 2024	8.19i 8.8	Strategic Director for Legal and	JCRG November 2024	Officer meetings have been reviewed. Terms of references

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	hierarchy, compatible terms of reference, agendas and minutes.			Democratic Services	CGSC January 2025 Full Council January 2025	have been agreed for senior leadership meetings, and minutes are recorded. Officer Decision Making Protocol in development to provide guidance on the new officer delegations. Review of our Internal Boards will be ongoing.
9 Undertake the Governance Work Programme to revise the constitution and ensure the Council uses best practice governance processes and procedures .	9.1 Reviewed Council Procedure Rules to be adopted	Completed	7.15		JCRG: 28 March CGSC: April Full Council: April	Adopted a new set of Council Procedure Rules in April 2024 Good practice to keep the committee terms of reference under review. Consideration of Council Procedure Rule 6: 21.10.24 JCRG
	9.2 Review the way Committees operate and plan their work, to ensure that council services are appropriately scrutinised.	Ongoing (see below)	8.17i, 8.3, 8.4			
	9.3 Review terms of reference of all Committees	May 2025	8.17		JCRG Work Programme 24/25 CGSC, Council.	CGSC & Audit committee terms of reference are being progressed. O&S Resources & Services terms of reference: JCRG Dec 2024, CGSC January 2025
	9.4 Review matters reserved to full Council and local choice functions	May 2025	8.17i		12 Aug 24 JCRG Sim Standards 26 Sept 8 October Council	
	9.5 Give consideration to a dedicated Committee to be responsible for the statutory audit function of the Council	May 2025	8.17iii		JCRG: 12 August, 12 October Sim Standards 26.09. CGSC 14 November	Review of the terms of reference of the Corporate Governance & Standards Committee and the new proposed Audit Committee
	9.6 Review operation of Executive, including agenda planning and decision-making	May 2025	8.17i 8.3		Review of Executive Working Groups 8/08/24	Executive Decision-Making Protocol Terms of reference review
	9.7 Review the way the Executive operates through the Executive Procedure Rules, bring the protocol to Full Council	May 2025	8.17i		Executive Decision Making Protocol &	Individual Executive Member Delegations

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					Individual Executive Member Delegations TBC	JCRG Jan 2025, CGSC February 2025, Council March 2025.
9.8 Review the effectiveness of the Council’s scrutiny function, considering abolishing the Executive Advisory Boards and creating an additional Overview & Scrutiny Committee.	May 2024	8.17ii 8.4				EABS abolished, second O&S Committee in place. Overview & Scrutiny Procedure Rules on JCRG work programme
9.9 Review the arrangements and operation of the Executive Shareholder and Trustee committee to ensure good governance practice, and that the Committee has oversight and responsibility for the Council’s shareholder relationships.	January 2025	10.14			CLB: Companies, Charities & Trusts (internal) JCRG: September Sim Standards 26 September Full Council October Joint Chief Executive: delegated authority for Director appointments	Executive Shareholder and Trustee committee 8 August. Next ESTC: 28 November: review of Council’s governance arrangements. Appointment of a temporary company lawyer to review governance documents including Articles of Association and Shareholder Agreements and providing training to Trustees, Directors and Officers. Reviewing director appointments
9.10 Develop a written agreement and engagement Local Arrangements approach with the Unions Guildford Borough Council recognise which clearly states what we will consult on with them, and how we will engage with them.	January 2025	NEW	Strategic Director for Legal & Democratic Services	G&W Union Collaboration meetings		Started, being discussed at G&W Union collaboration meetings
9.11 Review the governance process and reporting on declarations of officer interests, gifts and hospitality	March 2025	NEW	Strategic Director for Legal and Democratic Services	TBC		
9.12 Develop a new Money Laundering Policy	Summer 2024	NEW	Strategic Director of Finance (S151)	CGSC Spring 2024		Approved with Anti Fraud & Corruption Strategy, Anti Bribery Policy, Counter Fraud Policy & Fraud Prosecution Policy

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Culture: Embed a public service culture, outward-facing, innovative, building partnerships, listening to and working with our communities and businesses to deliver effective services that are value for money						
Objectives	Actions and status	By when?	SOLACE Para	Owner	Governance Mapping	RAG & progress update
10 Embed a positive culture of sharing information , whilst respecting the duty of confidentiality. We listen and respond to colleagues, residents and businesses.	10.1 Review, adopt and promote new whistleblowing policy.	Completed January 2024	8.13	Strategic Director for Legal and Democratic Services	Adoption by Executive, 25 January 2024 Annual Report 23/24: CGSC 16 Jan 2025	Next Review: Jan 2026
	10.2 Review officer code of conduct and HR policies.	Review officer code of conduct April – Jun 2024 & communicate to all staff by Summer 2024. Kick off review of all key HR policies Summer 2024	8.19iii 8.13 8.14	Assistant Director of Strategy & Corporate Services	TBC	Code of Conduct and the related codes have been reviewed. Pay policy has been updated and interim JE framework and policies for joint posts introduced. Relationships at Work Policy complete, needs to be added to Constitution. Current focus for HR policy update is the bullying and harassment procedure to comply with new legislation and in response to union feedback.
	10.3 Training for all of JLT by HR specialist on how to conduct employment investigations.	Summer 2024		Assistant Director of Strategy & Corporate Services	JLT (internal)	Training took place for 8 th October.
	10.4 Increase and improve communication between services, colleagues and stakeholders. Establish new weekly staff engagement forum has been to encourage a more open, collaborative culture.	Complete	9.8	Chief Executive	n/a	Weekly staff briefings – By the Wey 6 month review meeting of weekly staff briefings
	10.5 Ensure CLB explicitly takes a more open approach, including Member briefings on contentious issues, supported by clear confidentiality duty. All-Member briefing in May 2024 to run through this report and improvement plan.	Complete	9.8	Chief Executive	All-member briefing May 2024	
	10.6 Briefing for members and councillors on exempt and confidential information	Summer 2024	9.4	Strategic Director for Legal and Democratic Services	n/a	Completed 15 May

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	10.7 Share this report with Waverley Borough Council to discuss implications with WBC Members. Report shared with WBC, and members briefed.	May 2024	4.4 12.14	Chief Executive	n/a	Report shared with WBC Executive, WBC group leaders briefed
	10.8 Upskill key officers in fraud awareness and prevention	Summer 2024	NEW	Strategic Director for Legal and Democratic Services	n/a	Senior officer from housing, legal and finance attended and cascaded the training.
11 Embrace opportunities for innovative working , including through partnerships .	11.1 Waverley Borough Council to consider carrying out a similar review.	WBC have commissioned a review from SOLACE, date to be confirmed.	12.14	Chief Executive	TBC	Initial discussions with SOLACE have begun, planning for March 2025.
	11.2 Establish effectiveness of the collaborative working arrangements, including benefits. (£700k of financial savings delivered so far, with an additional £400k between both authorities budgeted for 24/25.)	Full cost benefit analysis to be produced over Summer	12.11 12.5	Assistant Director of Strategy & Corporate Services Strategic Director of Finance (\$151)	Transformation & Collaboration Board (internal) Full Council.	Local Partnerships completing the independent cost-benefit analysis – delayed currently Group Leader session, JLT workshop complete. Expecting report in November.
	11.3 Review the: aims; short and long term priorities; programme governance arrangements; and current and future resourcing, of the Transformation and Collaboration Programme.	July 2024	11.12, 12.11 12.15, 12.8 10.9			Internal review complete, and update for GBC & WBC Executives will be presented in early 2025. Interim joint staffing arrangements were agreed at GBC & WBC Executives in October 2024.
	11.4 Develop a plan for spend on the Transformation and Collaboration Programme to access flexible use of capital receipts regime.	May 2024	10.9, 11.12			Flexible Use of Capital Receipts policy live in the Feb budget paper.
	11.5 Undertake a gap analysis between revised Transformation and Collaboration Programme and current resource and capability levels.	July 2024	12.15, 12.8, 10.9, 11.12	Assistant Director of Strategy & Corporate Services	Due to some promotion and other team changes, WBC are Business Transformation Officer and Business Analyst resource. Recruitment to GBC due to start shortly so we have support within both councils.	

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Service delivery: Ensure effective service delivery, focused on achieving the right outcomes for residents and businesses, and supported by an effective performance reporting, risk-management, monitoring and audit regime						
Objectives	Actions and status	By when?	SOLACE Para	Owner	Governance Mapping	RAG & progress update
12 Review current arrangements for service delivery , ensuring the right processes are achieving the right outcomes.	12.1 Review the operation of the generic back-office team handling a range of different processes, and its relationship with front line services.	Autumn 2024	11.11	Assistant Director of Communications and Customer Service	CLB Hot Topics (internal) 4 November	In progress – staff interviews and data analysis have taken place by independent contractor. Reviewing data findings and finalising report: end of November completion
13 Ensure effective service delivery through monitoring, reporting, management and auditing of performance and risks , so that relevant service risks and outcomes are identified and measured, KPIs are strategically aligned, risks are analysed and mitigated and areas of underperformance are addressed. Ensure that performance and risk frameworks are meaningful and visible to Members.	13.1 Review internal audit plan quarterly as risks and issues emerge to ensure a more robust plan and review process	IA Plan reviewed May 2024.	8.15	Strategic Director of Finance (\$151)	IA annual report 23/24: CGSC 25.07 IA Plan update Q3 & 24/25 progress report: 26.10 IA Plan update Q4 14.11 IA 2024-25 progress report 23.1.25	IA planning moved to quarterly. Directors all consulted on next quarters priority
	13.2 Review performance and risk management frameworks to ensure there is a clear golden thread between strategic goals and performance monitoring. Ensure regular performance monitoring, ensure it is visible and informs decision-making.	July 2024	8.10	CLB and Assistant Director of Strategy & Corporate Services	Quarterly reporting: Performance <ul style="list-style-type: none"> Resources O&S Risk - CGSC 	Risk framework has been reviewed, agreed to develop a new risk management strategy & approach the Council that meets sector best practice
	13.3 Promote the existing Performance Agreement Process (PAM), guidance and documentation. Review PAM process in line with the newly developed corporate strategy and values once those are agreed and published.	Promote PAMs April – Align with strategy and values Summer 2024.	8.11 8.19ii	Assistant Director of Strategy & Corporate Services	n/a	Annual PAMs Summer 2025: work currently on updating the behavioural framework
	13.4 Revise quarterly performance reporting format with changes to format of risk registers to include high level Red, Amber, Green dashboard and quarter-to-quarter direction of travel.	May 2024	8.19ii 8.10 8.11		CLB R&P (internal) Joint Risk management Group Q1 Corporate Risk	Risk register template developed that improves the format and has a risk heatmap, with direction of travel.
	13.5 Corporate risk register to be reviewed and updated by CLB and Assistant Director of Strategy & Corporate Services on a quarterly basis.	Completed 26 March 2024. Quarterly reviews to take place	8.10	CLB and Assistant Director of Strategy & Corporate Services	Register CGSC 26.09.24 Q2 Corporate Risk Register CGSC 14.11.24	
	13.6 Ensure service risks are reviewed by JLT members at quarterly risk management group meetings, with any key matters escalated to CLB.	Quarterly reviews by JLT	8.10	Assistant Director of Strategy & Corporate Services	Joint Risk Management Group (internal)	

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					CLB: R&P (internal)	
	13.7 Corporate and enterprise portfolio risk registers to be reviewed at least quarterly by CLB.	Quarterly review by CLB	8.10	CLB	Internal – CLB Risk & Performance	
	13.8 Implement a system for the consistent design and approval of service plans and their associated budgets, providing clear accountability and reflecting the scheme of delegations approved by the Council. Revised service plan design with section for budgets, awaiting JLT approval.	New service plan design and finalise documents July 2024	8.11 11.9 10.3	Assistant Director of Strategy & Corporate Services	Internal – JLT September & October 2024, developed in consultation with portfolio holders.	Assistant Directors working on new service plans: Autumn 2024. Will be rolled out alongside budget for next f/y
	13.9 Continue collaborative working between Finance and Strategy & Corporate Services to produce service plans with accurate budget information	New service plan design and finalise documents July 2024	8.11 11.9	Assistant Director of Strategy & Corporate Services Strategic Director of Finance (\$151)	Part of budget reporting to committee	Service plans have been designed with Finance, to ensure our service delivery and planning aligns with our budget and resources.
	13.10 Following a review of our risk framework, develop a new risk management strategy and approach to meet sector best practice.	Adoption for April 2025	NEW	Assistant Director of Strategy & Corporate Services	CGSC: 16.01.25 Executive: 23.01.25 Full Council: 5.02.25	In progress: <ul style="list-style-type: none"> RM strategy working group Risk appetite workshop Risk Survey Draft strategy presented at CLB Risk & Performance 27/11

Housing: Ensure that housing services are effective, value for money, and recognise the vital importance of providing a safe and secure home

Objectives	Actions and status	By when?	SOLACE Para	Owner	Governance Mapping	RAG & progress update
14 - Ensure robust governance and assurance controls are in place for Housing Services	14.1 Develop and implement a comprehensive action plan to address the findings and recommendations of the SOLACE governance review of housing	Completed	Hsg review	Strategic Director of Housing, Communities & Environment	CGSC May 2024 & Full Council July 2024	Commenced implementation with workstream leads within Housing.
15 - Ensure that landlord services are compliant with legislative requirements, including building safety and the four Consumer Standards	15.1 Commission an external expert assessment against the new Consumer Standards, to include a gap analysis and recommendations for action	Commissioned	Hsg Review	Assistant Director of Housing	Housing Operations Board Tenant Engagement Group Committee TBC	Housing Quality Network (HQN) appointed to complete a mock inspection against all RSH consumer standards over the summer, to identify areas of compliance and improvement. Findings due 4 December
16 - Deliver high quality value for money housing services	16.1 Implement a transformation programme for housing services to achieve best in sector outcomes for residents, building on the findings of the SOLACE review and external assessment.	Winter 2024		Strategic Director of Housing, Communities & Environment	Housing Operations Board & TEG	Phase 1 SOLACE Actions started; external assessment findings will be added after 4 December